STUDY ON THE REGIONAL AGENCY FOR ENERGY ACCESS

CONSULTANTS’ REPORT

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(Revised Draft)

October 2006
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Acronyms

ADA - Austrian Development Agency
AFD - Agence Francaise de Developpement (French Development Agency)
AfDB - African Development Bank
AREED - African Rural Energy Enterprise Development
BMZ - German Ministry for Development Cooperation
BOAD - Banque Ouest-African de Developpement
CD - Capacity Development
CBO - Community Based Organization
CEDEAO - Communauté Economique des Etats de l’Afrique de l’Ouest
CILSS - Comité Inter-États de Lutte contre la Sécheresse au Sahel
DANIDA - Danish International Development Agency
DFID - Department for International Development (UK)
DGIS - Directorate General for International Cooperation of the Dutch Ministry of Foreign Affairs
EBID - ECOWAS Bank for Investment and Development
ECOSTAT - ECOWAS Data Base
ECOWAS - Economic Community of West African States
EIS - Energy Information System
ENERDATA - Energy consulting and information services company
EU - European Union
F&A - Finance and Administration
FAO - UN Food and Agriculture Organisation
FM - Financial Management
FMO - Dutch Finance Corporation for Developing Countries
GTZ - German Agency for Technical Cooperation
GVEP - Global Village Energy Partnerships
IC - Information and Communication
IEA - International Energy Agency
IEPF - Institut de l’Energie pour les Pays Francophone
KfW - Kreditanstalt für Wiederaufbau (German Development Bank)
KNSEA - Knowledge Networks for Sustainable Energy in Africa
LPG - Liquefied Petroleum Gas
MDGs - Millennium Development Goals
MEPRED - Mainstreaming Energy for Poverty Reduction and Economic Development
MFP - Multi-Functional Platform
MS - Member States
NEPAD - New Partnership for Africa’s Development
NGO - Non-Governmental Organization
NMC - National Multi-Sector Committee
OLADE - Latin American Organization for Energy (Organización Latinoamericana de Energía)
PDF - Partnerships and Dialogue Facility (funded by several EU development agencies, managed by GTZ)
PERACOD - Programme Sénégal-Allemand pour la Promotion de l’Electrification Rurale et l’Approvisionnement Durable en Combustibles Domestiques
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<tr>
<th>Acronym</th>
<th>Description</th>
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<tr>
<td>PIP</td>
<td>Public Investment Programmes</td>
</tr>
<tr>
<td>PRBE</td>
<td>Programme Régionale pour la Biomasse (UEMOA)</td>
</tr>
<tr>
<td>PREDAS</td>
<td>Programme Régional de Promotion des Energies Domestiques et Alternatives au Sahel</td>
</tr>
<tr>
<td>PROGEDE</td>
<td>Programme de Gestion Durable et Participative des Energies</td>
</tr>
<tr>
<td>RAEA</td>
<td>Regional Agency on Energy Access</td>
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<td>RIAF</td>
<td>Regional Integration Aid Fund</td>
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<td>RMC</td>
<td>Regional Multi-Sector Committee</td>
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<tr>
<td>RRB</td>
<td>Regional Regulatory Body (for the Power Sector in West Africa)</td>
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<tr>
<td>SIDA</td>
<td>Swedish Agency for Development Cooperation</td>
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<td>SME</td>
<td>Small and Medium Enterprise</td>
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<tr>
<td>UCCEE</td>
<td>UNEP Collaborating Centre on Energy and the Environment</td>
</tr>
<tr>
<td>UEMOA</td>
<td>West African Economic and Monetary Union</td>
</tr>
<tr>
<td>UNDP</td>
<td>United Nations Development Programme</td>
</tr>
<tr>
<td>UNEP</td>
<td>United Nations Environment Programme</td>
</tr>
<tr>
<td>UNIDO</td>
<td>United Nations Industrial Development Organisation</td>
</tr>
<tr>
<td>UPDEA</td>
<td>Union of Producers and Distributors of Electricity in African</td>
</tr>
<tr>
<td>USAID</td>
<td>United States Agency for International Development</td>
</tr>
<tr>
<td>WAGPA</td>
<td>West African Gas Pipeline Authority</td>
</tr>
<tr>
<td>WAMA</td>
<td>West African Monetary Agency</td>
</tr>
<tr>
<td>WAMI</td>
<td>West African Monetary Institute</td>
</tr>
<tr>
<td>WAPP</td>
<td>West African Power Pool</td>
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<td>WB</td>
<td>World Bank</td>
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<td>WEC</td>
<td>World Energy Council</td>
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Introduction

In the ECOWAS/ UEMOA White Paper on energy access the ECOWAS/ UEMOA Member States commit themselves to provide access to modern energy services by 2015 to at least half the populations in rural and peri-urban communities. The White Paper puts forward a number of very ambitious energy access targets such as 100 % access to improved energy services for domestic cooking, 100 % access to electricity for households in urban & peri-urban areas, and 60 % access to motive power for the rural population. The White Paper proposes the establishment of a Regional Agency for Energy Access (RAEA) as a means to meeting the challenge posed by these targets. This report presents findings of the consultants charged with studying the options for establishment of the RAEA.

The study was carried out from 5 June to 30 July 2006, with literature reviews and telephone discussions with key informants in the early stages, followed by field trips to Senegal, Mali, Burkina Faso, Niger, Sierra Leone, Liberia, Ghana, Benin and Nigeria. Stakeholders consulted during the field mission represent many organisations including Ministries of Energy, National Multi-sectoral Committees (with representatives of the Ministries including Energy, Finance, Agriculture, Health and Education), Private Sector Energy SMEs, NGOs and Donor agencies/ financial institutions (e.g. ADA, AFD, AfDB, DANIDA, DGIS, FMO, GTZ, KfW, UNDP and the World Bank.)

The first draft report was prepared over the period August – September 2006. This revised version of the report has been prepared following a review meeting of the Steering Committee of the study in October 2006.
Vision and Mission of the RAEA

Fieldwork conducted for this study established broad agreement of the White Paper’s proposal to establish the RAEA. Drawing on the fieldwork findings for this study, as well as inputs from Steering Committee Members, vision and mission statements together with a statement on the overall goal up to 2015 were formulated for the RAEA as follows:

• **Vision Statement**
  
  Access to modern energy services for all the people of West Africa

• **Mission Statement**
  
  Leading and coordinating implementation of the ECOWAS/UEMOA regional plan of action for increasing access to energy services through funds mobilisation, policy and capacity development, and knowledge management and communications, working with both the public and private sectors to develop and implement investment projects/programmes, including business ventures, at national and regional levels.

Goals and Results Expected of the RAEA

In line with the vision statement above and the plan of action set forth in the White Paper, the following overall and specific goals up to 2015 were formulated for the RAEA:

• **Overall Goal up to 2015**
  
  Contribution to achievement of the MDGs in West Africa by providing at least half of the people with access to modern energy services.

• **Specific Goal up to 2015**
  
  Leading and coordinating implementation of the ECOWAS/UEMOA Regional White Paper on Energy Access.

Drawing further from the White Paper and in keeping with the practical imperatives of establishing a new organisation, five expected results for the RAEA were determined as follows:

**Result #1:** Regional Agency for Energy Access (RAEA) is established.

**Result #2:** Institutional set up for the implementation of the regional programme on energy access is in place.

**Result #3:** Funds for the regional plan of action and assistance to Member States in mobilizing funding are raised.

**Result #4:** Capacities of public and private actors for developing harmonised policy and institutional frameworks are developed.

**Result #5:** Knowledge and information on good (and poor) practices to support implementation of energy investment projects/programmes is harvested and shared.
Multi-Annual Program for the RAEA

The Agency’s multi-annual program is built around the leadership and coordinating role spelt out in the mission statement and the functional objectives derived from Results #3, #4 and #5 above. With respect to Funds Mobilisation, the proposed strategy is for the RAEA to work in close collaboration with and eventually cede the fund management function to the regional financial institutions (EBID, BOAD, AfDB and ECOBANK). In the early years very close cooperation with these institutions will eventually lead to a point where they will continue to provide the necessary funding service, with no further need for assistance from the RAEA. The RAEA would therefore have to work with these regional financial institutions intensively in the early years, drawing on the World Bank’s support, to establish energy access funding lines and credit windows, and raise the bulk of the required level of funds to be managed by the RFIs.

For Policy and Capacity Development, the RAEA would draw on ongoing technical support from UNDP to sustain the efforts initiated by NMCs around the preparation of the White Paper and take on a guiding/coordinating role vis-à-vis UNDP. In addition to the work with NMCs, the RAEA will promote capacity development activities with energy service enterprises building on the SME promotion work undertaken in the ECOWAS Region (AREED, IEPF, World Bank/ESMAP, etc) and the experience gained in the UEMOA countries with the view to extending this to all ECOWAS member countries. The RAEA will also promote manufacturing enterprise development and pursue capacity development activities with respect to project/program implementation. For all the policy and capacity development activities in the region, the RAEA will work closely with the existing institutions and stimulate the formation of new consortia for different levels and fields of training as needed.

In the area of Knowledge Management & Communications, WAPP’s Energy Information System comes closest to what is required by way of an energy information system for the implementation of the ECOWAS/ UEMOA White Paper; the RAEA would therefore work closely with WAPP, drawing on technical support from the IEA and WEC, to develop an appropriate RAEA Energy Information System focusing on access indicators. Other activities under Knowledge Management & Communications are Results Monitoring, Knowledge Management (setting up of data base with relevant experiences/ projects and papers/studies/research reports, synthesis and dissemination of best practices, etc.) and Advocacy, Communications and Networking.

An Establishment Phase of the multi-annual program would cover the period from start-up to full staffing, to be completed by the end of year 2 (i.e. from fourth quarter of 2007 to end of 2008). This would be followed by a Maturity Phase (2009 – 2013) during which all of the RAEA’s activities in the three programme areas – Funds Mobilisation, Policy and Capacity Development, and Knowledge Management & Communications – are fully implemented. Lastly, the Permanent Institution Phase will cover the period from 2014 (year 8) at which point the Funds Mobilisation function would be wound down and the RAEA could continue into the future with activities in the two other major functional areas of Policy and Capacity Development, and Knowledge Management & Communications.
Institutional Framework and Internal Structure of the RAEA

Two main institutional options were considered for the RAEA. The recommended option, a hybrid of the two main ones, is shown in the figure below. In this option the ECOWAS and UEMOA Commissions are directly involved in the RAEA but report to the ECOWAS Meeting of Energy Ministers. This option is recommended because it has the advantage of keeping the existing ECOWAS governance organ, the Energy Ministers Meeting, while making room for more direct involvement of the ECOWAS and UEMOA Commissions in the RAEA. Thus, the RAEA would be a specialised ECOWAS agency that is placed outside of the ECOWAS Commission in order to fulfil a much more operational and implementation-oriented role than the ECOWAS Energy Department whose role is more a regulatory and political one.

With respect to the internal structure of the RAEA, the recommended model incorporates an Executive Board which has the highest decision making authority within the RAEA, subject only to the ECOWAS Energy Ministers Meeting. The Executive Board would be chaired by a representative from the ECOWAS Commission with the vice-chair position occupied by a representative from the UEMOA Commission; this would ensure full buy-in from ECOWAS and UEMOA, as well as accountability to the political and administrative organs of both ECOWAS and UEMOA. Representatives from the RMC, the RFIs and development partners plus the Executive Director (serving in the capacity of Secretary) would make up the rest of the Executive Board.

Further inclusion of the RMC and other stakeholders would be through a Technical Committee which in essence would be an Expanded Regional Multi-sectoral Committee with the Chair and Vice-Chair of the RMC maintaining the same positions in the Technical Committee. Rural energy/electrification agencies and funds, energy enterprises, energy NGOs, and energy training and research institutions would have representation on the Technical Committee.
Budget and Financing Strategy for the RAEA

The RAEA will require funds to cover core costs (for staff salaries and staff training, purchase of equipment, etc), program expenses (i.e. cost of activities linked to funds mobilization, policy and capacity development, and knowledge management and communications) and regional funds (for manufacturing and energy service enterprises, and lines of credit for microfinance to consumers). The total funds required over the first ten years amount to US$ 89 million, as shown in the table below. This amount should be set against the ECOWAS/UEMOA White Paper’s estimated US$ 17.5 billion for investment needs over a similar period.

<table>
<thead>
<tr>
<th>Phase:</th>
<th>Establishment</th>
<th>Maturity</th>
<th>Perm Inst</th>
<th>Total</th>
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<tr>
<td>Core Costs</td>
<td>2,192,705</td>
<td>8,332,024</td>
<td>4,322,833</td>
<td>14,847,562</td>
</tr>
<tr>
<td>Programme Expenses</td>
<td>6,225,000</td>
<td>24,945,000</td>
<td>2,910,000</td>
<td>34,080,000</td>
</tr>
<tr>
<td>Regional Funds</td>
<td>3,000,000</td>
<td>37,000,000</td>
<td>-</td>
<td>40,000,000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>11,417,705</strong></td>
<td><strong>70,277,024</strong></td>
<td><strong>7,232,833</strong></td>
<td><strong>88,927,562</strong></td>
</tr>
</tbody>
</table>

A large proportion of the budget is attributable to the Regional Funds with a total value of US$ 40 million and individual amounts of US$ 3 million in the establishment phase (2nd year) and US$ 37 million over the 5-year period of the maturity phase.

Projections of expected contributions from different sources are shown in the figure above. Total funding from ECOWAS and UEMOA covers 50% of the core budget for the Establishment Phase plus a contribution from ECOWAS programme funds towards the RAEA’s programmes, and this constitutes 5% of the total budget for the RAEA. The regional financial institutions (AfDB, EBID, BOAD and Ecobank) and other local sources including sales revenues from the RAEA’s products and services are projected to contribute 18% and 26%, respectively, of the total budget.

The bulk of donor/external funding will be needed in the early years, reaching a peak of some US$ 30 million around the middle of the maturity phase. Local contribution from
ECOWAS/UEMOA, the regional financial institutions and other sources including sales revenues from the RAEEA’s own products and services, hovers around US$ 5 million for most of the 10-year period covered in this study; this is the local funding that is expected to take the RAEEA into the future, in the permanent institution phase, and it is the ability to raise/generate this level of local funding that will be the biggest test of the RAEEA’s sustainability as a regional organisation.

**Key Milestones Ahead**

Three milestones will be critical in the establishment of the RAEEA:

1. a decision of the ECOWAS Heads of State and Governments approving the findings and recommendations of this study report, and establishing the RAEEA and its organs;
2. the mobilization of funding to cover the initial two years of the RAEEA’s core costs and programme expenses/ regional funds, and
3. meetings of the Executive Board to appoint the Executive Director and his/her supporting staff.

Crossing the second milestone through successful mobilization of the necessary funding to cover the initial two years of the RAEEA’s core costs and program expenses will be critical.

A commitment of about US$ 500,000 per annum, at the very least for the initial 2-year period (preferably extending through the first 5 years) must be secured from ECOWAS and UEMOA in order to cover close to one half of the RAEEA’s core costs which total just over US 2 million for the Establishment Phase.

A similar commitment to the tune of nearly US$ 10 million in grants and loans for programme activities and the regional funds over the initial 2-year period will be necessary from donors and financial institutions who have expressed interest in supporting the agency (ADA, AFD, AfDB, BOAD, DFID, DGIS, EBID, EUEI/PDF, UNDP, USAID, The World Bank, etc.)
1. Background to the Study and General Findings

1.1 ECOWAS/ UEOMOA White Paper and Energy Access in West Africa

The ECOWAS/ UEMOA White Paper on energy access stands today as a major landmark in the socio-economic development process for the countries of West Africa. The White Paper puts forward a regional policy geared towards increasing access to energy services for rural and peri-urban populations in order to achieve the Millennium Development Goals. The White Paper commits ECOWAS/ UEMOA Member States to provide access to modern energy services by 2015 to at least half the populations in rural and peri-urban communities, aiming at what many regard as probably the most ambitious set of energy access targets agreed to date in any developing region of the world. The decision adopting the White Paper was made at the 29th Summit of the Authority of regional Heads of State and Government meeting in Niamey, Niger, on 12th of January 2006, giving it the highest level of political approval within a regional cooperation framework.

The ECOWAS/UEMOA White Paper’s energy access targets, all to be realised by 2015, may be summarised as follows:

- 100 % access to improved energy services for domestic cooking;
- At least 60 % of rural population with access to motive power; and
- Over 60 % access to electricity covering
  - 100 % of households in urban & peri-urban areas,
  - About 40 % of households in rural areas, and
  - 60% of social service centres in rural areas.

The magnitude of the challenge posed by these targets is reflected in the very low access rates for modern energy services in West Africa at present. Less than 5 % of the region’s population have access to modern fuels for cooking like LPG, and only 4 out of the 15 ECOWAS/ UEMOA countries have overall electricity access rates above 20 %. There is no doubt therefore that translating these low rates into the ambitious targets put forward in the White Paper, over a period of less than 10 years, will require some very innovative approaches, concerted effort of all parties involved and substantial amounts of financial and other resources.

As part of the process in the run up towards agreement of the White Paper, National Multi-sector Committees (NMCs) were established in the majority of ECOWAS/ UEMOA Member States with the mandate to coordinate national stakeholder efforts in developing Energy for Poverty Reduction Action Plans and National Investment Programmes. A Regional Multi-sectoral Committee (RMC) was then established to harmonize the work of the NMCs and oversee the White Paper’s development. The White Paper itself eventually proposes the establishment of a Regional Agency for Energy Access (RAEA) to mobilize the necessary resources for tackling the enormous challenge to provide modern energy services to more than half the region’s population by 2015.
The Terms of Reference for the present study (see Appendix A) specify that the RAEA be mandated to carry out a number of permanent activities to include the following:

1. Managing the energy and regional development information systems which would entail gathering data from Member States, updating and distributing them to the relevant actors in the sectors;
2. Helping Member States to set up systems for assessing the impact of policies and programmes, and helping them with their communications and lobbying;
3. Holding regional workshops, training sessions, and discussions on sustainable energy policies and organizing training and exchange activities at regional level that will facilitate the provision of energy services to the poor in the region;
4. Designing and distributing decision-making tools (geographical information systems) for impact assessment and programmes monitoring;
5. Helping Member States with fund-raising, developing project proposals and guidelines and arranging meetings with donors, all with a view to achieving a scaling up effect across the region; and
6. Managing an ‘Innovation and Development Fund’ that would make it possible to save time by quickly launching activities aimed at attaining priority goals on a learning-by-doing basis, and also foster the development of a competitive private sector, by covering un-fundable projects risks.

In addition to the permanent activities of the agency, the ToR also list examples of more specific project-related activities that the RAEA should perform, as follows:

1. Helping Member States to incorporate an energy component into their PRSPs;
2. Conducting comparative case studies and impact studies to document good practices, with reference to the international calendar of events, so that these documents can help inform and bolster the region’s – and Africa’s – participation in major international conferences and global political processes;
3. Carrying out feasibility studies and reviews of various energy sources, services, technologies and markets likely to meet energy services demand, especially in rural areas;
4. Conducting feasibility studies on the potential for local and regional manufacturing of energy related equipments;
5. Investigating the market potential for bio-fuels and the conditions for developing industrial crops on an ad hoc basis; and
6. Conducting feasibility studies for regional manufacturing of renewable energy components and equipment such as solar water heaters and a biomass plant for steam/electricity co-generation at local level.

This report presents findings of the consultants charged with studying the options for establishment of the RAEA.
1.2 Methodology for the RAEA Study

1.2.1 Objectives of the Study

The main objective of the study is to furnish ECOWAS and UEMOA with all the institutional, legal, financial and technical considerations they need to enter into dialogue with the Member States and institutional partners and donors on the establishment and operations of the Regional Agency on Energy Access (RAEA) for an initial period of ten years, and to identify the conditions for the RAEA to be financially sustainable in a long-term perspective. Early in the course of the study it became clear that the legal foundations for the proposed RAEA, if agreed, would follow the conventions of ECOWAS, i.e. that the RAEA should become an ECOWAS specialized agency. Also, in line with experience to date within ECOWAS, the internal regulations for the proposed RAEA would be best developed according to ECOWAS Rules and Regulations, following agreement on the establishment of the Agency in the host country.

The specific objectives of the study were therefore agreed as follows:

1. Formulation, in consultation with national and regional bodies, of the detailed role and mission as well as the institutional structure and governance of the Agency;

2. The compilation of the Agency’s multi-annual programme, including staffing and budgets, and the Agency’s strategy for implementing the programme, based on the Regional Action Plan; and

3. Elaboration of the Agency’s financing strategy and plan, and the implementation and sustainability strategies.

1.2.2 Stakeholder Consultations and Fieldwork

The consultants undertook literature reviews and telephone discussions with key informants in the early stages of the study. The literature review covered studying material on national, regional and international energy agencies in Africa (NEPAD Secretariat, ECOWAS, UEMOA, African Energy Commission, etc) as well as Europe, Asia and the Americas (IEA, ASEAN Centre for Energy, IEPF, OLADE, etc). Telephone interviews were held with multilateral and bilateral donor agencies in Europe (EU, AFD/French Ministry, DFID, DGIS/FMO, BMZ/GTZ/KfW, ADA, etc) and North America (UNDP, World Bank, USAID, etc). The consultants then undertook a 4-week mission to interview key stakeholders in eight West African countries: Burkina Faso, Ghana, Liberia, Mali, Niger, Nigeria, Senegal and Sierra Leone.

Stakeholders consulted during the field mission were drawn from the following categories:

- Ministries of Energy (preferably the Minister of Energy himself/herself)
- Other Government Agencies (Ministries or Departments of Energy)
- Ministries in charge of African integration (ECOWAS, UEMOA & NEPAD)
- Ministries in charge of economic and financial co-operation.
v) National Multi-sectoral Committees (with representatives of the Ministries of Energy, Finance, Forestry, Agriculture, Health, Education, etc)
vi) Public Utility/Private Energy Companies
vii) Research Institutions, including Universities
viii) Private Sector Energy SMEs/ Industry Associations
ix) NGOs (ENDA, Dakar; Mali Folk Centre, Bamako; KITE, Accra; etc.)
x) Donor representatives active in the region (e.g. GTZ, DANIDA, ADA, AFD, DGIS)
x) Financial Institutions (AfDB, KfW, the Dutch FMO, etc)

Part of the field mission was also devoted to briefing and debriefing sessions with ECOWAS and UEMOA personnel in Abuja and Ouagadougou respectively.

A full list of the stakeholders consulted and the schedule of interviews is presented in Appendix B of this report.

1.2.3 Reporting and Stakeholder Reviews

This is a revised draft of the study report prepared by the consultants. The key elements of the report were first presented in PowerPoint format to ECOWAS personnel in Abuja for initial feedback.

The first draft report was then submitted to an ad-hoc working group featuring representatives of ECOWAS, the RMC and development partners, including PDF and UNDP. Comments and suggestions from the ad-hoc working group were incorporated by the consultants in preparation of this revised draft which will be reviewed further by the RMC before a final report is submitted to the ECOWAS Energy Ministers for high-level intergovernmental approval.

1.3 General Findings from the Fieldwork

As indicated in the Methodology section above, the mission team interviewed a great number of regional stakeholders. Their opinions and inputs, as well as the analysis of the team itself, are summarized below.

1.3.1 Institutional Setup for Energy Access

There are different institutions responsible for energy access in rural and peri urban areas at national level in the ECOWAS member states, with energy access issues handled under the Ministry of Energy (or Ministry of Energy and Mines, Ministry of Water, Mines and Energy, etc). Within these there are usually separate units / departments (or directorates) responsible for:

- Electricity and
- Renewable (and Household) Energy.
Some countries have set up Rural Electrification Agencies & Funds (Senegal, Nigeria, Benin, Burkina Faso) that are responsible for electrification of the rural and peri urban areas. In some cases the different types of renewable energy technologies and the issue of fuel wood/charcoal for household use are handled by a variety of institutions: the Ministry of Forestry, Local Government, etc.

Only Mali has recently set up an agency under the Ministry of Mines, Energy and Water that covers all aspects of energy access for the rural and peri urban areas: the Agence Malienne pour le Développement de l’Energie Domestique et de l’Electrification Rurale – AMADER.

Conclusion and Recommendation:
The RAEA must develop strong relations with the agencies involved with energy access at national level. For effective capacity building, clarity and continuity it would be best to set up ONE agency in charge of energy access (or where this does not exist, the rural electrification or other energy agency) to serve as the main interlocutor for the RAEA in every member state. The ECOWAS Member Sates are encouraged to look into the example of Mali for such an agency.

1.3.2 National Multi-sectoral Committees

The composition of the NMCs is quite uniform: the Director of Energy (or one of the Directors in the Ministry of Energy) serves as the chairperson with a senior officer from the Ministry of Finance as the co-chair and representatives of the other key sector ministries involved in poverty alleviation (Health, Education, Agriculture, etc), plus a few representatives from civil society, like the business sector and NGOs as members.

NMCs have been established formally in all the francophone countries, even though not all of them are equally active at this point in time. Many of them have had inputs from a number of ongoing initiatives and programmes that have led to the establishment of the NMCs: GVEP, EUEI/ RISO, MEPRED and UNDP. In the Anglophone countries other processes have preceded the establishment of the NMCs, with the existence of national energy and multi-sectoral steering committees in countries like Liberia and Ghana. In the case of Ghana, GVEP provided support through UNDP which has enabled KITE to draft an Energy for Poverty Reduction Action Plan (EPRARP) for Ghana, on behalf of the Ministry of Energy. A national multi-sectoral committee provided oversight throughout the process and the final EPRARP was launched very recently by Ghana’s Minister of Energy.

The NMCs interviewed saw their own role as that of a cross sectoral coordination body that meets once or twice per year. Their most crucial role is in policy work, like the participation in the PRSP reviews at national level and lobbying to get or keep energy access on the poverty agenda. Their main missions are:

- Linking energy to national development goals
- Cross sectoral national coordination of the energy agenda and planning
- Providing the different ministries and other actors with an overview over the implementation of multi-sectoral energy programmes.
Conclusion and Recommendations:
It is clear that the NMCs have no operational role. This needs to be taken into account in the training programme which the UNDP Regional Programme is carrying out until the end of 2008 and the training curriculum should be reviewed accordingly. Also, the institutional arrangements in some of the ECOWAS/UEMOA countries are very different so the utmost care will be needed to treat the countries on a case by case basis and ascertain what groundwork has already been done, and what is in place for energy access (committees, policies, plans) instead of applying a uniform approach and starting from scratch in all countries.

1.3.3 National Energy Access Targets

Different processes aimed at establishing national energy access targets have been pursued in the different countries in the region and so far only Niger has set national energy access targets in conformity with those put forward in the ECOWAS/UEMOA White Paper. In Ghana, where the EPARAP has gone through extensive multi-sector/multi-stakeholder consultations, energy access targets have been formulated; however, they are not in full harmony with the ECOWAS White Paper targets. As a general consideration, the different national processes in the Member States should be harnessed as much as possible and eventually harmonized within the framework of the White Paper.

Conclusion and Recommendations:
National energy access targets in all Member States should be harmonized with the ECOWAS/UEMOA White Paper targets, possibly within two years of the starting date of the RAEA. Nevertheless, in the countries that have not yet fully harmonized their national targets with those put forward in the White Paper, promising programmes and project proposals developed under preceding processes - as is the case in Ghana - should be included by the RAEA in the pipeline of financing proposals; these could then become the first investment programmes that funds are raised for.

1.3.4 Training Centres

There are a good number of education and training institutions active in the region. The team visited some of them. Notable among these institutions in the francophone countries are the Ecole Supérieure Polytechnique (ESP), CERER and ENDA, all in Dakar, the Group EIER-ETSHER in Ouagadougou and EMIG in Niamey. Some of them, notably the EIER-ETSHER Group, have already actively pursued the commercialization of their training and research products. EIER-ETSHER is also in the process of setting up a consortium of like minded training institutions in the region. Some of the training centres will also apply for funding from the EU Energy Facility (EIER-ETSHER, EMIG).

The Anglophone countries also have a good number of training institutions. Nigeria has many university-based energy training programmes (Nsukka, Sokoto, Maiduguri, etc) and UNIDO has recently established a Small Hydro Regional Training Centre in Abuja. In Ghana the Kwame Nkrumah University of Science and Technology has energy courses at both undergraduate and postgraduate levels and the College of Engineering is currently in the process of establishing a new Energy Centre which, among other things, will undertake
various capacity development activities at regional level. The University of Sierra Leone has also produced several Masters graduates in energy technology.

Conclusions and Recommendations:
Some of the training centres in the region are developing programmes that the RAEA can build on. The agency should work with all of them in developing training modules according to their particular strengths and further stimulate consortium formation between them.

1.3.5 Research Centres

There are a number of research institutions active in the region with distinct specialties. In the Francophone countries there are, for example, CERER Dakar (photovoltaic, improved stoves), CNESOLER Bamako (bio fuels, water heaters, and dryers), CNES Niamey (solar water heaters, dryers) and Group EIER-ETSHER Ouagadougou (bio fuels, solar water heaters, dryers, cooling systems), each with their own specializations. The Anglophone countries also have a good number of research institutions including the university-based solar energy research centres in Nigeria (Nsukka, Sokoto, Maiduguri, etc) and the energy research groups/facilities in Ghana, notably the Energy Research Group (ERG), the Solar Energy Applications Laboratory at the Kwame Nkrumah University of Science and Technology and some of the research institutions under the Council for Scientific and Industrial Research.

Conclusions and Recommendations:
Each of the research institutions has their own strengths and specialties. Some of them are “dormant” after an earlier phase of activity where they had received donor or government funding. The RAEA should build on their experiences and achievements and introduce some new activities, including testing and labeling of equipment and eventually the development of regional standards, where appropriate, to provide technical support to the national and regional programmes and projects to be implemented within the ECOWAS/UEMOA White Paper framework.

1.3.6 Ongoing programmes in the region

There are a number of (mostly donor funded) projects and programmes ongoing or recently completed in the region which have produced valuable lessons. These projects and programmes include the following:

- Rural Electrification Programmes (WB/KfW in Senegal, Mali, Ghana, etc)
- AREED/E+Co, KITE/ENDA/Mali Folk Centre (SME development)
- PRBE in the UEMOA countries (studies on innovative modern biomass technologies)
- PREDAS in the CILSS countries (networking on traditional biomass technologies)
- Regional Multi Functional Platform Programme (UNDP)
- MEPRED (Mali, Senegal, Burkina Faso, Niger)
- GTZ/PERACOD in Senegal (Rural Electrification with Renewable Technologies)
- GTZ/DGIS improved stove programme (Senegal, Mali, Burkina and Benin)
- WB/PROGEDE (Senegal)
- LPG Programmes (Senegal, Ghana, etc)
- IEPF Regional Solar Programme
Conclusions and Recommendations:
The RAEA should work with each of these ongoing programmes to distil the lessons learnt and identify what can be scaled up regionally (e.g. the household energy strategies developed for the PREDAS countries, deployment of modern biomass technologies through PRBE, NGO training to replicate AREED experience in other countries, etc). Programmes emerging from this exercise should also flow into the national investment strategies and the possibility of raising funds for the scale up programmes at regional level should be considered.

1.3.7 Ongoing networking in the region

There are good examples of ongoing networks in the region that the agency should seek to support and enhance into “Regional Working Groups”. The Rural Electrification Agencies of several ECOWAS countries for example have already come to participate in an African Network of Rural Electrification Agencies that met several times already, supported by the ADEME and the IEPF. Other examples include the regional networking between the improved stove programmes supported jointly by GTZ/DGIS, the PREDAS/PRBE networking in the region on biomass management and the Knowledge Networks for Sustainable Energy in Africa (KNSEA) led by KITE and ENDA.

Conclusions and Recommendations:
The RAEA should seek out ongoing energy related networks and stimulate these and new ones to form Regional Thematic Working Groups that would become the forum for exchange of knowledge and experiences, study exchanges, etc. They should be major vehicles for the agency’s knowledge management activities.

1.3.8 General Findings on the RAEA

The majority of stakeholders interviewed agreed that the establishment of the RAEA, as proposed in the ECOWAS/ UEMOA White Paper, is necessary to boost current activities in view of the White Paper targets; only two respondents saw no need for the agency. The Ministry of Energy in Ghana also reaffirmed its commitment to host the agency and no interviewee objected to Ghana as the host country.

Practically all the interviewees agreed that in order to function within the political framework of ECOWAS, the RAEA must be a specialized ECOWAS agency. In their view the RAEA cannot function as an independent body within the political framework of ECOWAS if it is not structurally linked with ECOWAS. However, there was a strong view that the agency should be physically placed outside of the ECOWAS Commission in Abuja. Reasons for this are that the RAEA has a very particular role to play as compared to the ECOWAS Energy Department. Its core business is to facilitate the implementation of the ECOWAS/ UEMOA regional policy for increasing access to energy services, whereas the role of the ECOWAS Energy Department is more a regulatory and political one. The conclusion therefore is that the RAES should be a specialized ECOWAS agency, yet operationally independent of ECOWAS and hence placed outside of the ECOWAS Commission.

Thus, the RAEA would function within the legal, administrative and financial framework of ECOWAS rules and regulations, which are currently under revision. Once the Director of the
RAEA has been recruited to establish the agency within the host country (in all likelihood Ghana) he/she should develop the headquarters agreement immediately with the assistance of the Ministry of Integration which would be a crucial partner during the establishment phase of the agency. During the first year the Director would also have to adapt the ECOWAS rules and regulations to the specific situation of the RAEA in order to allow maximum effectiveness and efficiency for the agency, as has been the case in the establishment of the WAPP Secretariat.

There was unanimous agreement during the fieldwork that the main emphasis of the RAEA’s activities should be geared towards coordination, harmonization, improving synergies, etc, and that actual implementation should take place at national level by national stakeholders (i.e. the RAEA itself should not be an implementing agency.) There was also general agreement on funds mobilization as the RAEA’s most crucial role. As a matter of top priority, therefore, the RAEA must put itself “on the map” quickly as an agency that can raise substantial funds, otherwise it will not achieve credibility from the point of view of the Member States. There was also a small but very strongly espoused body of opinion that the RAEA should have an industry focus and must clearly address the challenge of manufacturing equipment and components in the region.
2. Strategic Framework

2.1 Vision and Mission of the RAEA

The ECOWAS/ UEMOA White Paper provided a clear vision for the role of energy services in the achievement of the MDGs, in particular for socio-economic development in general. Fieldwork conducted for this study established unanimous agreement of the White Paper’s proposal to establish the RAEA as an instrument for achieving this vision with an emphasis on facilitating implementation at national level. Armed with the White Paper and the findings from fieldwork for this study, the RAEA vision and mission statements together with a statement on the overall goal up to 2015 were formulated as follows:

- **Vision Statement**
  
  Access to modern energy services for all the people of West Africa

- **Mission Statement**
  
  Leading and coordinating the implementation of the ECOWAS/ UEMOA regional plan of action for increasing access to energy services through funds mobilisation, policy and capacity development, and knowledge management and communications, working with both the public and private sectors to develop and implement investment projects/ programmes, including business ventures, at national and regional levels.

2.2 RAEA Goals and Expected Results

In line with the vision statement above and the plan of action set forth in the White Paper, the overall and specific goals up to 2015 were formulated for the RAEA as follows:

- **Overall Goal up to 2015**
  
  Contribution to achievement of the MDGs in West Africa by providing at least half of the people with access to modern energy services.

- **Specific Goal up to 2015**
  
  Leading and coordinating implementation of the ECOWAS/ UEMOA Regional White Paper on Energy Access.

Drawing further from the White Paper and in keeping with the practical imperatives of establishing a new organisation, five expected results for the RAEA were determined as follows:
Result #1: Regional Agency for Energy Access (RAEA) is established.

Result #2: Institutional set up for the implementation of the regional programme on energy access is in place.

Result #3: Funds for the regional plan of action and assistance to Member States in mobilizing funding are raised.

Result #4: Capacities of public and private actors for developing harmonised policy and institutional frameworks are developed.

Result #5: Knowledge and information on good (and poor) practices to support implementation of energy investment projects/programmes is harvested and shared.

The assumptions underlying the specific goal and expected results, as enumerated in the logframe (Appendix C) are as follows:

- Sufficient funds for the achievement of the objectives of the White Paper can be mobilized
- Member States are willing to allocate parts of their national budgets to energy access
- ECOWAS Heads of State approve establishment of the RAEA and its organs
- The financial institutions are willing to support the Agency
- Institutional capacity of the energy sectors in the ECOWAS region has been sufficiently upgraded

2.3 Functional Objectives of the RAEA

As mentioned earlier, there was general agreement on funds mobilization as the RAEA’s most crucial role over the next few years with top priority being put on positioning the RAEA quickly as an agency that can raise substantial funds for implementation of projects/programmes and business ventures in the West African Region. There was also general agreement on the range of permanent activities and project-specific activities stipulated for the RAEA. Building on this agreement and recognizing the very strongly held opinion to address the manufacturing challenge within the region, three functional objectives were drawn from the expected results listed above, for the period between establishment of the RAEA and the target date for achievement of the MDGs (2015). The functional objectives, to be pursued within the framework of the goals and expected results, are outlined below.

Objective #1: Funds Mobilisation

To raise funds for the regional plan of action and assist Member States in mobilizing funding from public and private sources, at national, regional and international levels, for energy investment projects/programmes.
Objective #2: Policy and Capacity Development
To build the capacities of public and private actors for developing harmonised policy and institutional frameworks, including investment strategies, for development and implementation of energy investment projects/programmes.

Objective #3: Knowledge Management and Communications
To harvest and share knowledge and information on good (and poor) practices to support implementation of energy investment projects/programmes, and communicate progress made in scaling up access to energy services.

2.4 RAEA Activities and Roles of Different Actors

The three functional objectives outlined above provide a framework for determining the activities of the RAEA in the bid to increase access to energy services in order to achieve the MDGs, by 2015, in the West African region. These activities embody the mission of the RAEA in seeking to lead and coordinate implementation rather than implementing directly projects/programmes and business/manufacturing ventures in the ECOWAS/UEMOA Member States.

Specific activities under each of three goals are as follows:

- **Funds Mobilisation (Goal #1)**
  - Fundraising
  - Establishment and Management of Financing Mechanisms
    - Investment Portfolio Development (National Investment Programmes)
    - Energy Service Enterprise Investments
    - Manufacturing Enterprise Investments

- **Policy & Capacity Development (Goal #2)**
  - Policy and Strategy Development
  - Investment Programmes Development
  - Energy Service Enterprise Development
  - Manufacturing Enterprise Development
  - Implementation Capacity Development

- **Knowledge Management & Communications (Goal #3)**
  - Energy Information/Geographic Information Systems
  - Results Monitoring
  - Knowledge Management
  - Advocacy, Communications & Networking

These activities are designed to support the development and implementation of a Regional Investment Programme. At present the UNDP Regional Programme is running a training and capacity building programme for the NMCs with the objective to train the NMCs to develop programme ideas into viable financing proposals. The activities proposed here should also lead to the development and implementation of a wide array of business ventures involving the private sector, particularly small and medium energy service enterprises, including manufacturing of energy equipment and components.
The RAEE’s core mission is to facilitate implementation at national level through various means. This implies that the activities listed above will be carried out by public and private actors at national level. The RAEE should make every effort to also develop strategic partnerships with the relevant regional and international organizations. Hence, the RAEE’s target groups include the public and private national level actors as well as the relevant regional and international organizations. The collaborators for its various roles should therefore be as follows:

- **Funds Mobilisation** (Goal #1)
  - Fundraising:
    - ECOWAS Investment Bank & African Development Bank, Multilateral Donor Agencies (World Bank, UNDP, EU, etc), Bilateral Donor Agencies (USAID, DFID, AFD, DGIS, etc), Islamic Development Bank, Kuwaiti Fund, E+Co, Shell Foundation, etc (Conventional Fundraising)
    - Venture Philanthropists, Rich West Africans and Diaspora Africans, etc (Non-Traditional Fundraising)
  - Establishment and Management of Financing Mechanisms:
    - Rural Electrification/ Energy Agencies, Ministries of Energy, Local Government, NGO/ CBOs, Women’s Groups, etc
    - Private Energy Service Enterprises - Rural/ Peri-Urban, Renewable/ Conventional Energy
    - Energy Equipment and Components Manufacturing Enterprises
    - Public & Private Financial Institutions/ Donors

- **Policy and Capacity Development** (Goal #2)
  - Policy and Strategy Development:
    - National Policy Institutions, Policy Research Organisations
  - Investment Programmes Development:
    - Ministries of Energy, Energy Commissions, Rural Electrification/ Energy Agencies, Local Government
    - NGO/ CBOs, Women’s Groups, etc.
  - Energy Service Enterprise Development:
    - Small and Medium Private Enterprises
    - AREED NGOs/ Business Development Service (BDS) Organizations
  - Manufacturing Enterprise Development:
    - Large Public and Private Companies, SMEs
    - National Investment Promotion Agencies
    - Research & Development Centres, Standards Institutions
  - Implementation Capacity Development:
    - Ministries of Energy, Energy Commissions, Rural Electrification/ Energy Agencies, Local Government
    - Technical and Management Training Institutions & Consortia
• **Knowledge Management and Communications** (Goal #3)
  – Energy Information/ Geographic Information Systems:
    • UEMOA/ IEPF Systeme d’Information Énergétique, Ministries of Energy, Energy Commissions, Ministries of Finance and Economic Planning
    • Research Institutions, National Statistics Bureaus
  – Results Monitoring:
    • Ministries of Energy, Energy Commissions
    • Research Institutions, NGOs, SMEs, Financial Institutions
  – Knowledge Management:
    • Ministries of Energy, Energy Commissions
    • NGOs, SMEs, Financial Institutions
    • Research/Training Institutions
  – Advocacy, Communications and Networking:
    • Mass Media (Radio, TV, Newspapers, etc)
    • Ministries of Energy, Energy Commissions, Academic/Research Institutions, Local Government
    • NGOs, CBOs, Women’s Groups
    • Large Companies & SMEs, BDS Organizations
    • Research/ Training Institutions

The top priority attention required for the funds mobilization goal and the need to quickly raise substantial sums of money, places a special onus on the RAEA to build strategic partnerships with the regional financial institutions with expertise in fund management. Several multilateral/international agencies are also very well placed – or indeed already committed – to serve as technical partners in the three operational areas of the RAEA. It is therefore proposed that strategic and technical partnerships be developed with the regional and multilateral/international organizations as indicated below.

**Strategic Partners (Regional Financial Institutions) - Fund Management**

• African Development Bank (AfDB)
• ECOWAS Bank for Investment and Development (EBID)
• Banque Ouest-Africaine de Développement (BOAD)
• ECOBANK

**Technical Partners (Multilateral/ International Agencies)**

• UNDP - Capacity Development
• World Bank - Funds Mobilisation
• IEA & WEC - Information Systems
2.5 Guiding Principles and Phasing Strategy for the RAEA

The mission statement proposed earlier sets out the role of the RAEA as leading and coordinating implementation of the ECOWAS/UEMOA regional plan of action for increasing access to energy services through funds mobilisation, policy and capacity development, and knowledge management and communications for investment projects/programmes, including business ventures and manufacturing, at national and regional levels. This leadership and coordination role stands as the main cornerstone in the RAEA’s implementation strategy.

The ECOWAS/UEMOA regional policy, as presented in the White Paper, stipulated a number of guiding principles to be adhered to within the framework of regional cooperation as follows:

- Subsidiarity;
- Cohesion, consultation and co-operation;
- Multi-sectoral approach;
- Technological neutrality;
- Promoting public-private partnerships;
- Environmental conservation and sustainable development;
- Supporting gender equality;
- Participatory approach;
- Ensuring security of supply for the economy and reduced economic vulnerability to external factors;
- Optimising the use of available financial resources; and
- Long term sustainability.

These guiding principles together with the leadership and coordination role espoused in the mission statement provide a solid foundation for the RAEA’s implementation strategy. Subsidiarity and long-term sustainability, in particular, dictate a reliance on existing regional and national entities for the execution of energy access projects and business ventures. A cardinal element of the RAEA’s implementation strategy will therefore be to support the existing relevant regional and national institutions to play their roles more effectively and efficiently, with appropriate exit strategies to avoid unnecessary duplication or superfluity.

Accordingly, with respect to Funds Mobilisation, the proposed strategy is for the RAEA to cede the fund management function to the regional financial institutions (AfDB, EBID, BOAD and ECOBANK) and to work very closely with these institutions to the point where they will eventually continue to provide the necessary funding service, with no further need for assistance from the RAEA. The RAEA would therefore have to work intensively with these regional financial institutions – and the ECOWAS and UEMOA Commissions – in the early years, drawing also on the World Bank’s support, to raise the bulk of the required level of funds to be managed by regional financial institutions.

For Policy and Capacity Development the RAEA would draw on ongoing technical support from UNDP to sustain the efforts initiated around the preparation of the White Paper and build the requisite capacity in-house to enable it to play the required leading/coordinating role. Given the UNDP Regional Programme’s current capacity building activities for the
NMCs, the focus of the RAEA’s capacity development activities in the long term should be on improving implementation capacity in the region. This would require active participation from the national/rural energy and electrification agencies as well as the private sector – including energy service and equipment/ component manufacturing companies – and the research/ training institutions. Effective networks of these organizations will be the key to success in the future, and this is a key area where the RAEA’s leadership and coordination activities will be instrumental.

With respect to Knowledge Management and Communications, WAPP’s Energy Information System comes closest to what is required by way of an energy information system for the implementation of the ECOWAS/ UEMOA White Paper. The WAPP’s focus, however, is on electricity generation and transmission rather than on access to energy services more generally and linkages to the MDGs. The RAEA would therefore work closely with WAPP, drawing on technical support from the IEA and WEC, to develop an appropriate RAEA Energy Information System; whether the RAEA takes this energy information role into the future, or not (possibly transferring its system to WAPP in the longer term), is a decision that can be taken in 2015. Other activities under Knowledge Management and Communications, namely Results Monitoring, Knowledge Management, and Advocacy, Communications and Networking, are functions that the RAEA will perform well into the future.

The multi-annual programme of the RAEA can therefore be broken up into the following three phases, also illustrated in Figure 1:

I. Establishment Phase;
II. Maturity Phase; and
III. Permanent Institution Phase

![Figure 1: Phasing Strategy for the RAEA’s Multi-Annual Programme](image-url)
The Establishment Phase would cover the period from start-up to full staffing, (i.e. fourth quarter of 2007 – end of 2008). At the end of this period an evaluation will be carried out. During the Maturity Phase all of the RAEA’s activities in the three programme units – Funds Mobilisation, Capacity Development and Information & Communications – are fully implemented. This Phase is expected to last 5 years (2009 – 2013), with one evaluation around the middle of the period and a major evaluation at the end. The Permanent Institution Phase would cover the period from 2014 onwards. At that point the Funds Mobilisation function is wound down and, subject to a favourable major evaluation at the end of this Period, the RAEA could continue into the future with activities in the two major programme units of Policy Analysis and Capacity Development, and Knowledge Management and Communications. The emphasis will then be on the wider ECOWAS goals of regional cooperation and integration.

The long term sustainability principle requires that a drive towards financial sustainability is well embedded in the RAEA’s multi-annual programme. Various services and products of the Policy Analysis and Capacity Development, and Knowledge Management and Communications units should therefore be designed in such a way that they contribute towards revenue generation for the RAEA as it progresses during the Maturity Phase.
3. Work Programme Elements for the RAEA

A chronogram of activities for the first ten years of the RAEA’s lifetime is presented in Appendix D. The sections below describe the work programme elements in the chronogram.

3.1 Agency Establishment and Institutional Framework Activities

Two sets of activities which are critical to a smooth start up for the RAEA are
- Agency Establishment, and
- Institutional Framework Activities.

Appointment of the Agency’s Executive Director and his/her support staff (Executive Assistant and Driver/ Logistics Assistant) is one of the first activities to be carried out. The Executive Director, once recruited, will proceed with staff recruitment as a whole, and most importantly, ensure the development and ratification of the Agency’s headquarters agreement.

The staff recruitment will be carried out in three waves as follows:

1st Wave (following completion of the Headquarters Agreement)
- Deputy Director
- FM Manager
- PCD Manager
- KMC Manager
- FA Manager

2nd Wave (following appointment of the Managers)
- Investment Officer I (Public Sector)
- Energy Policy Specialist
- Energy Information/ GIS Officer
- Communications Officer
- Accountant
- Other Support Staff (Secretary/ Receptionist and Driver/ Logistics Assistant)

3rd Wave (towards end of Establishment Phase)
- Investment Officer II (Private Sector)
- Private Sector Specialist
- Contracts Specialist
- Protocol/ Administrative Officer

Staff recruitment must be accompanied with the setting up of the respective management tools, together with the preparation and launch of a Procedures Manual which should all be completed within the first year. Management tools for the RAEEA should be carefully selected to improve the efficiency of its internal operations (see Insert 1 for examples).
The Agency’s institutional framework activities will involve the following:

- Operationalise the overall regional Agency institutional set up (Governing Council, Executive Board, etc);
- Establish MOUs with the EBID, BOAD and AfDB;
- Establish coordination mechanisms with the other ECOWAS/UEMOA Regional Energy Agencies (WAPP & WAGPA);
- Establish “thematic working groups”;
- Establish collaboration protocols with training/research consortia;
- Establish cooperation with ongoing regional programmes;
- Identify data sources at national level and establish cooperation;
- Establish cooperation with international institutions.

### Insert 1: Typical Management Tools required by organisations like the RAEA

**Microsoft Project Professional** is the Microsoft desktop enterprise project management program that is used with Project Server 2003 and Project Web Access to make up the Microsoft solution for Enterprise Project Management (EPM). Project Professional 2003 offers the tools found in Project Standard, and when used with Project Server, it also provides enterprise project management capabilities--such as portfolio management and modelling, skill-based resource management, and project collaboration.

**Microsoft Exchange Server** is a messaging and collaborative software product. It is part of the Windows Server System line of server products. Microsoft Exchange Server's major features consist of electronic mail, shared calendars and tasks, and support for mobile and web-based access to information. It is also capable of supporting very large amounts of data storage.

**The SQL Server** data engine lies at the core of this enterprise data management solution. Additionally, SQL Server 2005 combines analysis, reporting, integration, and notification. Server 2005 provides innovative solutions that help to gain more value from data for developers, database administrators, information workers, or decision makers.

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3.2 Funds Mobilization

**3.2.1 Securing funds from regional and international sources**

Initially, the RAEA would target internal resources that could be mobilized by the Member States and ECOWAS community financial institutions. Success in mobilising these internal resources will demonstrate the commitment of the Member States and financial institutions of ECOWAS/UEMOA (BOAD, EBID) to participate through their own resources in the funding of non-commercial as well as commercial public and private sector projects. This should also create a lever to mobilize additional external financial resources within the international community. Furthermore, it will facilitate adhesion of development partners and other donors to the funding of the Agency’s multi-annual programme.
Internal resources to be mobilized would consist mostly of loans granted by the EBID, BOAD and other regional banking and financial systems. BOAD funding covers both commercial and non-commercial sectors. For the latter, the banking activity is entrusted with commercial sector operations; a Development and Cohesion Fund (DCF) established since July 2002 is the channel utilized to mobilize grants and soft loans destined to non-commercial sector funding. Internal resources could also be mobilized to a lesser extent from contributions by the Member States to regional institutions, for example through the RIAF – (see Insert 2).

In order to mobilize further internal financial resources the Agency will encourage the Member States to include the Investment Programmes for Access to Energy Services in their Public Investment Programmes (PIPs), and thus utilize national budget allocations to fund counterpart contributions to the White Paper’s investment programs. These funds could be channelled through ministries with strong implementation arms such as the Ministries of Local Government with their District and Local Councils and Assemblies, as well as through advanced CBOs, including modern cooperatives for electricity access.

**Insert 2 - Regional Integration Aid Fund**

The Regional Integration Aid Fund (RIAF) is the first structural fund established by the UEMOA Commission. The RIAF is a solidarity instrument, essentially destined to fund projects and programmes that are contributing towards the reduction of regional imbalances. The RIAF is replenished annually through resource allocations from the Community Solidarity Tax, and through other resources mobilized by the Commission from various development partners.

For the utilization of its resources, the RIAF elaborates three to five year programmes that are approved by the Council of Ministers. RIAF resources can be utilized to create a lever effect by improving loan interests, and by paying national counterpart contributions to loans granted by the BOAD.

Through this co-funding mechanism with the partners, the RIAF is designed to play the role of a lever by creating a tenfold increase of the donors’ contribution, thus facilitating resource mobilization.

Apart form mobilising internal resources the RAEA will also raise external resources in the form of both financial and technical contributions from bilateral and multilateral partners, as well as from the international financial market. These include grants, and soft as well as commercial loans. The strategy for external fund mobilization and financial cooperation hinges on the need for ECOWAS member state actors and their regional financial agencies to demonstrate flexibility, efficiency and transparency to potential development partners.

For increased efficiency, the Agency will collaborate with various financial institutions and development partners, including international institutions like the World Bank, European Investment Bank, EU Commission, African Development Bank, and the donor agencies of Europe: France, UK, Austria, Belgium, Germany, Netherlands, the Nordic Countries; as well as Arab nations, Canada, Japan, China and India. The RAEA will encourage the regional, international and bilateral institutions that have regional financing instruments or funds
devoted to energy services to utilize regional mechanisms established by the Agency as financial vehicles for channelling part of their programmes resources. Besides mobilizing financial resources, the Agency will also seek to mobilize technical cooperation with the respective institutions of the partner countries (UNDP, GTZ, JICA, Senter Novem, DANIDA, SIDA, etc.)

3.2.2 Establishing and Managing Regional Funds

(a) Support to Member States in elaborating projects for donors/financial institutions

The ongoing investment programmes’ design process facilitated by UNDP should yield a vision for each country, including global objectives for access to energy services and investment estimations. In order to be presented to the financial institutions and donors, the programme documents should comply with certain quality standards. The Agency will support the Member States in the following aspects:

- To finalize investment programmes, if needed,
- To complete necessary technical, economic and financial studies,
- To structure programmes into projects to be submitted to the donors and regional/local banks and financial institutions.
- To package similar programmes and projects from different countries into regional programmes, thus making them more interesting to financial institutions.

(b) Establishment of support funds for manufacturing and energy services enterprises

The Agency will establish trust funds to support energy equipment supply enterprises and energy supply companies but also for investments to be done by these enterprises, through a variety of financing mechanisms, such as credit guarantee funds for local finance institutions. It will rely on existing mechanisms like AREED and other enterprise development funds managed, for example by E&CO, Shell Foundation/ GROFIN, GVEP, etc. A financing line for energy enterprises will also be established in the ECOBANK, as well as other commercial banks of the Member States. Several financial institutions could also be stimulated to establish financing lines for the development of energy enterprises. A line of refinancing for microfinance institutions will also be established to assist consumers in purchasing the relevant energy equipment and services.

3.3 Policy and Capacity Development

3.3.1 Policy and Strategy Development

In order to be sustainable, energy system development must be supported by the formulation of sound national policies and a regional policy. Funds mobilisation will also be enhanced considerably if energy is mainstreamed into national poverty reduction strategies and development plans.
The RAEA will establish a thematic group/network involving the energy policy institutions of each of the Member States and, as in the case of implementation capacity development, promote various kinds of learning among these institutions. Informal learning schemes to be promoted within this framework will include staff exchanges and identifying experts – from within as well as outside the region – to work alongside national counterparts. Continuing education in formal academic institutions and some of the more specialized NGOs will also be promoted.

The Agency will help in formulating adequate policies and strategies to enable the coherent development of new approaches to strengthen the availability and utilization of certain technologies and speed up access of rural and peri-urban populations to reliable and low cost energy services. To this end, the Agency will support the coordination of research/development activities in the area of promising technologies: biofuels, LPG, other renewable energy sources, but also at the institutional and regulatory level for the implementation of cross border electrification. The Agency will support specific studies in order to confirm the technical and economic feasibility of these technologies. If needed, it will present ECOWAS with guidelines for improving implementation conditions of each Member State.

It should be noted that the spectacular development of renewable energies in the developed as well as developing countries has benefited considerably from specific policy instruments like feed-in tariffs and portfolio standards. Facilitating the development of such policy instruments at national and regional levels will stimulate greater response and facilitate optimal utilization of national resources allocated to energy access activities. Particularly, the RAEA will emphasize the development of policy instruments to increase access to priority energy services for the achievement of the Millennium Development Goals.

### 3.3.2 Development of Investment Programmes

As already indicated above, the UNDP Regional Energy Poverty Programme has already initiated a regional training programme geared at the development of national energy access investment programmes. UNDP is executing this programme in its capacity as technical partner of ECOWAS. The next steps at national level will be to formulate the necessary preconditions for the institutional and implementation frameworks needed, including:

- To formulate and approve the operational policies and programmes for access to energy services necessary to achieve the White Paper targets,
- To strengthen at national and regional level institutional and human capacities,
- To mobilize the required financial means for achieving objectives.

To this end, the RAEA will accompany the NMCs of each Member State in analyzing and evaluating their needs in energy services, formulating national strategies and large scale programmes and then implementing adapted energy programmes and policies.

The UNDP Regional Energy Poverty Programme was given the mandate by ECOWAS to carry out the preliminary NMC capacity building activities. When the RAEA is established,
UNDP will continue to implement these activities on behalf of the RAEA. After the appointment of the CD Manager he/she will organize an internal review of UNDP’s CD activities and then assume operational responsibility. The review should yield a follow up strategy for CD.

3.3.3 Development Energy Service Enterprises

The RAEA will work to scale up energy access, building on current experiences with energy service enterprise development in the ECOWAS region (see Insert 3). The Agency should also build on the SME promotion experience gained in the UEMOA countries and extend it to all ECOWAS member countries (see Insert 4). This line of work will seek to establish a regional network of companies able to address energy service supply in quantity and quality.

The RAEA’s entrepreneurial capacity development activities for increasing access to energy services throughout the region should adhere to four fundamental principles:

- To optimally utilize existing experiences in the area;
- To respect and contribute to existing national policies and build on existing enterprise development programmes;
- To strengthen the capacities of existing enterprises; and business development services;
- To encourage the establishment of new enterprises in urban, peri-urban and rural areas, including the development of an improved enabling environment.

The key issue here is to avoid unnecessary duplication or contradiction of what already exists and rather aim, in this case, to improve and strengthen existing business development services. For instance, most of the ECOWAS member countries already dispose of national institutions dedicated to small and medium scale entrepreneur development. The RAEA should find a ways and means to cooperate with these agencies in order to maximize benefits for new energy service SMEs offered by financial and investment facilities in the member countries.

The development of energy service companies is often linked to the establishment of an adequate regulatory mechanism that establishes the possibility for Public/Private partnerships, for example for implementing rural electrification programmes. SMEs often lack the strategic and operational tools to achieve large scale. The challenge for the RAEA will be to help such companies, while promoting conducive national and regional policy frameworks for the creation of more companies, so that they can assume the role as primary actors in the energy service delivery chain.

Some of the specific capacity development tasks to be taken up by the RAEA are the following:

- Strengthen project planning and implementation capacities;
- Strengthening project management capacities;
- Strengthen quality assurance related capacities; and
- Work with existing Rural Electrification or Rural Energy Agencies to strengthen their related enterprise development activities.
The strategy in the SME sector should focus on the modernization of enterprises and to increase SMEs' delivery capacities in order for them to achieve scale and access the formal sector. The creation of a network or cluster strategy, involving the SMEs as well as large companies, is important here because it provides a base for disseminating information and technologies from larger companies to the smaller ones. There is also a need to establish linkages between SMEs and large international financial institutions by creating an enabling environment both in terms of investment as well technological modernization.

Insert 3 – Energy Enterprise Development Programmes in the ECOWAS Region

**AREED Program**

The AREED initiative, originally a UNEP project designed to promote the creation and development of African sustainable energy enterprises in rural areas, was launched in April 2000. Its goal is to create new enterprises that utilize clean and efficient technologies, as well as renewable energies. The AREED initiative offers a combination of business development services and seed capital to create/develop energy service companies to rural and peri-urban entrepreneurs. This integrated financial and technical support enables entrepreneurs to plan and organize their enterprises with a growth perspective, while reducing risks in long term investments carried by the traditional financial partners. The AREED initiative is implemented in West Africa within the framework of a partnership between UNEP, UCCE, E+Co and three NGOs: ENDA in Senegal, KITE in Ghana and Mali-Folkcenter in Mali.

**The eco-energy service enterprise development program (ESCOs)**

This program addresses the need to create self-managed dynamics for energy services delivery in the countries. The promotion of a local market with stakeholders earning a living from these activities provides the grounds to establish such dynamics. A pilot project was conducted in Côte d'Ivoire with funds from GEF, in collaboration with the World Bank as GEF’s Implementing Agency. Upon evaluation, the project was deemed successful and replication in other countries was recommended. The IEPF has initiated a replication process in four other countries: Benin, Mali, Mauritania and Senegal.

**World Bank Energy Services SME programme**

World Bank/ ESMAP is implementing an Energy Services SME programme in Africa. The programme has already started in Cameroon and is expected to start shortly in other countries, including in West Africa (Burkina Faso and Senegal). The ESMAP SME programme aims to foster local private sector entrepreneurship and investment in the provision of energy services in un-served and under-served regions. It supports activities that ultimately will increase the number of consumers served by SMEs and the number of SMEs engaged in the delivery of energy services. This Energy SME program supports the development and implementation of technical assistance activities, including diagnostic and recommendations to improve business environments for SMEs; it also offers expert advisory services for governments or entrepreneurs.
3.3.4 Manufacturing Enterprise Development

In the long term, the strengthening of regional enterprises in manufacturing energy goods will be necessary so as to ensure sustainability of the sector and to increase the socio-economic benefits of the important financial investments that will be made in the region. The local production strategy should be focused on optimal selection of equipment to be produced, but also on improving the framework conditions to stimulate this production. Two types of enterprises will be targeted primarily:

- Small and medium size enterprises
- Large regional enterprises

Small and medium size manufacturers of energy goods will be targeted at the national level. In certain instances, the production capacity of some of these companies could give them a sub-regional outreach. In order to achieve economies of scale and competitiveness of locally manufactured products it will be necessary to target at least sub-regional markets. In this regard, a market survey should be conducted with the following objectives:

- To identify products that can be locally manufactured;
- To evaluate existing enterprises in the Member States that manufacture these products;
- To assess these companies’ successes and failures/ difficulties;
- To implement technical and financial measures likely to help these companies establish adequate production capacities.
- To explore alternative technology transfer possibilities: for example, licensing, franchising, technical assistance, joint ventures, sub-contracting etc. Examples include battery manufacture, LPG cooker manufacture, wind pump or small wind generator manufacture, water turbine manufacture, electricity distribution poles, insulators, solar water heaters,

As part of the market survey the Agency will examine potential linkages between regional and national enterprises with a view to transferring specialized production of certain equipments to the national level. The RAEA would also explore the interest of foreign companies that already manufacture similar products to link up with regional enterprises. Foreign enterprises should be encouraged to establish joint ventures with businesses in the sub region. This arrangement will facilitate north - south technology transfers, and supply regional and national markets with products that have already been tested at the international level.

Insert 4 - UEMOA SMEs Development Program

The BOAD, the UEMOA Commission, BCEAO, and the Ministers in charge of SMEs’ promotion jointly adopted a regional strategy and action plan for the promotion and financing of SMEs, as well as an implementation agenda for the UEMOA region. The strategy aims at the creation of a favourable environment for SMEs, and proposes a finance mechanism for SMEs; it was adopted by the Statutory Council of Ministers on 22 December 2003.

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In order to be credible, regionally manufactured products must be subjected to locally agreed standards (preferably a harmonised regional standard) and adequate quality assurance mechanisms. The Agency will facilitate the establishment of regional centres of excellence within established institutions that are already specialized in the relevant technological sectors in order to ensure quality control.

The RAEA will also stimulate these institutions to create an ECOWAS label (special trademark created and stamped on a product to be sold in the region so as to certify the origin and Manufacturing conditions). Labelling can be done in two ways, applied either to a product or to a company; the role of the centre of excellence will be:

- To ensure quality control of products manufactured within the ECOWAS space;
- To ensure Research/Development on new dynamic products that could be marketed in the short term;
- To support the labelling mechanism established by the Agency.

Insert 5 - UEMOA quality certification and standard Program

The UEMOA Commission is implementing a «program for establishing a system for quality accreditation, normalization and promotion within UEMOA».

Activities of the three technical components of this program should:

- Contribute towards building regional infrastructure for accreditation, including the establishment of a Regional Accreditation/Certification System;
- Provide necessary support to national compliance bodies;
- Provide support and coaching to enterprises and other organizations in establishing quality approaches;
- Create a Regional Accreditation Secretariat with the support of UNIDO;
- Create or strengthen activities conducted within national normalization organizations;
- Develop cooperation between national normalization organizations.

The mechanism thus established must be supported by a standards dissemination environment that guarantees adequate quality assurance for planning, manufacturing and follow up of energy equipment. This mechanism of the Agency should build on the standards and accreditation environment that has been elaborated for the UEMOA region (see Insert 5).

The quality and labelling control support mechanism for the RAEA will be carried out as follows:

- Defining standardisation and certification/labelling procedures with the relevant technology centre of excellence;
- Defining equipment procurement specifications with the relevant technology centre of excellence;
- Defining short and mid term priorities for the centres of excellence;
- Defining strategies to support enterprises manufacturing energy goods;
- Defining strategies to support the development of promising technologies;
- Defining, if needed, procedures for quality assurance.
3.3.5 Development of implementation capacity

This line of work will focus on building the capacities of various actors – public and private – to implement the national investment programmes and energy service/manufacturing business ventures. The implementation capacity development work closely with the relevant business associations and will utilise several learning mechanisms, including learning by doing, learning by participation in informal training programmes, counterpart arrangements and learning through participation in the programmes of more experienced organizations/companies (local and foreign internships). Associations of organisations and companies involved in the same kind of business activities (e.g. LPG promotion programmes and solar PV fee-for-service ventures) will be critical for the development of effective implementation capacity in the region and the RAFA will work with the active players to establish/foster the growth of such networks and associations, using learning mechanisms based on business-to-business training where possible, between more experienced and less experienced organizations, and stimulating exchanges and internships within organizations in thematic working groups.

The RAFA will mobilise the knowledge and skills resource base in the region by establishing consortia of training/research institutions around centres of excellence from Francophone as well as Anglophone countries, and exchanges between them. The RAFA will develop a list of the centres of excellence with which it will work more closely and establish relevant training/research consortia. The following training/research institutions from the francophone countries have the potential to become centres of excellence:

- Leader/coordinator: EIER-ESTHER Group in Burkina Faso
- Training in conventional electrification systems: EIER-ESTHER Group and ESIE in Côte d’Ivoire
- Training in energy planning and policy: Ecole Supérieure Polytechnique of Dakar in Senegal
- Training in renewable energies: EMIG Niamey in Niger; CIFRES – ESP, Dakar
- Enterprise management: CESAG Dakar, Senegal

Similar institutions in the Anglophone countries include the following:

- Centre for Energy Research and Development, Obafemi Awolowo University, Ile Ife, Nigeria;
- Centre for Energy Development and Training, Ahmadu Bello University, Zaria, Nigeria;
- Solar Energy Research Centre, University of Nsukka, Nigeria;
- Solar Energy Research Centre, University of Sokoto, Nigeria;
- Solar Energy Research Centre, University of Maiduguri, Nigeria;
- College of Engineering, Kwame Nkrumah University of Science and Technology (KNUST), Kumasi, Ghana;
• College of Architecture and Planning, KNUST, Kumasi, Ghana;
• Industrial Research Institute, Council for Scientific and Industrial Research (CSIR), Accra, Ghana; and
• Fourah Bay College, University of Sierra Leone, Freetown.

The RAEA will create appropriate forums for the training/research consortia to work with specific thematic groups/networks of implementing organizations – public sector actors (policy makers and planners, information systems actors) and private actors (private energy service companies, manufacturing enterprises) – to develop relevant curricula.

Capacity building of private and public stakeholders should cover the following areas:

• Energy planning and policy
• Training of national trainers in the area of renewable energies
• Training of trainers in the area of access to energy services
• Planning and implementation of energy service access programmes
• Energy projects management
• Quality assurance
• Projects management
• Enterprise development and management
• Technology-specific technical courses in specification, design, installation and maintenance.

3.4 Knowledge Management and Communications

3.4.1 Establishment of Regional Energy Information System

The RAEA will develop an information system which essentially relies on the following operations:

• Data collection
• Data processing
• Data exploitation
• Information Dissemination.

Emphasis will be placed on incorporating the data into compatible Geographical Information Systems (GIS). At the operational level, as illustrated in Figure 2, data collection will be done in collaboration with national focal points. The Agency could use the focal points developed in certain countries implementing the “Energy Information System (EIS)” with the support of UEMOA and IEPF (see Insert 6). These focal points have developed data bases that could feed into the RAEA’s Energy Information System. This mechanism should be extended to the other member countries in order to guarantee supply of data with the ultimate objective to connect national databases and facilitating regional access to these data through the RAEA.
For matters related to the information system development, the Agency would collaborate with the following institutions:

- The International Energy Agency (IEA)
- The World Energy Council (WEC)
- UN Food and Agriculture Organisation (FAO)
- ECOWAS Data Base (ECOSTAT)
- The WAPP Information System
- African Energy Commission (AFREC)
- The Union of Producers and Distributors of Electricity in African (UPDEA).

![Energy Information System Framework](image)

Figure 2: Energy Information System Framework

**Insert 6 - Energy Information System (EIS) in the UEMOA Region**

The EIS-Africa project aims at contributing towards the design of coherent energy policies. The first stage of the project was implemented in Benin from 1999 to 2001. The second phase is currently on-going in three countries: Niger, Senegal and Togo. The IEPF will support UEMOA in designing and starting the EIS in four other countries: Burkina Faso, Côte d’Ivoire, Guinea Bissau and Mali.

The objectives of the EIS are:
- To have a state-funded functional and sustainable energy information system by 2008;
- To have a national team in full and autonomous control of the national information system;
- The project is backed by the expertise of the International Energy Agency and the FAO.

The database will be utilized to facilitate planning objectives for access to energy services in the Member States, but also within the sub-region as a whole. Data “spatialization” and sharing among Member States will also facilitate planning for access to energy services for cross border electrification. In support of these objectives the RAEA should also establish a Geographic Information System, based on a system selected for its cost-effectiveness and compatibility with systems already in use.
3.4.2 Development of Knowledge Management Services and Products

A major communications and knowledge management tool for the RAEA will be its website (proposed name: www.raea-arae.org) which would be linked to the current website on the White Paper process (www.energy4mdgs.org / www.energie-omd.org). The RAEA should commission external web designers to establish the website in the first year and RAEA staff should upload all relevant information to the website through regular updates.

At the core of knowledge management activities will be the synthesis and dissemination of best practices, which is one of the methods advancing sustainable development through examples. However, no example can be transferred and generalized without some adequate adaptation and translation. In order to facilitate this, (potential) success or failure factors should be identified, as well as those factors that led to success. The Agency will:

- Set up a data base of all relevant experiences/projects and papers/studies/research reports available in the region
- Collect and analyze know-how, knowledge, skills, experiences and practices
- Compile and publish documents on best practice in the region

All the documents compiled will also be posted on the website. Adequate resources and time must be devoted to this task. It is therefore important to designate one person, the Knowledge Management Officer, to handle this matter. He/she will undertake the necessary compilation of existing material, where necessary engage in applied research (surveys, case studies, etc) and knowledge dissemination (publishing, website, workshops and seminars, etc), in close cooperation with the thematic working groups to be established by the RAEA. All of the RAEA’s knowledge dissemination, including the website and database, would be linked to those of the ministries of energy and rural electrification/rural energy agencies in the Member States.

Relevant computer based tools for knowledge management should be considered for the RAEA such as those already described in Insert 1 above.

3.4.3 Results Monitoring

In organizational terms, the RAEA is a type of hybrid organization: it combines both functions that are exclusively carried out by the agency itself (fund raising, information and knowledge management and network stimulation) with functions that networks of different groups of regional actors will carry out at different levels within the framework of the ECOWAS/UEMOA Regional Plan of Action, with assistance or coordination of the RAEA.

The ECOWAS/UEMOA White Paper put forward a number of indicators for measuring the results of the regional plan of action in relation to the MDGs (see Insert 7). The links between these indicators and the higher level targets set in the White Paper will need to assessed and reported on regularly. The RAEA will therefore undertake the following tasks:

- Compilation and synthesis of policies, strategies and investment programmes from member countries; and
• Setting up a regional monitoring system for the achievement of White Paper Targets including development of key performance indicators.

With respect to the regional monitoring system to be set up during the start up phase of the RAEA, three types of monitoring would be carried out on a regular basis and the system should cover the following aspects:

a. **output monitoring** of the achievement in terms of quantitative targets achieved directly due to RAEA activities (e.g. number of people trained per field and number of SMEs trained) as outlined in the logframe presented in Appendix C. The measurement of the achievement of the ECOWAS/UEMOA White Paper targets is part of the activities of the RAEA, together with national agencies responsible for data collection. An assessment of the interrelationship between the output of the RAEA and the overall achievement of the White Paper targets should take place on an annual basis.

b. **impact monitoring** at the level of the target groups (intermediary as well as direct target groups) that will also yield both quantitative and qualitative information about progress towards the regional targets should be coordinated by the RAEA where possible, but collected by Member States. Such information, spelt out in detail in the White Paper, will include number of people who have access to improved cooking energy, stoves distributed, number of schools and health posts with access to lighting/cooling, etc.

c. **process monitoring** aimed at keeping on top of changes in the internal and external environment, so as to learn from them and refine strategies of the different components of the RAEA’s multi-annual programme continually;
The results of these different types of monitoring will be captured in the reporting system and annual reports, and will determine the annual operational planning exercise. The annual reports and annual plans will be presented to the Steering Committee and to donors and will serve as an exercise in reviewing progress, problems and solutions.

Source: ECOWAS/ UEMOA White Paper
Participative internal evaluations of, for example, the activities of the RAEA with the NMCs, the thematic working groups and the website users could be carried out annually or at larger intervals, utilizing anonymous questionnaires, so as to allow the RAEA to have a continuous feedback from its “clients”.

Since the RAEA is likely to seek funding and other support from different types of organizations and agencies it should negotiate from the very beginning a general annual reporting format that would satisfy the needs of all the different organizations, so as to keep the burden of reporting to a necessary minimum. A satisfaction survey of the key organisations, particularly the NMCs, should help the RAEA maintain its focus in ways that make it truly relevant to its clients.

Regular external evaluations will take place throughout the life span, preferably at mid term of the three phases envisaged (Establishment, Maturity and Permanent Institution Phase), so as to allow for an outside view of the progress achieved. It is suggested that the first external evaluation of the Establishment Phase takes place at the middle of year three. The Maturity Phase should be evaluated both at mid term as well as at the end of the phase because a number of important institutional issues will have to be reviewed before the Permanent Institution Phase starts, namely the service orientation and potential for the RAEA to raise funds through service provision to its clients.

Generally, the evaluations should follow accepted international formats of evaluations covering the following aspects:
- General and specific context and framework conditions
- Organizational and Programme Design
- Coherence and realism of Programme Design
- Effectiveness, in particular the RAEA’s success in fund raising, and Outcome
- Efficiency in the use of resources
- Means and Costs
- Organization, Management, Monitoring
- Intervention Methods
- Overall Outcome and Impact
- Economic and Financial Analysis
- Sustainability
- Lessons learnt

Emphasis of the evaluations should be an assessment of the organizational design and embedding (ECOWAS/UEMOA), as well as the suitability of the programme. Another focus should be the financing aspect of the operational budget of the RAEA in so far as it is possible to raise core funds for the functioning and which of the different functions have a potential for generating an income in the long term.

Access targets achieved should be reviewed both in qualitative and quantitative terms and evaluations should be used to look closer into the qualitative and quantitative impact of various activities of the RAEA, both at the target group levels of the intermediaries as well as the consumers.

The information and communication activities could be analyzed with a network analysis, using questionnaires, to cover the extended group of users of the different information products and the website.
3.4.4 Communications

The importance of the communications function within the RAEE’s multi-annual programme cannot be overemphasised. In this regard the RAEE will undertake the following:

- Prepare press releases, annual reports, etc; and
- Conduct an Annual Energy Access Fair, Seminars and Workshops; the Energy Access Fair in particular to take the form a road show that could travel round between all the ECOWAS countries.

As stated previously, the website will be one of the key tools in the execution of this function. Other tools, in addition to the press releases and annual reports, and fairs, seminars and workshops, will include the following:

- DVDs and CDROMs;
- Radio Programmes in dominant languages in the region (Hausa, Wolof, etc); and
- TV Talk Shows and Documentaries.
4. Institutional Framework

4.1 Legal Status of the RAEA

The RAEA, in line with views expressed during consultations with ECOWAS/UEMOA personnel and other stakeholders in the region, would be best established as a specialized ECOWAS agency. It would be an agency placed outside of the ECOWAS Commission and functioning as an independent body, but within the political framework of ECOWAS. Thus, the RAEA would function within the legal, administrative and financial framework of ECOWAS rules and regulations, and one of the first tasks of the Executive Director would be to develop the headquarters agreement with the host country government. Assistance would be sought from the host country’s Ministry of Integration and the ECOWAS Legal Department, as necessary, towards developing the headquarters agreement based on national as well as regional experience.

4.2 Institutional Options for the RAEA

Two main institutional options were considered for the RAEA based on a study of existing ECOWAS specialized agencies and similar energy related institutions around the world, like the IAE and OLADE (see Appendix E).

Figure 3: Institutional Framework for the RAEA - Option 1 (Not Recommended)

Option 1 (Figure 3) shows the RAEA embedded within the existing ECOWAS/UEMOA institutional framework with reporting lines to the ECOWAS Meeting of Energy Ministers. The ECOWAS and UEMOA Commissions, represented by their energy departments, act as facilitators either individually or together within the framework of the ECOWAS/UEMOA Energy Committee. This option configures the RAEA in the same manner as the two other
ECOWAS specialized energy agencies (WAGPA and WAPP) currently in existence and hence minimises the administrative burdens inherent in such a multi-organizational framework. However, unlike WAGPA and WAPP which have strong financial backbones in the West African Gas Pipeline Company and Power Utilities, the RAEA will be highly dependent on the ECOWAS and UEMOA Commissions for assistance in fundraising from donors. Therefore, an option where the ECOWAS and UEMOA Commissions are more directly involved in RAEA would be preferred.

Figure 4: Institutional Framework for the RAEA - Option 2 (Not Recommended)

The second option is presented in Figure 4. In this option the RAEA is a completely autonomous organization with parallel structures involving the ECOWAS/UEMOA Energy Ministers and the ECOWAS/UEMOA Commissions represented by their energy departments acting individually or jointly within the framework of the ECOWAS/UEMOA Energy Committee. Such a framework would make the RAEA similar to agencies currently existing in Europe and Latin America. However, it should be noted that the historical and socio-political circumstances currently pertaining in West Africa are very different from those in these other regions of the world at the time when their energy agencies were established. At present, there are two other ECOWAS specialized energy agencies (WAGPA and WAPP) and one more in the offing (RRB). Many interviewees argued strongly that it would be extremely difficult to get energy ministers from the ECOWAS/UEMOA Member States to meet separately for the RAEA. This option is therefore considered impractical and hence not recommended for the RAEA.

Option 3 (Figure 5) is a hybrid between the first two options. This is the case where the ECOWAS and UEMOA Commissions are directly involved in the RAEA but report to the ECOWAS Meeting of Energy Ministers. This option is recommended because it has the advantage of keeping the existing ECOWAS governance organ, the Energy Ministers Meeting, while making room for more direct involvement of the ECOWAS and UEMOA Commissions.
4.3 Internal Structure of the RAEA

The development of options for the internal structure of the RAEA was informed by current international experience and the experience of the existing ECOWAS specialized agencies, such as WAMA, WAMI and the WAPP Secretariat. The main consideration was to keep staff numbers to an absolutely necessary minimum, recognising the very extensive roles and hugely ambitious targets of the White Paper. Several options were considered which may be summarized in three main models: the first one incorporates principles of lean organizations, the second is based on the structures of existing ECOWAS specialized agencies, and the third combines the desired elements of the first two.
In Model 1, illustrated in Figure 6, the highest internal decision making organ, subject only to higher-level dictates of the ECOWAS Meeting of Energy Ministers, would be an Executive Council consisting of the Directors of Energy from each of the ECOWAS/UEMOA Member States (15 people, one for each country). This Council would then be supported by a Technical Committee made up of all the other key actors from both the public and private sectors. The operational side of the organization would consist of the Office of the Executive Director, which would include a small number of finance and administration personnel, and three programme units, namely, Funds Mobilisation, Policy Analysis and Capacity Development and Knowledge Management and Communications.

The strength of this model lies in the reliance on a very distinct group of people, the Directors of Energy from each Member State, serving as the highest decision making body and the inclusion of other stakeholders through an advisory group. The main weakness, however, is the risk of losing the multi-sectoral nature of the energy access agenda with all the momentum that has been generated in the West African region over the last couple of years. Several interviewees also felt that the more operational side of this model, the Office of the Executive Director and three programme units, was “too lean” and that the danger of not having adequate administrative support would be very high, given the exigencies of the organizational environment in a typical African country.

Model 2, illustrated in Figure 7, builds on the recently established RMC which is made up of the Chairman and Vice-Chairman of each of the NMCs, usually the Director of Energy and a representative from the Ministry of Finance, respectively. In this model the highest internal
decision making organ, subject only to higher-level dictates of the ECOWAS Meeting of Energy Ministers, is the General Assembly made of the RMC expanded to include selected key actors with critical roles to play in the roll out of the Multi-Annual and Regional Investment Programmes. An Executive Board, supported by an Advisory Group, provides operational guidance to a Director General whose office would oversee that of a Programmes Director who in turn will lead the day to day activities of the RAEA’s programme units. The Director General would have direct oversight for a Finance and Administrative Unit.

The more elaborate internal governance structures proposed in this model provide avenues for harnessing the strengths of the government agencies from key sectors, including policy-making and implementation. The involvement of the private sector, NGOs and individual experts, including a gender expert in particular, in a small Advisory Group also makes room for independent advice to be provided in a purposeful manner based on practical experience and knowledge of international best practices.

The functional parts of this model are more in keeping with current practice in ECOWAS specialized agencies. Nevertheless, it was felt that more positive results would be achieved if instead of a Programs Director, a Deputy Director had complete oversight for all four units, including the Finance and Administration Unit, in order to free the Executive Director to lead the funds mobilization effort and tackle higher level issues at the political level. Some key stakeholders also felt strongly that the governance structures were rather unwieldy and unlikely to promote coherent policy formulation and smooth decision making.

The recommended model incorporating a more streamlined internal governance structure, while maintaining a channel for continued involvement by the RMC and other stakeholders, and the more practical structuring of the operational units is shown in Figure 8.
In the recommended model the Executive Board would have the highest decision making authority within the RAEA, subject only to the ECOWAS Energy Ministers Meeting. The Executive Board would be chaired by a representative from the ECOWAS Commission with the vice-chair position occupied by a representative from the UEMOA Commission; this would ensure full buy-in from ECOWAS and accountability to the political and administrative organs of both ECOWAS and UEMOA. Representatives from the RMC, the RFIs and development partners plus the Executive Director (serving in the capacity of Secretary) would make up the rest of the Executive Board.

The Executive Board would thus have a total membership of 9 persons, as follows:

- ECOWAS Representative – Chair (1)
- UEMOA Representative – Vice-Chair (1)
- RMC/Technical Committee Representatives (2)
- Representatives of Regional Financial Institutions, AfDB & EBID (2)
- Representatives from Multilateral/Bilateral Development Partners (2)
- Executive Director – Secretary (1)

Further inclusion of the RMC and other stakeholders would be through a Technical Committee which in essence would be an Expanded Regional Multi-sectoral Committee with the Chair and Vice-Chair of the RMC maintaining the same positions in the Technical Committee. The Technical Committee, with two representatives on the Executive Board, would have the role of reviewing major policy documents and reports prepared by the Executive Director for submission to the Executive Board. The Technical Committee would also provide a channel for the RAEA to reach out to the key actors in so far as increasing access to energy services is concerned.

The Technical Committee would therefore be made up of the following persons:

- Chairman and Vice-Chairman of each of the National Multi-sectoral Committees (30 people)
- Rural Energy/ Electrification Agencies/ Funds (2)
- Energy Enterprises (2)
- Energy NGOs (2)
- Energy Training/ Research Institutions (2)
- Energy Experts (3, including 1 Gender Expert, all selected by EB)

Initially the two members of the Technical Committee from Rural Energy/ Electrification Agencies/ Funds, Energy Enterprises, Energy NGOs and Energy Training/ Research Institutions would be selected by the Executive Board. Over time as regional networks of these organisations become more formally established the Executive Board could request these networks to choose their own two representatives to serve on the Technical Committee.

The Executive Director, assisted by a Deputy Director, would have full responsibility for the effective running of the operational units of the RAEA.
4.4 Human Resources for the RAEA

The types of human resources to be recruited for the RAEA are outlined in Table 1 below. In addition to the Executive Director and Deputy Director there would be four other management-level personnel and ten professionals (investment officers, information/communications officers and accounting/administrative officers). Public and private sector investments would be handled by an Investment Officer each while the Public Administration Specialist would come with expertise in delivery mechanisms.

Table 1: Recommended Human Resources for the RAEA

<table>
<thead>
<tr>
<th>Office of the Executive Director</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Executive Director</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Office of the Deputy Director</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>2. Deputy Director</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Funds Mobilisation Unit</th>
<th>Policy and Capacity Development Unit</th>
<th>Knowledge Management and Communications Unit</th>
<th>Finance and Administration Unit</th>
</tr>
</thead>
<tbody>
<tr>
<td>3. FM Manager</td>
<td>6. PCD Manager</td>
<td>10. KMC Manager</td>
<td>13. FA Manager</td>
</tr>
</tbody>
</table>

Job descriptions of the management level personnel, who will constitute the first set of personnel to be recruited for the RAEA, are provided in Appendix F. Job descriptions of the professional and support staff should be developed by the management in the early stages of establishment of the RAEA. The support staff, not shown in Table 1, will include an Executive Assistant, Secretary/Receptionists and Driver/Logistics Assistants.

It is proposed- in the interest of cost-effectiveness- to outsource the legal, audit and IT services as well as other office services, including security and cleaning. ToRs and contracts for the key outsourced services are attached in Appendix G.
5. Budget and Financing strategy for the RAEA

5.1 Indicative operational budget over ten years

Budget items for RAEA have been estimated based on similar costs within the ECOWAS and UEMOA Commissions and those of specialized agencies as well as similar organizations in the West Africa region. Details of the budget lines are provided in Annex F.

5.1.1 RAEA Core Costs

The core costs for the RAEA include staff salaries and staff training, purchase of equipment, administration and management costs, and travel and subsistence allowances for staff. The overall trend on a year by year basis is shown in Figure 9.

![Figure 9: Core Costs for first ten years of the RAEA](image)

Table 2: Core Costs Structure for the RAEA

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff Costs [ $]</td>
<td>1,278,205</td>
<td>5,362,024</td>
<td>2,800,333</td>
</tr>
<tr>
<td>Purchase Costs for Equipment</td>
<td>230,000</td>
<td>243,000</td>
<td>31,500</td>
</tr>
<tr>
<td>Administration and Management Costs</td>
<td>150,500</td>
<td>572,000</td>
<td>384,000</td>
</tr>
<tr>
<td>Travel and Subsistence Allowances for Staff</td>
<td>534,000</td>
<td>2,155,000</td>
<td>1,107,000</td>
</tr>
<tr>
<td><strong>Total Core Costs</strong></td>
<td><strong>2,192,705</strong></td>
<td><strong>8,332,024</strong></td>
<td><strong>4,322,833</strong></td>
</tr>
</tbody>
</table>
The structure of the RAEA’s core costs is shown in Table 2. Total core costs for the 2-year establishment phase of the RAEA amount to just over US$ 2 million, increasing to over US$ 8 million for the 5-year maturity phase. The core costs are a little over US$ 4 million for the first three years of the permanent institution phase which gives an indication of the likely costs beyond 2016 if a post-evaluation decision is taken to extend the life of the RAEA into the future.

5.1.2 RAEA Programme Expenses

The programme expenses for the RAEA include the cost of activities linked to the three programme areas: funds mobilization, capacity development, and information and communications. Programme cost trends for the first ten years of the RAEA are shown in Figure 10.

![Figure 10: Programme Costs for first ten years of the RAEA](image)

Table 3: Structure of Programme Expenses for the RAEA

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Institutional set up</td>
<td>450,000</td>
<td>5,200,000</td>
<td>1,825,000</td>
</tr>
<tr>
<td>Funds mobilisation</td>
<td>1,200,000</td>
<td>16,850,000</td>
<td>1,085,000</td>
</tr>
<tr>
<td>Policy &amp; Capacity Development</td>
<td>3,650,000</td>
<td>925,000</td>
<td></td>
</tr>
<tr>
<td>Knowledge Management &amp; Communications</td>
<td>925,000</td>
<td>2,895,000</td>
<td>1,085,000</td>
</tr>
<tr>
<td>Total Programme Budget [$]</td>
<td>6,225,000</td>
<td>24,945,000</td>
<td>2,910,000</td>
</tr>
</tbody>
</table>
The structure of these costs, with respect to the different phases of the RAEA, is shown in Table 3. Total programme costs for the 2-year Establishment Phase of the RAEA amount to just over US$ 6 million, increasing to about US$ 30 million for the 5-year Maturity Phase. The programme expenses are close to US$ 3 million dollars for the first three years of the Permanent Institution Phase averaging less than a million dollars a year.

5.1.3 Regional Funds

A large proportion of the RAEA’s multi-annual budget is attributable to the Regional Funds which are funds for manufacturing and energy service enterprises, and lines of credit for microfinance to consumers. The total value of these funds comes to US$ 40 million with individual amounts of US$ 3 million in the establishment phase (2\textsuperscript{nd} year) and US$ 37 million over the 5-year period of the maturity phase, as shown in Table 4 below. About one-half of the total volume of funds is earmarked for manufacturing enterprises; Figure 11 shows the 10-year trends in Regional Funds, including the one for manufacturing.

Table 4: Proposed Establishment of Regional Funds by the RAEA

<table>
<thead>
<tr>
<th></th>
<th>Establishment Phase</th>
<th>Maturity Phase</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manufacturing Enterprises</td>
<td>1,000,000</td>
<td>19,500,000</td>
<td>20,500,000</td>
</tr>
<tr>
<td>Energy Service Enterprises</td>
<td>1,000,000</td>
<td>8,500,000</td>
<td>9,500,000</td>
</tr>
<tr>
<td>Microfinance for Consumers</td>
<td>1,000,000</td>
<td>9,000,000</td>
<td>10,000,000</td>
</tr>
<tr>
<td><strong>Total Regional Funds, US$</strong></td>
<td><strong>3,000,000</strong></td>
<td><strong>37,000,000</strong></td>
<td><strong>40,000,000</strong></td>
</tr>
</tbody>
</table>

Figure 11: Annual Budgets for the Regional Funds
5.2 Strategy for financing the core costs and programme budget

5.2.1 Overview

The RAEA has three categories of funding needs as follows:

1. Finance for the core costs of the agency with the objective to eventually achieve financial sustainability (short and long term strategy);
2. Finance for the Agency’s multi-annual programme, including the regional funds, also aiming to achieve financial sustainability with the bulk of funds coming from local sources within the region during the Permanent Institution Phase; and
3. Finance for short or long term investment needs in the ECOWAS member states.

The ECOWAS/UEMOA White Paper put forward an estimate of about US$ 15 billion for the investment needs. Table 5 shows that the total required to finance the core costs and multi-annual programme expenses/ regional funds stands at nearly US$ 90 million.

A fundamental principle for financial sustainability (short and long term strategy) is that the funds to cover core costs of the agency are raised as much as possible from within the ECOWAS/UEMOA region itself, thereby demonstrating to potential donors that the Member States are committed to the agency and its objectives. This commitment should facilitate the attraction of programme funds.

Table 5: Total Funds Required for the RAEA over the First Ten Years (US$)

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Core Costs</td>
<td>2,192,705</td>
<td>8,332,024</td>
<td>4,322,833</td>
<td>14,847,562</td>
</tr>
<tr>
<td>Programme Expenses</td>
<td>6,225,000</td>
<td>24,945,000</td>
<td>2,910,000</td>
<td>34,080,000</td>
</tr>
<tr>
<td>Regional Funds</td>
<td>3,000,000</td>
<td>37,000,000</td>
<td>-</td>
<td>40,000,000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>11,417,705</strong></td>
<td><strong>70,277,024</strong></td>
<td><strong>7,232,833</strong></td>
<td><strong>88,927,562</strong></td>
</tr>
</tbody>
</table>

The financing strategy for all three categories of funding needs – core costs, programme expenses/ regional funds and investment costs – draws on funding from within the ECOWAS/UEMOA region plus many different sources and elements described in Appendix I. The structure of fund flows from the various sources will evolve through the different phases in the life of the RAEA as the agency drives towards financial autonomy. The financing strategy for the RAEA is therefore presented for each phase of the Agency with a preceding discussion on preparatory activities leading up to the establishment of the RAEA.
5.2.2 Preparatory Activities

The challenge for the pre-establishment phase of the agency is to raise seed funds quickly, nearly US$ 2.2 million and US$ 9.2 million to cover core costs and programme expenses, respectively for the first two years (Establishment Phase) of the RAEA.

Funds to cover the core costs of the RAEA during the Establishment Phase (the first two years) must come largely out of ECOWAS and UEMOA funds. The total amount of US$ 2.2 million required for the 2-year period needs to be raised essentially from internal sources. It is proposed therefore that before the set up of the agency about 50 % of the first two years’ core costs should be provided by the ECOWAS and UEMOA Commissions at US$ 500,000 per annum, minimum, shared between the two. The remaining 50 % will come from regional financial institutions, the EU Energy Facility to which a one time catalytic injection of start-up funds is being sought, and non-traditional donors like the Gates and Google Foundations from which core funding for a limited period of time will be sought. It is proposed further that recruitment of the Executive Director and other start-up activities should not proceed in the absence of such internal commitments and pledges for one-time/limited duration external core support (Minimum Condition for Start-Up).

Funds to cover programme expenses/regional funds during the Establishment Phase will need to come from donor agencies. It is proposed that before the set up of the RAEA the energy departments of ECOWAS and UEMOA should already approach the financiers who have shown explicit interest in supporting parts of the agency, namely

- ADA Austria for funding aimed at capacity development (Euro 1 million)
- AFD for a possible secondment of a TA to the agency (in kind contribution).
- USAID for a modest contribution (~US$ 200,000 per annum) over the next four years within the framework of their West Africa Energy Strategy.
- EUEI/PDF for assistance in kind (e.g. for the preparation of financing proposals for programme activities).
- The ongoing UNDP training programme for the NMCs which is covered financially (Euro 2.9 million, including ADA contribution) and should be seen as the early start up of the capacity building activities.

It is expected that the combined efforts of the energy departments of ECOWAS and UEMOA in the revision of the RIP is currently ongoing will lead to an inclusion of energy access in the RIP for West Africa to be funded from the 10th EDF. The potential funding that could come out of this single source will be the most important element in securing operational funds for the agency. A proposal to the EU Energy Facility could also yield substantial programme funds and it is therefore proposed that the energy departments of ECOWAS and UEMOA work on submitting such a proposal.

Once a minimum funding to cover core costs and programme expenses has been obtained in hand and committed/ pledged, respectively, the establishment of the RAEA can commence with the recruitment of the Executive Director.
5.2.3 Establishment Phase (2007 to 2009)

The financing strategy for this phase should proceed in the following steps:

- The office building and Executive Director’s Residence will be provided by the host country Ghana (in kind contribution).

- The RAEA Executive Director will be recruited once the present study on the set up of the agency is approved by the ECOWAS Heads of State and Governments and the funding for core costs and programme activities over the initial two years has been raised by UEMOA/ECOWAS. The Executive Director will move to Accra and start working very quickly on the headquarters agreement (drafted by the legal department of ECOWAS) and submit to the Ministry of Integration of Ghana. He/she will then begin recruitment of staff in three waves with support from the ECOWAS and UEMOA Commissions.

- The first staff members to be recruited will be the Managers. The Executive Director and the FM Manager will devote a good part of their time approaching different sources of funding and promoting the agency. They will also establish working relations with the ECOWAS Bank for Investment and Development (EBID), the Banque Ouest-Africaine de Développement (BOAD) that has funds available for project preparation, the ECOBANK that has a regional network useful for the clients of the SME programme, and the African Development Bank all of which will act as primary financial partners for the agency. EBID in particular has been appointed as the financial regional channel for the new Infrastructure Consortium for Africa within the framework of NEPAD, and is already working with the WAPP and the WAGP, which makes it an ideal partner in the region for the agency. EBID has already pursued different sources of funding for energy investment in the region and continues to do so (India has committed funds, they will visit China shortly); some of these sources may also yield project preparation and support funding that could be used for some of activities of the agency. EBID is also willing to manage funds on behalf of the agency.

- The Executive Director and the FM Manager will also agree modalities for working with the World Bank to mobilise funding agencies, financial institutions and the private sector to secure funding for programme activities of the RAEA and the national investment programmes and business/ manufacturing ventures. Several units/programmes under the World Bank have expressed interest in working with the RAEA in this effort, including the Africa Region Energy Sector Group (AFTEG) and the Global Partnership on Output Based Aid (GPOBA).

- With respect to internal sources for funding to cover core costs of the agency, ECOWAS (and UEMOA where appropriate) shall propose to Rural Electrification/ Energy Agencies or Funds in the Member States to provide the relatively modest annual contribution of U$ 50,000 per agency/ fund (amounting to some US$ 200,000 for the four or so existing agencies/ funds initially and rising ultimately to about U$ 750,000 per annum if and when all 15 Members States have such agencies/ funds). This payment should be linked to rural electrification or energy agencies/ funds’ membership of the RAEA Executive Board.

- With respect to internal sources for funding programme activities of the agency the Executive Director and Funds Mobilisation Manager will work with the energy departments of ECOWAS and UEMOA to request the Ministries of Integration of the Member States to provide funding from their Regional Integration Budgets.
At the start up stage a substantial input from consultants will be needed to develop fully fledged bankable financing proposals emerging from the most advanced Member States (Senegal, Ghana, Mali) who already have a number of fully fledged financing proposals ready for submission to potential funders. Mobilization of funding for these should to be pursued vigorously.

The Executive Director will have to travel to some of the crucial international meetings/conferences to present the agency to potential donors and the international community. UNDP New York should be approached at an early stage by the Executive Director to assist the RAFA in communication and public relations work for the agency at international and global fora. This will help in placing the RAFA firmly on the map in the international arena.

An evaluation should take place towards the end of the Establishment Phase of the RAFA to ensure that the agency is moving in the right direction. The evaluation report should serve as one of the most important inputs to a performance appraisal for the Executive Director.

5.2.4 Maturity Phase (2009 – 2013)

At the beginning of the maturity phase of the agency all staff will be in place and all the components will be fully functioning. It is to be expected that the FM Manager and the Investment Officers will have built up a substantial pipeline of bankable proposals emerging from the Member States both through the UNDP process with the NMCs and through their own activities to fully work out promising proposals.

During this phase the Executive Director and FM Manager should continue to approach donors systematically for different parts of the operational budget of the agency as well as for investment programmes emerging from the region (WB: ESMAP, Clean Energy Fund, GPOBA, Energy Sector Unit for the Africa Region - explore WB willingness to set up a major Regional Energy Access Fund), AfDB: FINESSE, Infrastructure Consortium for Africa, DFID SME development funds via GVEP, EC 10\textsuperscript{th} EDF, European Partnership on Infrastructure with EIB, DANIDA, SIDA, FINNINDA, USAID, DGIS, AFD, ADA, GEF, BMZ/GTZ, WEC, OPEC, China, Russia, Corporate responsibility programmes of companies active in the region (BP, Shell, Chevron, etc), IEPF, Philanthropists, Clean Development Mechanism; Regional Integration Funds with WB and AfDB, Debt Relief Funds (e.g. HIPC), etc.

This will be the time for different options for internal sources of funding for service provision by the agency should be explored (e.g. service fees for project portfolio management, petroleum taxes (e.g. 0.001% of ex pump revenues), etc.

During this phase the services provided to the different stakeholders in the Member States will be sharpened to convince clients of the necessity and usefulness of the various services provided by the agency. The roles and outputs of the agency will also change over time. It is proposed that at the end of the maturity phase the finance mobilisation should be wound up so that the information & communications and knowledge management functions become the focus of attention in the RAFA. This would entail changes in the staffing and should have a cost saving effect as the RAFA prepares to march into the future on the path to financial sustainability.
An evaluation around the middle of the Maturity Phase should help to ensure that

- the orientation towards service provision on a fee-for-service basis,
- the funds mobilisation activity is generating the required funds for operational activities as well as investment/business ventures, and
- the regional financial partners (EBID, BOAD, ECOBANK and AfDB) are increasing their roles and heading in the direction where the RAEA could eventually become redundant in the energy access investment project/portfolio development process.

Another evaluation towards the end of the Maturity Phase would determine whether or not financial sustainability has been approached nearly enough by the RAEA to warrant a progression to the permanent institution phase.

5.2.5 Permanent Institution Phase (2013 onwards)

Given the ambitious nature of the White Paper targets and the proposed vision for the RAEA looks beyond the MDG (2015) horizon to imagine a West Africa free of energy poverty, it may be necessary to continue RAEA operation after the initial 10 year duration for the agency that is planned for now. With a sharpened and possibly reduced role and staff numbers the agency will have proven to the ECOWAS Member States where its added value lies and should therefore become clearly service-oriented.

The main sources of funding during the maturity stage would be the following:

- Service fees (government agencies, private sector of Member States), like a small percentage commission on funds raised for investment programmes
- Subscriptions from the Rural Electrification/Energy Agencies or Funds, Research/Training Institutions and NGOs involved in RAEA Thematic Working Groups, etc
- Contributions from ECOWAS and UEMOA through a minimal part of the custom levies (e.g. 0.001 %)
- Cost recovery for communication products (CD’s, booklets, etc)
- Grants from individual philanthropists and corporate sponsors
5.3 Financing Plan for the RAEA

In line with the financing strategy presented above, projections for funding contributions from the whole range of potential donors was prepared (see Appendix J). The projections are summarized in Table 5 below.

Table 5: Projected Funding Contributions for the RAEA (US$)

<table>
<thead>
<tr>
<th>Phase</th>
<th>Establishment</th>
<th>Maturity</th>
<th>Perm Inst</th>
<th>Total</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>ECOWAS &amp; UEMOA</td>
<td>2,000,000</td>
<td>2,500,000</td>
<td>0</td>
<td>4,500,000</td>
<td>5</td>
</tr>
<tr>
<td>Regional Financial Institutions</td>
<td>2,700,000</td>
<td>13,500,000</td>
<td>0</td>
<td>16,200,000</td>
<td>18</td>
</tr>
<tr>
<td>Other Local sources (inc RAEA)</td>
<td>200,000</td>
<td>13,330,000</td>
<td>9,750,000</td>
<td>23,280,000</td>
<td>26</td>
</tr>
<tr>
<td>Bilateral and Multilateral Donors</td>
<td>12,650,000</td>
<td>66,750,000</td>
<td>0</td>
<td>79,400,000</td>
<td>88</td>
</tr>
<tr>
<td>Other External Sources</td>
<td>1,000,000</td>
<td>24,000,000</td>
<td>0</td>
<td>25,000,000</td>
<td>28</td>
</tr>
<tr>
<td>Total Fundraising Targets</td>
<td>18,550,000</td>
<td>120,080,000</td>
<td>9,750,000</td>
<td>148,380,000</td>
<td>165</td>
</tr>
<tr>
<td>Total Budget, approx</td>
<td>11,300,000</td>
<td>71,300,000</td>
<td>7,300,000</td>
<td>89,900,000</td>
<td>100</td>
</tr>
</tbody>
</table>

It is important to note that the overall funding target was set at over 50% above the required total budget in order to make room for the eventuality that a particular potential donor fails to contribute all the amounts expected. Total funding from ECOWAS and UEMOA, which includes meeting 50% of the core budget for the Establishment Phase plus a contribution from ECOWAS programme funds towards the RAEA’s programmes, constitutes 5% of the total budget. The regional financial institutions (AfDB, EBID, BOAD and Ecobank) and other local sources including sales revenues from the RAEA’s products and services are projected to contribute 18% and 26%, respectively, of the total budget. Donor contribution and funding from other external sources like the Gates and Google Foundations are projected to constitute more than 100% of the total budget but this is group is quite heterogeneous and the RAEA’s ability to raise funding from the lesser known donors is rather uncertain, hence the large degree of redundancy built into the projections.

Figure 11: Projected Fundraising Targets for the RAEA
The bulk of donor/external funding will be needed in the early years, reaching a peak of some US$ 30 million around the middle of the maturity phase and then tailing off by the end of this same phase. Local contribution from ECOWAS/UEMOA, the regional financial institutions and other sources including sales revenues from the RAEA’s own products and services, hovers around US$ 5 million for most of the 10-year period covered in this study; this is the local funding that is expected to take the RAEA well into the future, in the permanent institution phase, and it is the ability to raise/generate this level of local funding that will be the biggest test of the RAEA’s sustainability as a regional organisation.
6. Proposed roadmap for establishing the RA EA

Three milestones will be critical in the march towards establishment of the RA EA:

1. a decision of the ECOWAS Heads of State and Governments approving the findings and recommendations of this study report, and establishing the RA EA and its organs;

2. the mobilization of funding to cover the initial two years of the RA EA’s core costs and program expenses/ regional funds;

3. meetings of the Executive Board to appoint the Executive Director and his/her supporting staff.

First, in order to arrive at a decision of the ECOWAS Heads of State and Governments approving the findings and recommendations of this study report, the following steps will be necessary:

i) Examination of the provisional report by ad hoc working group
    à 17-18 October 2006

ii) Submission of the revised draft report
    à 30 October 2006

iii) Presentation and validation of findings of the study by the RMC
    à December 2006

iv) Presentation of the final report to the Meeting of Energy Ministers by representatives of the RMC:
    à December 2006

v) Decision by ECOWAS Heads of State and Governments
    à January 2007

A positive decision by the ECOWAS Heads of State and Governments will open the will be the trigger for advancing towards the second milestone with a number of fundraising-related steps the follows:

vi) Commitment of funds from ECOWAS and UEMOA for about US$ 500,000 per year, for initial 5-year period to cover core costs
    à January 2007

vii) Successful work by the energy departments of ECOWAS and UEMOA in getting the development partners to commit around US$ xxx million for programme activities of the RA EA over the initial 5-year period.
    à March 2007

viii) Letter ECOWAS and UEMOA Commissions to Member States informing them of reaching completion point for establishment of the RA EA and in the case of Ghana, also requesting the allocation of office and residential accommodation for the RA EA, and executing the headquarters agreement.
    à March 2007
By the third milestone the following steps should have been taken to signify start-up of the RAEA:

ix) First Meeting of the RAEA Executive Board to approve procedures for appointment of Executive Director
   à May 2007

x) Allocation of office space, residential accommodation and other logistics support by Government of Ghana
   à July 2007

xi) Second Meeting of the RAEA Executive Board to appoint the Executive Director (and temporary support staff).
   à September 2007

xii) Assumption of duty by Executive Director (and temporary support staff).
    à November 2007
Summary of the TOR

Context

The Regional Agency is the instrument put forward by ECOWAS Member States for the coordination and implementation of the White Paper for a Regional Policy for increasing access to energy services for rural and peri-urban population, including the Regional Plan of Action and the formulation and implementation of investment programmes.

The proposed role and missions of this agency will be set out in a study - which will also include a provisional budget - that will be presented for approval to the ECOWAS Member States in June 2006.

Objectives

The objective of this study is to examine how to set up a regional body responsible for implementing the White Paper - both its regional aspect, as provided for in the Regional Action Plan, and its national aspects with, in particular, support for the elaboration and implementation of the planned investment programmes. This will be done through a participative process involving all the stakeholders (ECOWAS, Member States, donors and partners):

The main results expected from this request are as follows:

1- The Agency’s role and mission will have been set out, as will its legal status, internal structure, rules and procedures.

2- An outline of the Agency’s multi-year programme, including budget, in relation to the Regional Action Plan will have been drawn up, as will its strategy for implementing this programme.

3- The Agency’s financing plan will have been devised, as will a strategy for financing and implementing it and making the Agency sustainable in the long term.

On the basis of the study, which will be discussed and validated by the RMC and ECOWAS energy ministers, a proposal will be submitted to the Heads of State and Government at their summit in Dakar in June 2006.

Based on this decision, the detailed methods for implementing and operating the Agency, and a schedule for its effective implementation, will be set out.

Schedule:

1. Validation of the Agency study’s terms of reference, by the Regional Multi-sectoral Committee (RMC) on 24 March 2006

2. Creation of an ad hoc working group featuring representatives of ECOWAS, the UEMOA, Regional Multi-sectoral Committee and partners, before 20th June 2006

3. Launching the study by briefing the sub-contractor: before 20th July 2006

4. Examination of the provisional report by the ad hoc working group: 20 September

5. Presentation and validation of the findings of the study by the Regional Multi-sectoral Committee: 20 October 2006

6. Submission of the draft final report, reflecting the RMC’s comments: 1st November

7. Presentation of the final report to the energy ministers by representatives of the RMC: November 2006

8. Decision by ECOWAS Heads of State and Governments: November 2006

The goal is to have the Agency in place by 2007 1st Quarter.
This request forms part of the elaboration and implementation of the ECOWAS/UEMOA Regional Policy for increasing access to energy services for rural and peri-urban populations with a view to achieving the MDGs and alleviating poverty.

This policy and implementation strategy were set out in the White Paper and approved by the resolution taken by ECOWAS energy ministers in Accra on 27 October 2005.

A. THE ECOWAS/UEMOA REGIONAL POLICY FOR INCREASING ACCESS TO ENERGY SERVICES

The objective of the Regional Policy

In light of the challenges they face, ECOWAS Member States resolved to undertake an ambitious regional policy to broaden access to modern energy services. They are committed to attaining the following objective by 2015:

Objective: to ensure that at least half the population has access to modern energy services; this means serving an additional 36 million households and some 49,000 extra localities.

This amounts to a fourfold increase on the number of people supplied with modern energy services in 2005.

To achieve this, this policy is centred on three specific objectives:

1 - Objective 1: Reinforce regional integration, by pooling good practices, sharing experiences, establishing a regional information system and developing a cross-border cooperation.

2 - Objective 2: Promote harmonised planning and institutional frameworks (e.g. PRSP, MDGs monitoring frameworks, etc.) which regard access to energy services as a key national priority for ensuring human development and achieving the MDGs.

3 - Objective 3: Develop, on the basis of national policy frameworks, coherent MDG based energy investment programmes centred on poverty reduction in rural and peri-urban areas.

The Regional Action Plan and the investment programme

A Regional Action Plan was designed to help achieve this aim by paving the way for the elaboration of a Regional Investment Programme.

The Regional Investment Programme aimed at catering to energy service needs is built on the following three ‘energy pillars’:

1 - Increasing access to domestic cooking fuels for everyone in the region, particularly in rural and sub-urban areas,

2 - Increasing access to productive services – especially motive power - in villages in order to boost productivity in rural areas and enhance the quality of community services,

3 - Broadening access to electrical services
This investment plan is the regional-level expression of the national plans set out in each country, reflecting their national priorities in a common framework. Doing this will help raise more financing for the implementation of specific goals – negotiated at regional level - in the 15 countries. The Regional Action Plan is centred on four lines of action, which are set out in the White Paper and serve to guide and build the Investment Programme:

- **Line of action 1:** capacity building of public and private actors.
- **Line of action 2:** support formulation of investment programs and help raise soft loans and finance from the private sector for projects aimed at extending energy services to rural and peri-urban areas.
- **Line of action 3:** exchanging, promoting and disseminating sub-regional experiences of supplying energy services in rural and peri-urban areas (knowledge management).
- **Line of action 4:** promotion of local production of energy goods and services.

The cost of the implementation of the Regional Action Plan has been put at **249 million dollars over 10 years.**

**The bodies for steering the Regional Initiative**

Because the objectives are so substantial and the stakes being dealt with at regional level are so high, the regional bodies will only succeed if they have sufficient institutional, financial and human resources. The effectiveness of operating at regional level has been proved by the WAPP, and that experience can now act as a model of regional integration and cooperation and also demonstrate how public and private funding can be raised at regional level even though implementation is performed at Member State level.

The region has already laid the initial foundations of a suitable institutional apparatus with the signature of the ECOWAS-UEMOA Convention and the establishment of the Energy Committee. A Steering Committee was also set up for the programme for increasing access to energy services; its role will be to guide activities and monitor and evaluate results on an annual basis. It will appoint from its members a team in charge of the proximity steering of its activities.

It will feature the main regional actors:

- The ECOWAS/UEMOA Technical Secretariat;
- The ECOWAS/UEMOA Energy Committee;
- The Regional Multi-sectoral Committee;
- Representatives of civil society and the privates sector;
- Donors.

**The regional/national consultation and coordination framework**

In order to ensure that the Regional Policy was devised and implemented via a participatory dynamic involving the Member States, ECOWAS and UEMOA established a consultation and coordination framework. This operates both at national and regional level so as to ensure the Regional Policy is rooted in the actual needs and issues of the Member States.

ECOWAS and UEMOA drew on initiatives undertaken by various partners to set up multisectoral committees in each country – this was to ensure that energy is mainstreamed into all sectors and that, accordingly, funding comes from all the relevant sectors.

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This consultation and coordination framework is to foster genuine coordination between the ECOWAS Secretariat and UEMOA Commission on these issues. This reflects a clear ambition to advance regional integration by contributing added value to Member States actions; this will only be successful if national actors take active part in the process.

B. A REGIONAL AGENCY: GIVING THE REGION THE CAPACITY TO IMPLEMENT THE WHITE PAPER

At the operational level, ad hoc resources need to be mobilised to ensure the effective implementation of this ambitious programme. Just as consultation among Member States’ representatives is a fundamental principle for devising strategic guidelines, the success of the action plan and the instruction given by the Steering Committee depends on the reality of the two principles of efficiency and continuity. This implies the creation of a permanent structure to implement the White Paper with operational autonomy.

Such a Regional Agency for Widening Access to Energy Services will be mandated to carry out a number of permanent activities relating to the four lines of action. It will also perform occasional activities relating to specific projects. The permanent activities would include:

1. managing the energy and regional development information systems: this entails gathering data from Member States, updating it and distributing to the relevant actors in the sectors;

2. helping Member States set up systems for assessing the impact of policies and programmes; also helping them with their communication and lobbying;
(3) holding regional workshops, training sessions, and discussions on sustainable energy policies that will bring energy supplies to the poor; organise training and exchange activities at regional level.

(4) designing and distributing decision-making tools (geographical information systems for impact assessment and programmes monitoring)

(5) helping Member States with fund-raising: developing project proposals and guidelines and arranging meetings with donors, all with a view to achieving a scaling up effect across the region;

(6) managing an ‘innovation and development fund.’ This will make it possible to save time by quickly launching activities aimed at attaining priority goals on a learning-by-doing basis. It will also foster the development of a competitive private sector, by covering un-fundable projects risks.

(7) running the Steering Committee secretariat and organising regional fora on increasing access to energy services for ECOWAS countries in cooperation with Member States.

Provisional organisational chart of the Regional Agency for increasing access to energy services

Alongside these activities, the Agency will perform more specific project-related activities, for which financing will be found on an ad hoc basis. Examples of such activities include:

(1) helping Member States incorporate an energy component into their PRSPs;
(2) conducting comparative case studies and impact studies to document good practices. This should be done with reference to the international calendar of events, so that the work can help inform and bolster the region’s – and Africa’s participation in major international conferences and global political processes;

(3) carrying out feasibility studies and reviews of various energy sources, services, technologies and markets likely to meet energy services, especially in rural areas;

(4) conducting a feasibility studies on potential for local and regional manufacture of energy related equipments

(5) investigating the market potential for bio-fuels and the conditions for developing industrial crops on an ad hoc basis;

(6) conducting feasibility studies for regional manufacturing of renewable energy components and equipment such as solar water heaters and a biomass plant for steam/electricity co-generation, …at local level;

C. OBJECTIVES OF THE STUDY ON THE REGIONAL AGENCY

Given the extent of the ambitions of the White Paper, it is obvious that they can only be fulfilled if an operational body is established. The Regional Agency will be set up through a consultation process involving Member States, during which its legal status, first five-year action plan, organisational structure and human and financial requirements will be identified. The Agency will have to demonstrate its efficiency and its capacity to achieve the goals set. Specific five-year objectives will be set for it, and during this period, the Agency’s performance will be evaluated and a decision taken as to whether to renew it or not.

Accordingly, the Agency study should furnish ECOWAS with all the institutional, legal, financial and technical considerations it will need to enter into dialogue with the Member States and institutional partners and donors on the establishment and operations of the Agency over ten years. In particular, the study should identify the conditions for creating a body that will be funded on a long-term basis.

The study will be centred on three specific objectives:

1- Formulation, in consultation with national and regional bodies, of the detailed role and mission of the Agency. The legal, institutional and governance status may then be determined, as will the Agency’s internal regulations, rules and procedures.

2- The compilation of the Agency’s multi-annual programme, including staffing and budgets, on the basis of the Regional Action Plan; and the definition of the Agency’s strategy for implementing the programme;

3- Elaboration of the Agency’s financing plan and financing, implementation and sustainability strategy.

Objective 1: Formulation, in consultation with Member States and regional bodies, of the detailed role and mission of the Agency. The legal, institutional and governance status may then be determined, as will the Agency’s internal regulations, rules and procedures.

The objective is to provide ECOWAS with the information and instruments to set up the Agency.

This first of all entails specifying – and formalising - the details of the Agency’s role and mission, which should reflect the internal operational documents and institutional relationships with ECOWAS, UEMOA, Member States and other regional programmes and institutions. It also involves identifying its internal structure, status and operational method.

Expected results:

- The role and added value of the Agency, and its relationships with other regional and national actors, will have been described.
- Comparative analysis for the options of the Agency’s structure to achieve its mandate has been carried out;
- The Agency’s mission will be specified and its responsibility and scope of intervention identified.
- The Agency’s governance, procedures and control mechanisms will be described.
• Reporting and communication duties and mechanisms will be determined.
• Institutional and contractual relationship between the Agency and member States, ECOWAS and UEMOA, and donors will be described.
• Partnership agreements, arrangements and contracts that should be concluded between the Agency and various stakeholders with a view to solidifying the institutional and implementation environment will be specified.
• The Agency’s legal statutes will have been drafted.

**Objective 2: Drawing up an outline and budgeted multi-annual programme for the Agency on the basis of the Regional Action Plan, and devising the Agency’s intervention strategy for implementing the programme;**

According to the Accra Forum’s recommendations, the Agency must be equipped with a multi-annual programme.

It is, therefore, necessary to draw on the Regional Action Plan set out in the White Paper to lay down the Agency’s role and missions and detail the activities it will carry out in accomplishing these missions. These activities may be either permanent or in the form of specific projects. Once the details of each activity have been stipulated, ten-year budgets and schedules may be crafted.

Before any activities may be clearly defined and budgeted for, the Agency’s implementation strategy and concomitant tools must be identified.

**Expected results:**

- Outline the multi-annual programme will have been specified in accordance with strategy.
- An indicative strategy for the Agency will be devised.
- The Agency’s implementation budget, staffing specifications will be identified.
- The organisational model of the Agency will have been built.
- Rules regarding the management of human resources and expertise will have been drawn up, including an in-house work/outsourcing strategy pertaining to human resources for the various missions.
- The management and accounting rules, including procurement will be compiled in a manual.
- The Agency’s 10-year establishment and operations budget will be drawn up.

**Objective 3: Drawing up the agency’s financing plan and financing, implementation and sustainability strategies.**

The intention here is, on the basis of the multi-annual programme, to devise a financing plan for the Agency that includes a sustainable funding strategy. The effectiveness of this strategy will be to a large extent determined by the financial tools put in place for the implementation of its missions.

**Expected results**

- A strategy for financing the operations of the Agency, including plans to attain financial sustainability, will have been put forward.
- The Agency’s implementation means (programme, financial tools, information systems, etc.) will have been devised for respective assignments.

In sum, the objective is to furnish ECOWAS and the UEMOA with all these, in keeping with the explanatory diagram [1] below.
Diagram 1: Illustration of the interdependency of the objectives of the study

- **Institutional and Political context**
- **Regulatory and legal framework**
- **Donors, partners**
- **Beneficiaries**

Steering Agency Missions

Legal Status / rules and procedures / organisational Model

Agency missions strategy and implementation plan

multi-annual Agency Programme

Financing Strategy

Financing Plan
D. METHODOLOGY

The bodies for steering the formulation of the Regional Agency project

Bearing in mind that the certain political conditions need to be in place for the Agency to come to fruition, the working group responsible for guiding the work of the consultants must have both technical and political competence. The working group will oversee the production of the study, which will be entrusted to a sub-contractor.

The working group will be made up representatives from:

• ECOWAS and the UEMOA,
• The Regional Multisectoral Group (chairman and vice-chairman),
• Partners, including PDF, UNDP, and the partners involved the implementation of the White Paper.

Structure of the final report, according to the expected results

The consultancy team will submit a report presenting options with specific recommendations. The reasons underlying all the options mentioned in the report must be fully explained in the body of the report and supporting documentation attached in the appendices.

The body of the report will, therefore, consist of all the elements relating to the analyses carried out and the proposals, choices and recommendations made in relation to the anticipated results in terms of:

1- The Agency’s institutional and governance framework

This section will contain elements regarding:

The institutional framework and governance mechanisms, especially:

• Defining the role and missions of the Agency
• The Agency’s institutional arrangement and its governance framework (role of the different actors and related regulations)
• Articulation between the Agency, its multi-annual programme and the Regional Investment Programme

The Agency’s legal statuses, in particular:

• Recommendations and any binding legal factors the Agency may be subject to
• The list of the various texts formalising the relationships between the Agency and its partners, and their specific respective objectives (important points)

The Agency’s organisational structure and regulations, especially:

• description of the Agency’s organisational model
• description of human resources
• The Agency’s establishment and operational budget over ten years
• Financial authorities

2- Operational strategy, activities, means and multi-annual programme

• Definition of the implementation strategy, of the Agency, and its mission
• Identification of the means of implementation of the Agency and related rules
• Identification of the tools required
• Outline of the activities in the multi-annual programme in keeping with the strategy.

3- Financing strategy, including strategy for achieving autonomy

• Strategy for financing the Agency’s operational costs and activities, including the quest for financial autonomy.

In addition, the report must feature the following documents in the appendices (presented separately):

• The Agency’s administrative and accounting procedure;
• The operational procedures and regulations manual
• The Agency’s legal statuts
The Agency’s **multi-annual** programme
- Indicative ten-year budget for activities
- The ten-year financing plan
- The road map for implementing the Agency

**E. STUDY SCHEDULE**

The overall aim of the report, then, is to support ECOWAS and the UEMOA’s efforts to operationally apply the Regional Policy implementation strategy, which, in institutional terms, will be driven by a Regional Agency for increasing access to energy services. This Agency is responsible for implementing the Regional Action Plan. Accordingly, in January 2006, the Heads of States gave the regional authorities a clear mandate to establish the instruments needed to implement the regional initiative.

The creation of the Agency was one of the preliminary activities set out in the White Paper.

The study on the Agency will provide details, figures and a strategy for mobilising the funds required to implement the Agency, conduct its missions and ensure all actors can take ownership of it.

We propose attaining this objective by applying a participative dialogue process with Member States, ECOWAS and UEMOA. This will include visit by the consultants to ECOWAS and UEMOA and selected Member States.

1. **Validation of the Agency study’s terms of reference, by the Regional Multisectoral Committee (RMC) on 24 March 2006**
2. **Creation of an ad hoc working group featuring representatives of ECOWAS, the UEMOA, Regional Multisectoral Committee and partners, before 20th June 2006**
3. **Launching the study by briefing the sub-contractor: before 20th July 2006**
4. **Examination of the provisional report by the ad hoc working group: 20 September**
5. **Presentation and validation of the findings of the study by the Regional Multisectoral Committee: 20 October 2006**
6. **Submission of the draft final report, reflecting the RMC’s comments: 1st November**
7. **Presentation of the final report to the energy ministers by representatives of the RMC: November 2006**
8. **Decision by ECOWAS Heads of State and Governments: November 2006**

On the basis of this decision, all of the topics to be looked at will be finalised by the sub-contractor under the auspices of ECOWAS and the UEMOA.

The objective is to have the Agency in place by 2007 first quarter.
Appendix B: Interviewees and Fieldwork Schedule

Itinerary

The schedule of work by the consultants – Abeeku Brew-Hammond, Sabine Hausler and Mansour Assani Dahuennon – up to the presentation of this draft report, is presented below.

**Abeeku, Sabine and Mansour**

5 – 23 June  - Desk Study and Preliminary Consultations with Donors and Others (additional consultations continued throughout the study)

23/25 June  - Travel to Abuja

26 – 28 June  - **ECOWAS**: Study Launch and Initial Briefing Sessions

29 – 30 June  - **Nigeria**: Consultations with Government and other Key Stakeholders

29 June/2 July  - Travel back to the UK/ to Dakar

**Sabine and Mansour Only**

2 – 4 July  - **Senegal**: Consultations with Government and other Key Stakeholders

5 July  - Travel from Dakar to Bamako

5 – 7 June  - **Mali**: Consultations with Government and other Key Stakeholders

8 July  - Travel from Bamako to Ouagadougou

8 – 11 July  - **UEMOA / Burkina Faso**: Consultations with Government and other Key Stakeholders

12 July  - Travel from Ouagadougou to Niamey

12 – 14 July  - **Niger**: Consultations with Government and other Key Stakeholders

15 July  - Travel from Niamey to Accra

**Abeeku Only**

8-9 July  - Travel from the UK to Freetown

9 – 10 July  - **Sierra Leone**: Consultations with Government and other Key Stakeholders

11 July  - Travel from Freetown to Monrovia

11 – 13 July  - **Liberia**: Consultations with Government and other Key Stakeholders

14 July  - Travel to Accra

**Abeeku, Sabine and Mansour**

14/15 - 22 July  - **Ghana**: Consultations with Government and other Key Stakeholders & Preparation of Preliminary Report

23 July  - Travel to Cotonou

23 - 24 July  - **Benin**: Consultations with WAPP Secretariat Senior Personnel & Travel to Lagos

25 July  - Travel to Abuja

25 – 30 July  - **ECOWAS**: Finalisation and Presentation of Preliminary Draft Report and Debriefing

27/28/30 July  - Departure from Abuja

August - October  - Preparation of Full First Draft Report, Steering Committee Review Meeting and Preparation of Revised Draft Report
**Donor and International Energy Agencies**

The following representatives from donor and international energy agencies were interviewed for this study, with dates and interviewee(s) in brackets:

- Minoru Takada, UNDP (23/06/06 – Abeeku; 20/07/06 – Abeeku, Sabine and Mansour)
- Fatih Birol, IEA (06/07/06 – Abeeku)
- Phillip Mann, Oxford University (07/07/06 – Abeeku)
- Wim Kluhne, AfDB (07/07/06 – Abeeku)
- Vijay Iyer, World Bank AFTEG (07/07/06 – Abeeku)
- Peter Davies, DFID (23/06/06 - Sabine, 07/07/06 – Abeeku)
- Patricia Veevers-Carter, World Bank GPOBA (14/07/06 – Abeeku)
- Rudolph Huepfl, ADA (20/06/06 - Sabine )
- Ton van der Zon, DGIS (21/06/06 - Sabine )
- Marcel Raats and Derk de Haan, SenterNovem MEPRED (22/06/06 - Sabine)
- Claudia von Fersen, KfW (21/06/06 - Sabine)
- Nicolas Lambert, French Ministry of Foreign Affairs (13/07/06 - Sabine)
- Edgar Blaustein, Senior Adviser to French Ministry of Foreign Affairs (19/06/06 - Sabine)

**ECOWAS and PDF/EUEI**

Interviews were held with a wide range of senior personnel within ECOWAS as follows:

- David Kamara, Director, Infrastructure and Industry Department (26/06/06 – Abeeku, Sabine and Mansour)
- George Taylor-Lewis, Special Advisor, Project Preparation and Development Unit, PPUD (27/06/06 – Abeeku, Sabine and Mansour)
- Nellie N. S. Taylor, Financial Controller (27/06/06 – Abeeku, Sabine and Mansour)
- Frank Ofei, Economic Department Director, and Janice James, NEPAD Adviser/ Macroeconomist (27/06/06 – Abeeku, Sabine and Mansour)
- Lagon Daniel, Programme Officer, Legal Department (28/06/06 – Abeeku, Sabine and Mansour)
- Ahoba Piex Joseph Aipri, Human Resources (28/06/06 – Abeeku, Sabine and Mansour)
- Christian Taupiac, Senior Adviser to the Executive Secretary (28/06/06 - Sabine and Mansour)
- Issa Mare Diaw, Project Manager/ Resident Technical Expert and Yaouza Ouro Sama, Resident Legal Expert, WAPSRRP (28/07/06 – Abeeku)

Several telephone as well as face-to-face discussions – briefing/ debriefing sessions were held with the following key people who provided overall guidance throughout the whole study:

- Mahama Kappiah, Interim Head, Energy Department, ECOWAS
- Dorian Vasse, Technical Adviser, Energy Department, ECOWAS
- Ray Holland, Manager, PDF/ EUEI

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ECOWAS/ UEMOA Countries Visited

Interview schedules for key stakeholders in the countries visited are presented in tables below.

Nigeria

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<tr>
<th>Person/Organization</th>
<th>Stakeholder Type</th>
<th>Time</th>
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</thead>
<tbody>
<tr>
<td>Ewah Otu Eleri, International Center for Energy, Environment and Development (<a href="mailto:eeleri@hotmail.com">eeleri@hotmail.com</a>)</td>
<td>Private Sector – Consulting</td>
<td>Wed 28 June, 12:30 pm</td>
</tr>
<tr>
<td>Anthony Adegbulugbe, Special Adviser to the President on Energy/ Chairman of Regional Multisectoral Committee</td>
<td>Government</td>
<td>Thursday 29 June, 9:00</td>
</tr>
<tr>
<td>Sam I. Gekpe, Chief Executive of Rural Electrification Agency</td>
<td>Government</td>
<td>Thursday 29 June</td>
</tr>
<tr>
<td>Anthony Ighodaro, Managing Director, KXN Nigeria Ltd (<a href="mailto:sales@solarsove.com">sales@solarsove.com</a>)</td>
<td>Energy SME</td>
<td>Thursday 29 June 4:00 pm (interviewed in London)</td>
</tr>
<tr>
<td>Russian embassy, economic counsellor</td>
<td>Donor</td>
<td>Friday 30 June</td>
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Senegal

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<tr>
<td>CIMES</td>
<td>NMC</td>
<td>Monday 03 July, 9:00 am</td>
</tr>
<tr>
<td>Cheick Diakhate, Directeur de Cabinet Ministry of Energy</td>
<td>Government</td>
<td>Monday 03 July, 11:00 am</td>
</tr>
<tr>
<td>Michel Diémé Direction de l’Energie</td>
<td>Government</td>
<td>Monday 03 July, 12:00 am</td>
</tr>
<tr>
<td>Laurent Coche, Eric de Muynck, M&amp;E expert, RMP Programme Dibongou Kouo, Energy Policy Specialist, Energy for Poverty Reduction Regional Programme (REPP)  -Mrs Voulimata Ndiaye, Accountant, ECOWAS Gender Centre Dakar</td>
<td>Government</td>
<td>Monday 03 July, 3:00 pm</td>
</tr>
<tr>
<td>-Mrs Voulimata Ndiaye, Accountant, ECOWAS Gender Centre Dakar</td>
<td>ECOWAS Specialised Agency</td>
<td>Tuesday 4 July, 3:00 pm</td>
</tr>
<tr>
<td>Mansour Kane : CERER Centre de Recherche sur les Energies Renouvelable</td>
<td>Research Centre</td>
<td>Tuesday 4 July, 4:00 pm</td>
</tr>
<tr>
<td>Niang Director ASER and Amadou Sow Assistant au Directeur</td>
<td>Government</td>
<td>Wednesday 5 July, 9:00 am</td>
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### Mali

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<th>Person/Organisation</th>
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<th>Time</th>
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</thead>
<tbody>
<tr>
<td>Docteur Ousmane Diallo Chef de Département, Chargé des Questions Économiques et Financières à la Délégation Générale à l’Intégration Africaine</td>
<td>Government</td>
<td>Thursday 6 July, 10:00 am</td>
</tr>
<tr>
<td>Amadou Tandian Président Directeur Général de l’Agence Malienne pour le Développement de l’Énergie Domestique et de l’Électrification Rurale (AMADER)</td>
<td>Government</td>
<td>Thursday 6 July, 3:30 pm</td>
</tr>
<tr>
<td>Centre Nationale de l’Énergie Solaire et des Énergies Renouvelables</td>
<td>Research Centre</td>
<td>Friday 7 July, 9:00 am</td>
</tr>
<tr>
<td>Ibrahim Togola, Director Mali Folk Centre (MFC)</td>
<td>NGO</td>
<td>Friday 7 July, 11:00 am</td>
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<tr>
<td>Christian Adovelandé, Président de la Banque d’Investissement de la CEDEAO (BIDC)</td>
<td>ECOWAS Bank</td>
<td>Saturday 8 July, 10:00 am</td>
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<tr>
<td>Dr. Bethge, GTZ Support to Local Government Project Mali</td>
<td>Donor</td>
<td>Saturday 8 July, 2:30 pm</td>
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### Burkina Faso

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<th>Person/Organisation</th>
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<tbody>
<tr>
<td>Emmanuel Nonyarma, Directeur national de l’Énergie and NMC</td>
<td>Government</td>
<td>Monday 10 July, 9:00 am</td>
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<tr>
<td>Mme Marie Blanche Bado : Directrice du Fonds de Développement de l’Électrification Rurale</td>
<td>Government</td>
<td>Monday 10 July, 3:00 am</td>
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<tr>
<td>Dr Abibou Ciss Directeur du Centre de Formation Continue Groupe Des Ecoles EIER-ETSher (CEFOC)</td>
<td>Research Centre</td>
<td>Monday 10 July, 3:30 pm</td>
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<tr>
<td>Mahamane Lawali, coordinator PREDAS, CILSS</td>
<td>Government</td>
<td>Tuesday 11 July, 9:30</td>
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<tr>
<td>Amadou Hama Maïga Directeur Adjoint EIER-ETSher</td>
<td>Training Centre</td>
<td>Tuesday 11 July, 11:00 am</td>
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<tr>
<td>Monsieur Yézouma Coulibaly : Chef de l’Unité Thématique d’Enseignement et de Recherche (UTER) Génie Énergétique et Industriel EIER-ETSher</td>
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<td>Tuesday 11 July, 12:00 am</td>
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<tr>
<td>Monsieur Djibril Salifou Directeur de l’Energie de l’UEMOA Monsieur Mamadou Dianka Coordinateur du PRBE-UEMOA</td>
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<td>Tuesday 11 July, 3:00 pm</td>
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<tr>
<td>Mme Pelletier European Delegation Ougadougou, Desk Officer PREDAS</td>
<td>Government</td>
<td>Wednesday 11 July, 4:00 am</td>
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### Sierra Leone

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<th>Person/Organization</th>
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<tbody>
<tr>
<td>Dr Shem-Gbay Mohammed Swaray, Chairman, National Multisectoral Committee / Director NEWPPPCU Ministry of Energy and Power</td>
<td>Government</td>
<td>Monday 10 July, 9:30 am</td>
</tr>
<tr>
<td>Head of Administration, West African Monetary Agency (WAMA), 11&amp;13 ECOWAS Street, Freetown</td>
<td>ECOWAS Specialized Agency</td>
<td>Monday 10 July, 2:30 pm</td>
</tr>
<tr>
<td>Ogunlade Davidson, Dean, Faculty of Engineering/Co-Chair, Global Network on Energy for Sustainable Development – GNESD</td>
<td>University/Global Partnership</td>
<td>Monday 10 July, 4:00 pm</td>
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### Liberia

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<tr>
<th>Person/Organization</th>
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<tr>
<td>Augustus Goanue, Vice-Chairman, National Multisectoral Committee / Executive Director, Centre for Sustainable Energy Technology</td>
<td>NGO</td>
<td>Wednesday 12 July, 8:00 am</td>
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<tr>
<td>Rufus Tarnue, Chairman, National Multisectoral Committee / Director Power &amp; Energy Projects Coordinator, Ministry of Lands, Mines and Energy</td>
<td>Government</td>
<td>Wednesday 12 July, 9:30 am</td>
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<tr>
<td>Hon. Chie – Deputy Minister for Energy</td>
<td>Government</td>
<td>Wednesday 12 July, 11:00 am</td>
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<tr>
<td>{Donor Conference}</td>
<td>Multi-Stakeholder</td>
<td>Wednesday 12 July, 2:00 pm</td>
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<tr>
<td>President, Liberia Women Initiatives</td>
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<td>Thursday 13 July, 2:30 pm</td>
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### Ghana

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<th>Person/Organization/Forum</th>
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<tr>
<td>Jeff Antwi-Dakwa, Chairman, National Multisectoral Committee / Director of Power, Ministry of Energy</td>
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<td>Monday 17 July, 2:30 pm</td>
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<tr>
<td>{World Bank Ghana Rural Electrification Seminar}</td>
<td>Multi-Stakeholder</td>
<td>Tuesday 18 July, 9:00 am</td>
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<tr>
<td>Name and Title</td>
<td>Organization/Role</td>
<td>Date and Time</td>
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<td>Dr. Kuge Katsuya, Assistant Resident Representative (in charge of the Energy and Agricultural sectors), Japanese Embassy/ JICA</td>
<td>Donor Rep</td>
<td>Tuesday 18 July, 4:00 pm</td>
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<tr>
<td>Stephen Duah Yentumi (<a href="mailto:stephen.duah-yentumi@undp.org">stephen.duah-yentumi@undp.org</a>) and Madeleine Bolliger Klah (<a href="mailto:madeleine.bolliger@undp.org">madeleine.bolliger@undp.org</a>), UNDP</td>
<td>Donor Rep</td>
<td>Wednesday 19 July, 9:30 am</td>
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<tr>
<td>Sergei Timoshenko, Economic Counsellor, Russian Embassy</td>
<td>Donor Rep</td>
<td>Wednesday 19 July, 11:00 am</td>
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<tr>
<td>Hussein Thomasi, Director, Legal Department and H. A. K. Wampah , Director of Research, West African Monetary Institute (WAMI)</td>
<td>Donor Rep</td>
<td>Wednesday 19 July, 11:00 am</td>
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<tr>
<td>Harriette Amissah-Arthur, Director, KITE/ GVEP Facilitator, Ishmael Edjekumhene, GVEP Project Manager and Frank Atta-Owusu, Projects Officer</td>
<td>ECOVAS-related Agency</td>
<td>Wednesday 19 July, 2:30 pm</td>
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<tr>
<td>Kofi Agyin, for Country Director, The World Bank</td>
<td>Donor Rep</td>
<td>Wednesday 19 July, 4:00 pm</td>
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<tr>
<td>Alfred Ofosu-Ahenkorah, Ag Executive Secretary, Energy Commission / Vice-Chair Renewable Energy and Energy Efficiency Partnership (REEEP)</td>
<td>Government/ Global Partnership</td>
<td>Thursday 20 July, 9:30 pm</td>
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## Appendix C: Logframe for the RAEA

<table>
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<tr>
<th>Intervention Logic</th>
<th>Objectively verifiable indicators of achievement</th>
<th>Sources &amp; Means of Verification</th>
<th>Assumptions</th>
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</thead>
</table>
| **Overall Goal**   | Contribution to achievement of the MDGs in West Africa by providing at least half of the people with access to modern energy services | § 100% of total populations by the year 2015 have access to modern cooking facility  
§ By the year 2015 at least 60% of people living rural area will have access to motive power  
§ By the year 2015, 66% of the population living rural und urban areas have access to individual electricity service | RAEA monitoring of White paper targets | § Sufficient funds for the achievement of the objectives of the White Paper can be mobilised  
§ Member State are willing to allocate national budgets to energy access |
| **Specific Goals** | Leading and coordinating implementation of the ECOWAS/ UEMOA Regional White Paper on Energy Access |  |  |
| **Expected Results** | **R1.** The Regional Agency for Energy Access RAEA is established. | § The RAEA is operational by the end of year 2007 and fully staffed to run the programme by the end of 2008  
§ 3 MoU’s are signed with major financial institutions by the end of year 2008  
§ At least 5 regional thematic working groups are set up by the end of 2008  
§ At least 2 centres of excellence are set up et and operational by the end of 2008  
§ A minimum of 5 financing proposals are processed by the RAEA per year.  
§ From year 2008 to year 2013, $ 10 m is mobilized per year to fund plan of Action ; $ 1 b to fund the Member States’ Investments Programmes  
§ Energy Policy is harmonized in all member States by the end of the year 2013  
§ Capacity is built in at least 6 countries by end of year 2008 to undertake needs assessment, develop energy access strategies and implement energy investment programmes  
§ 5 SMEs and 2 manufacturing enterprises supported by the RAEA annually  
§ A minimum one Best Practice document (compilation) is posted on the website annually  
§ A minimum of 4 workshops, 4 communities of practice, and other events are organized by the RAEA every year; | The Headquarters Agreement available  
Available MoU’s  
Regional monitoring system  
Activities report of centres of excellence  
Records of funds committed from national, regional and international sources  
Regional monitoring system | ECOWAS Heads of State approve establishment of the RAEA and its organs  
The financial institutions are willing to support the Agency |
|                    | **R2.** The institutional set up for the implementation of the regional programme on energy access is in place |  |  |
|                    | **R3:** Funds for the regional plan of action and assistance to Member States in mobilizing funding is achieved |  |  |
|                    | **R4:** Capacities of public and private actors for developing harmonised policy and institutional frameworks is built |  |  |
|                    | **R5:** Knowledge and information on good practices to support implementation of energy investment projects/programmes is harvested and shared |  |  |

ECOWAS Heads of State approve establishment of the RAEA and its organs  
The financial institutions are willing to support the Agency  
Institutional capacity of the energy sectors in the ECOWAS region has been sufficiently upgraded
Activities

**Activities of Result 1**

A1.1: Staff members are recruited in phases.
A1.2: Headquarters Agreement is ratified with the host country government.
A1.3: Management Manual, Systems and Tools are set up, in collaboration with ECOWAS

**Activities of Result 2.**

A2.1: overall RAEA institutional set up is operational (GC, EB).
A2.2: MOUs with the major partners are signed
A2.3: Thematic working groups” are set up.
A2.4: Collaboration protocols with major regional actors are signed

**Activities of Result 3.**

A3.1: raise funds for the regional plan of action
A3.2: assist Member States in mobilizing funding for energy investment projects/programmes.
A3.3: Establishment and Management of Financing Mechanisms
  § A3.3.1 Develop investment portfolio
  § A3.3.2 Develop energy service enterprise investments
  § A3.3.3 Develop manufacturing enterprise investment

**Means**

- a. Core Agency Team of 12 professional plus national personal
- b. 4 vehicles
- c. Management Tools
- d. Energy information Tools
- e. GIS tools
- f. Training Institutions
- g. Research Institutions
- h. Energy Information regional and international Institutions
- i. Policy development regional and international institutions
- j. Regional and international consultants
- k. NGOs

**Action Costs**

- Human resources: 9,440,562 US$
- Office equipment, vehicles and supplies: 554,000 US$
- Travels and subsistence allowances: 3,796,000 US$
- Operation and administrative Costs: 1,157,000 US$
- Fund mobilization: 6,400,000 US$
- Regional Funds by RAEA: 40,000,000 US$
- Capacity development Costs: 22,325,000 US$
- Knowledge management and communications: 4,905,000 US$

**Assumptions**

- Sufficient qualified personal available in member States
- Member States are willing to harmonize the energy policy
<table>
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<tr>
<th>Activities of Result 4</th>
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<tbody>
<tr>
<td>A.4.1 :Develop Policy and Strategy</td>
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<tr>
<td>A.4.2 :Develop Investment Programmes</td>
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<td>A.4.3 :Develop Energy Service Enterprise</td>
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<td>A.4.4 :Develop Manufacturing Enterprise</td>
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<td>A.4.5 :Develop Implementation Capacity</td>
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<tr>
<th>Activities of Result 5</th>
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<tbody>
<tr>
<td>A.5.1 :Establish and run Energy Information/ Geographic Information Systems</td>
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<td>A.5.2 :Establish and run Results Monitoring</td>
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<td>A.5.3 :Build and share Knowledge Management</td>
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<td>A.5.4 :Promote Advocacy, Communications &amp; Networking</td>
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## Appendix D: Chronogramme for the Multi-Annual Workprogramme of the RAEA

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### ACTIVITIES 1.1: Agency Establishment

- Establishment of the Agency: recruitment of Executive Director
- Recruitment of the support staff
- Knowledge Agreement
- Establishment of remaining staff (next support staff as needed)

### ACTIVITIES 1.2: Project Management

- PM Manager
- PM Manager
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<td>2.1 Operationalize the overall regional Agency institutional set up (GC, EB)</td>
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<tr>
<td>2.2 Establish MOU with the ADB, EIB, BOAD and EBRD</td>
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<tr>
<td>Establish coordination mechanisms with other ECOWAS/CEMAC Regional agencies</td>
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<td>2.3 Establish “research working groups”</td>
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<td>Establish collaboration protocol with training/research consortia</td>
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<td>2.5 Establish cooperation with ongoing regional programs</td>
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<td>2.7 Identify data sources at national level and establish cooperation</td>
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<td>2.8 Establish cooperation with international institution</td>
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<td>4.1 Develop policy and strategy</td>
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<td>4.1.1 Support national policy agencies to develop energy policy frameworks and instruments</td>
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<tr>
<td>4.1.2 Develop ECOWAS Policy Frameworks and Guidelines to support energy access</td>
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<td>4.1.3 Investigate cross border electricity options</td>
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<td>4.1.4 Promote medium term prioritization of technology sectors (inclusive)</td>
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<td>4.1.5 Promote the development of operational guidelines for energy integration</td>
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<td>4.1.6 Identify necessary electricity and cross border projects</td>
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<td>4.2 Develop investment programmes</td>
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<td>4.2.1 Review and enhance training program of SMEs</td>
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<td>4.2.2 Establish the European Countries by investment programmes development</td>
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<td>4.3 Develop Energy service Enterprises</td>
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<td>4.3.1 Develop SME capacity development program with active participation at national level</td>
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<td>4.3.2 Establish support programs for energy service enterprises</td>
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<td>4.3.3 Establish cooperation with existing and new SME support networks at national level</td>
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<td>4.4 Develop Manufacturing Enterprises</td>
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<td>4.4.1 Support the establishment of existing manufacturing enterprises and develop new entrepreneurs</td>
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<td>4.4.2 Establish support programs for energy goods manufacturing enterprises</td>
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<td>4.4.3 Establish cooperation and support centers for quality control of locally produced equipment</td>
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<td>4.4.4 Establish ECOWAS energy standards and labeling</td>
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<td>4.4.5 Identify the products to be covered by the ECOWAS standard and labeling system</td>
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<td>5.3.3 Compile annual reports on the achievements of the regional access targets and M&amp;E activities</td>
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<td>5.4.1 Prepare press releases, etc.</td>
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<td>5.4.2 Conduct Energy Access Fair, theme-based seminars, etc.</td>
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Appendix E: Governance Structures for Selected Agencies

International/ Regional Energy Agencies

**IEA**

The International Energy Agency (IEA) based in Paris, France, is the energy forum for 26 industrialised countries linked with the Organisation for Economic Cooperation and Development (OECD). The IEA was established by the Agreement on an International Energy Program in 1974.

The IEA has a simple governance arrangement with a Governing Board, which is the main decision-making body, composed of senior energy officials from each member country and meeting, from time to time, at Ministerial level. This allows the Agency to enjoy political support at the highest level without being encumbered by a permanent ministerial structure.

**OLADE**

The Latin American Organization for Energy (Organización Latinoamericana de Energía – OLADE) was established November 1973 with the signing of the Lima Convention, a Constitution ratified by 26 countries of Latin America and the Caribbean. A Ministers Meeting is the highest decision-making body which dictates the policies of the organization and is made up of the Ministers or Secretaries of State in charge of energy in the Member Countries. A Council of Experts, made up of the Delegates of the Member States, acts as the Preparatory Commission for the Ministers’ Meeting and advises on the activities of the Permanent Secretariat.
OLADE has a Strategy and Programming Committee, made up of the Delegates of the Member States, that analyzes and evaluates the programs and strategy of the Organization. This is also the body that is entrusted with keeping the vision of OLADE current, drawing up and following up the implementation of the Work Program of the Permanent Secretariat, and carrying out all other functions entrusted to it by the Ministers’ Meeting. The OLADE Permanent Secretariat is based in Quito, Ecuador.

ECOWAS Specialized Agencies

WAMA

The West African Monetary Agency (WAMA) is an autonomous specialized agency of ECOWAS established in 1996 to take over from the West African Clearing House (WACH) which itself was established in which 1975 as a multilateral payment facility to improve sub-regional trade in West Africa. WAMA’s Headquarters is located in Freetown, Sierra Leone.

The highest decision-making body of WAMA is the Committee of Governors, which includes the governors of all ECOWAS Central Banks; this Committee advises the Council of Ministers and the Authority of Heads of State and Governments of ECOWAS Member States, and supervises the activities of the Agency.

Two other committees play a more direct oversight role: 1) The Economic & Monetary Affairs Committee that comprises the Directors of Research of member Central Banks is appointed by the Committee or Governors to review, evaluate, and monitor progress in the implementation of the ECOWAS Monetary Cooperation Programme. 2) The Operations and Administration Committee, also
appointed by the Committee of Governors, comprises the Directors of Foreign Operations of member Central Banks and reviews the functioning of the West African Monetary Agency.

**WAMI**

There are now two monetary zones in West Africa: the West African Monetary Zone (WAMZ) for the five Anglophone countries plus the Republic of Guinea and UEMOA in the other francophone countries. The West African Monetary Institute (WAMI) was established under the Agreement of the WAMZ to carry out functions leading to the establishment of the West African Central Bank (WACB).

The Convergence/ Governing Council is the supervising authority of WAMZ and its institutions. The Authority of Heads of State and Government of the Members States of WAMZ is the supreme authority for settling any matters that the Council is unable to resolve. WAMI together with the Stabilisation and Cooperation Fund (SC) constitute the two operational institutions of WAMZ. A Technical Committee of WAMZ facilitates the coordination of the policies of Member States for proper functioning of the regional market and stability of a common currency.

WAMI is an interim institution intended to carry out functions and activities leading to the take-off of the WACB. The members of WAMI are the central banks of the WAMZ Member States.
The apex body for West African Power Pool (WAPP) is the General Assembly that is an association of the electricity companies of 14 ECOWAS Member States. The Executive Board, made up of the chief executives of five national electricity companies elected by the General Membership plus the Secretary General of WAPP, has functions similar to those of a corporation’s Board of Directors. The Executive Board sets policy and oversees the operations the WAPP, including the General Secretariat and planning for future expansion of the power pool.
Appendix F: Job Descriptions of Start-Up RAEA Personnel

The positions for which job descriptions are provided below are those involved in the first two waves of staff recruitment for the RAEA, as follows:

- Executive Director (1st Wave),
- Funds Mobilisation Manager (2nd Wave),
- Capacity Development Manager (2nd Wave),
- Information and Communications Manager (2nd Wave),
- Finance and Administration Manager (2nd Wave),
- Executive Assistant (1st Wave), and
- Driver/Logistics Assistant I (1st Wave).

Job descriptions for the remaining staff, to be hired in the 3rd and 4th waves, will be developed by the relevant programme managers in consultation with the chief executive officer.
Executive Director

Job Purpose

Serve as chief executive officer with overall responsibility for the management of all RAEA operations and personnel, reporting directly to the RAEA Executive Board

Provide strategic planning leadership, technical guidance and quality assurance for all RAEA activities

Oversee administrative, staffing, finance, reporting, contracting and management issues related to RAEA operations.

Job Functions and Responsibilities

Provide all required assistance for the RAEA Executive Board to ensure maximum efficiency in the conduct of its business, inter alia by

- organizing and preparing the meetings of the Executive Board and preparing the draft minutes for approval, and
- ensuring the highest quality for all documents submitted to Board Members for their consideration and approval,
- implementing decisions made by the Executive Board in a timely and effective manner.

Establish a strong organization structure for the RAEA, by:

- preparing the annual work program of the RAEA
- preparing the annual budget of the RAEA,
- establishing an efficient MIS (management information system) for the RAEA,
- developing manpower policies for the RAEA, and
- hiring and firing the staff of the RAEA as and when necessary.

Ensure efficient operation of the work of RAEA Programme Units by

- providing strategic leadership to guide the work of RAEA programme units,
- supervising the correct conclusion of contracts with consultants and other -sub-contractors,
- monitoring the budget situation of RAEA throughout the year, and
- coordinating RAEA activities with other ECOWAS institutions and specialized agencies
- leading resource mobilization and fundraising for the RAEA’s core costs and programme activities as well as for national investment programmes and business ventures in energy access.

Establish strong linkages with relevant stakeholders both in and outside West Africa by

- maintaining close working relationships with senior executives in the most important public and private sector institutions involved in energy access, and
- maintaining strong donor relations.
**Line Management**

The post holder will have line management responsibilities for all RAEA Managers and staff in the Office of the Executive Director.

**Budgetary Responsibilities**

The Executive Director will be responsible for monitoring the RAEA’s total budget and advising the Executive Board accordingly, as and when necessary.

**Key Skills, Knowledge and Experience**

- Highly motivated with established leadership credentials in the energy and development community, with the diplomatic skills necessary in an often highly charged, high-profile political environment, and a track record of successful dealings at the highest levels of Government and the private sector/civil society
- Minimum 15 years professional experience including experience with working in the public sector and/or civil society, preferably with business support services, and substantial exposure to rural development and energy issues.
- Demonstrated ability to inspire, encourage, and build trust and confidence among peers and subordinates
- Demonstrated experience in program and project management, strategic planning, resource mobilization and fund raising.
- Proven management capabilities in previous senior position plus solid analytical, negotiating and communication/interpersonal skills with demonstrated track record in working in a team setting, and ability to balance multiple priorities and deadlines.
- University degree – minimum Masters level, or equivalent experience - in economics, engineering, finance or business administration.
- Fluency in both English and French.
**Funds Mobilization Manager**

*Job Purpose*

Providing support to the Executive Director in developing a fundraising and awareness strategy to create a sustainable fundraising portfolio

Leading the activities of the RAEA’s Funds Mobilization Unit, including the establishment of funds with the regional financial institutions

*Job Functions and Responsibilities*

Drive both strategy and delivery of the RAEA’s Funds Mobilization programme activities, tracking progress against budgets and targets, and reporting regularly to the RAEA Executive Director

Work closely with the Executive Director to raise funds for the RAEA’s core costs and programme activities as well national investment programmes and business ventures

Work closely with the regional financial institutions to define financial instruments accessible to project implementing agencies, particularly private sector energy service and manufacturing enterprises

Develop investment project portfolios including national investment programmes and energy service/manufacturing enterprise ventures

Participate as official RAEA representative in seminars on energy access financing issues and options

Keep up-to-date on international and national discussions on new fundraising and financing concepts, and institutional modalities

*Line Management*

The post holder will have line management responsibilities for all staff in the RAEA’s Funds Mobilization Unit.

*Budgetary Responsibilities*

The post holder will be responsible for monitoring the Funds Mobilisation budget and advising the RAEA Executive Director accordingly, as and when necessary
Key Skills, Knowledge and Experience

- At least ten years' professional experience, including substantial exposure to fundraising and donor development, and also knowledge of business support services and investment project development
- Proven track record in running capital appeals, with strong experience of managing and leading successful teams, working with key donors/ international financial institutions.
- A strategic thinker with proven integrity
- Exceptional interpersonal, communication and influencing skills, excellent commercial, marketing and financial awareness
- University degree - Masters level preferred, or equivalent experience - in finance, business administration or economics
- Fluency in either English or French, and good working knowledge of the other.
Capacity Development Manager

*Job Purpose*

Providing support to the Executive Director and leadership in strategy development to create an effective capacity development programme for the RA EA

Leading the activities of the RA EA’s Capacity Development Unit, including the provision of business development services and promotion of manufacturing enterprises

*Job Functions and Responsibilities*

Drive both strategy and delivery of the RA EA’s Capacity Development programme activities, tracking progress against budgets and targets, and reporting regularly to the RA EA Executive Director

Strengthen national and regional level institutional and human capacities, by

- reviewing and supervising the activities of technical partners facilitating activities of National Multi-sector Committees (NMCs) to analyse and evaluate their needs in energy services, and formulate large scale programmes
- and then Investment Programmes Development

Implementation Capacity Development implementing adapted energy programs and policies

Scale up recent and current experiences with energy service enterprise development in the ECOWAS region, by

- identifying and working with in-country organizations to build on the SME promotion experience underway in UEMOA countries and extend it to ECOWAS member countries
- establishing and facilitating a network of business development service organizations providing technical support to energy service enterprises

Promote manufacturing of certain energy equipment and components destined to the sub regional market, by

- identifying energy products that can be locally manufactured and firms capable of manufacturing these products,
- evaluate enterprises in the member States which manufacture or are interested in manufacturing energy equipment and components, associating them with foreign enterprises which manufacture similar products where appropriate, and
- implementing technical and financial measures likely to help energy equipment and components manufacturing enterprises establish adequate production capacities.

Promote policy frameworks in the ECOWAS Member States to support increasing access and delivery of energy services through private enterprise by organizing learning sessions for energy policy makers.
Line Management

The post carries line management responsibilities for all staff in the RAEA’s Capacity Development Unit.

Budgetary Responsibilities

The post holder will be responsible for monitoring the Capacity Development budget and advising the RAEA Executive Director accordingly, as and when necessary

Key Skills, Knowledge and Experience

- At least ten years' professional experience, including substantial exposure to institutional development programmes, and also knowledge of business support services and investment project development
- Proven track record in running capacity development programmes, with strong experience of managing and leading successful teams, working with research/training institutions and business development organizations.
- Exceptional interpersonal, communication and influencing skills, excellent energy sector and industrial development awareness
- University degree - Masters level preferred, or equivalent experience - in technology management and energy policy or development economics
- Fluency in either English or French, and good working knowledge of the other.
Information and Communications Manager

Job Purpose

Providing technical support to the Executive Director in developing and implementing an information and communications strategy for the RAEA

Leading all aspects of RAEA’s information and communications programme, including knowledge management

Job Functions and Responsibilities

Maintain regular communications with RAEA stakeholders to have up to date knowledge of progress with RAEA programmes and related activities at country/regional level

Lead the RAEA’s Knowledge Management activities to mobilise actors within the West Africa region to share their knowledge on energy and development

Manage an energy information system, including Geographic Information System (GIS) as appropriate, in support of regional and national initiatives to increase access to modern energy services

Maintain regular contact with the Thematic Group Coordinators to “pull in” knowledge emerging from their energy access work at national or regional levels;

Establish and manage relationships with external sources of knowledge, particularly at the global level

Oversee the preparation of technical articles and other technical publications on RAEA activities, including generating content for the RAEA website

Develop and ensure adherence to guidelines and codes of conduct for organizing RAEA events such as training seminars and workshops, and participating in similar events organized by others

Ensure that energy and development related documentation, is sourced and brought to the attention of relevant RAEA staff as necessary

Develop and maintain a results and impacts assessment/ monitoring and evaluation system on all aspects of the RAEA’s work

Line Management

The post carries line management responsibilities for all staff in the RAEA’s Information and Communications Unit.
**Budgetary Responsibilities**

The post holder will be responsible for monitoring the Information and Communications budget and advising the RAEA Executive Director accordingly, as and when necessary.

**Key Skills, Knowledge and Experience**

- At least ten years' professional experience, including substantial exposure to energy information systems, and good knowledge of M&E methodologies
- Proven track record in running energy information systems, with strong experience of managing and leading successful teams, working with M&E experts and mass communications practitioners
- Exceptional interpersonal, communication and influencing skills, excellent energy sector and industrial development awareness
- University degree - Masters level preferred, or equivalent experience - in social science or related discipline, a specialization in information science and/or mass communications will be an advantage
- Excellent language skills, both written and oral, in both English and French
Finance and Administration Manager

Job Purpose

Providing technical support to the Executive Director in developing and implementing financial and administrative policy, including accounts and human resources

Job Functions and Responsibilities

Ensure that the proper Books of Accounts are kept and monitor financial performance of the RA EA

Maintain effective monitoring of the financial and contractual work of the RA EA, in liaison the programme managers

Provide timely and quality advice and information, on all matters relating to office administration, to the RA EA Executive Director and Programme Managers

Monitor expenditure and produce accurate financial information, as and when required, for review by the RA EA Executive Director

Supervise preparation of monthly and quarterly time allocation sheets and maintenance of absence and other personnel records, for reporting to the RA EA Executive Director

Develop financial and administrative procedures and policies, and the reporting and management accounts function, and ensure compliance with internal procedures

Safeguard the RA EA’s assets and financial condition through set out monitoring and control systems

Negotiate with banks and other financial institutions, and hotels and other service providers, to secure the most favourable service conditions for the RA EA

Review all financial and administrative systems regularly and advice the RA EA Executive Director accordingly

Evaluate risk on all financial commitments and new opportunities, and advise the RA EA Executive Director accordingly

Develop and oversee delivery of finance and administration training courses for staff throughout the RA EA

Promote the supply of financial services for RA EA contractors, by

- maintaining close contacts with financial intermediaries involved in RA EA projects for exchange of information and opinions on experiences with the financing of RA EA projects
- reaching agreement with relevant RA EA financing intermediaries on common approaches to the evaluation of project proposals for funding, in particular, concerning the institutional and financial viability of the project
• consulting relevant financial intermediaries on the design of the application forms for investment project and business venture finance
• seeking agreements with donors and NGOs on coherent and long-term sustainable approaches to energy access-financing

**Line Management**

The post carries line management responsibilities for all staff in the RAEE’s Finance and Administration Unit.

**Budgetary Responsibilities**

The post holder will be responsible for monitoring the Finance and Administration budget and advising the RAEE Executive Director accordingly, as and when necessary

**Key Skills, Knowledge and Experience**

- At least ten years' professional experience, including substantial exposure to energy information systems, and good knowledge of M&E methodologies
- Proven track record in running finance and administration systems, with strong experience of managing and leading successful teams, working with accountants and other professionals (lawyers, translators, etc)
- Exceptional interpersonal, communication and influencing skills, excellent energy sector and industrial development awareness
- Qualified/experienced Chartered Accountant with ICA, ACCA, CIMA or equivalent professional qualifications, or Lawyer/Administrator with professional law qualifications, and an excellent practical understanding of forecasting, budgeting and accounting principles and techniques, as well as legal systems and office management/business administration principles and methods - University degree, preferably an MBA, will be an advantage
- Familiarity with an integrated financial accounting system would be preferred and considerable experience of Excel is a must - experience of public sector accounting tools would be advantageous as will financial modelling skills along with a considerable level of budgeting and forecasting.
- Fluency in either English or French, and good working knowledge of the other.
Executive Assistant

Job Purpose

Serve as the personal assistant to the RAEA Executive Director and provide him/her with secretarial/administrative support

Job Responsibilities

Ensure the smooth running of the RAEA Executive Director’s Office through an organized and methodical work approach, in line with RAEA office procedures

Provide the RAEA Executive Director with a pro-active, professional secretarial service and general administrative support (e.g. typing, photocopying, filing, sending faxes, e-mail, answering the telephone, sorting and distributing incoming and outgoing mail including office mailings)

Provide diary management and logistics support to the RAEA Executive Director

Arrange internal and external meetings, preparing papers, sending on invitations, organizing material and facilities, taking minutes and preparing meeting reports as directed by the RAEA Executive Director

Arrange travel itineraries and accommodation for the RAEA Executive Director

Maintain easily accessible records for monitoring financial performance and contractual status for donors and suppliers in liaison with RAEA Programme Managers and other administrative staff.

Process expenses and other paperwork for the RAEA Executive Director

Undertake any other reasonable tasks/duties as requested by the GVEP Manager.

Line Management

The Executive Assistant will have line management responsibilities, as appropriate, for the Driver/Logistics Assistant in the Office of the Executive Director.

Budgetary Responsibilities

The Executive Assistant will be responsible for providing administrative assistance to the Executive Director in managing budgets and monitoring financial and contractual commitments of the RAEA.
**Key Skills, Knowledge and Experience**

University degree in Administration or relevant social science discipline  
Computer literate, being able to use MS Word and database systems; experience of Excel spreadsheets, Explorer, Outlook and PowerPoint desirable  
Good English and French languages skills, both written and oral  
5 years secretarial or administrative experience, at least 2 of which must have been in a personal-assistant type position; experience with shorthand will be an advantage
Driver/ Logistics Assistant I

Job Purpose

Provide the chief executive officer with chaffering and other logistics services

Job Responsibilities

Drive the RAEA Executive Director’s official vehicle and take him/her on official assignments

Undertake Errands including deliveries and collections

Undertake specific tasks like cleaning of the washing of the RAEA Executive Director’s official vehicle and cleaning the office as and when required

Perform general office work (photocopying, filing, binding, cleaning, arrangements for meetings, etc.)

Assist the Executive Assistant in any office-related assignments and errands in between providing services to the RAEA Executive Director

Execute any other assignments as directed by the RAEA Executive Director

Line Management and Budgetary Responsibilities

The position has no line management or budgetary responsibilities.

Key Skills, Knowledge and Experience

- Diploma/ certificate in from a polytechnic or similar institution
- Good English languages skills, both written and oral; working knowledge of French will be an advantage
- 10 years driving experience, at least 3 of which must have involved other logistics/ administrative work
- Honest, diligent and affable character
Appendix G: TORs for Outsourced Services

Legal Services

The responsibilities and tasks of the legal services provider are:

1) To serve as the RAEA’s expert on legal issues in the host country by:
   • developing draft standard formats for contracts – e.g. contract for services and contract for RAEA grant financing
   • informing the Executive Director of new laws that might apply to RAEA local staff and subcontractors
   • advising, where specifically requested by the RAEA Executive Director, in litigation or other major transactions

2) To assure quality control of legal documents used by the RAEA in its promotion work by:
   • verifying the legal consistency of all standard forms for grant application documents issued by the RAEA
   • preparing in cooperation with the Finance and Administration Manager standard contracts (formats) for the RAEA subcontractors
   • preparing in cooperation with the RAEA senior staff, standard formats for contracts with subcontractors and other suppliers.

3) To assure quality control of legal transactions performed by the RAEA, by:
   • reviewing for legal consistency, before signature, all contracts made by RAEA with subcontractors and suppliers
   • reviewing for legal consistency draft employment contracts
   • reviewing for legal consistency draft conventions signed by the Executive Director for donor support to the RAEA.

4) To provide other legal services as may be required by the RAEA, from time to time, including:
   • drafting and drawing up Leases Mortgages Guarantees Commercial Agreements Service Contracts and such other legal documents
   • acting for and representing any employee of RAEA against whom civil or criminal proceedings shall be instituted in a matter arising from the employee’s performance of his/her contractual obligations to his/her employer
   • giving written or oral opinion on any legal issues as requested by the RAEA Executive Director.

Audit Services

Auditing of the RAEA’s accounts shall be conducted at the location of the RAEA’s registered offices where the bookkeeping is done, in accordance with the relevant ECOWAS regulations as well as internationally recognized auditing standards, and the auditor’s assignment shall include the following tasks:
- examining the propriety of accounting operations and their conformity with the RAEA’s contracts with all funding parties and relevant international regulations;
- examining the tools and procedures of internal control;
- examining the RAEA’s bank accounts and any funds established purposely for RAEA-related activities;
- examining whether the person(s) enjoying power of disposal over the RAEA’s bank account is/are the same or among those officially authorized by the RAEA Executive Board;
- examining whether there have been any changes regarding staff enjoying authorization to represent the RAEA;
- examining all incoming grant disbursement transactions, including especially accuracy and completeness of records and evidence of exchange transactions from foreign into national currency;
- examining the various project bookkeeping accounts with their supporting documents of receipts and payments in the national and foreign currencies; to verify whether a clear distinction has been maintained between the amounts actually paid out at the point of time when the accounting period ends and payments not yet effected but to be recognised as expenditure for the same period on the basis of the obligations incurred (payments according to receipts and payments account versus expenditure based on accruals concept);
- examining whether the local and/or third-party contributions to be provided as part of the project have actually been received, duly shown in books, and properly used for the financing of the project expenditure; to verify information on income which was due but was actually received after the end of the period under review from local and foreign contributions;
- examining whether any credit interest was gained from disbursements of funds received by the RAEA from donors, including ECOWAS and UEMOA, and if so, whether the interest thus gained was properly used for the financing of RAEA expenses or costs of related activities;
- examining the inventory of all movables of a value exceeding EUR 1,000 and purchased with RAEA funds;
- examining evidence of ownership or of right of disposal, if immovables were purchased or buildings erected with RAEA funds, and finding out whether any encumbrances or obligations to third parties were created, and whether the immovables are being used for the purpose for which they were destined;
- examining whether any reserves have been created from funds disbursed and if so, whether the consent of the funders to do so has been obtained;
- examining whether any depreciation or imputed costs, which are no actual payments in the sense of a receipts and payments account, have erroneously been included in the Statements of Receipts and Payments submitted to funding agencies or the RAEA Executive Board;
- examining staff payrolls and lists of professional or consulting fees paid;
- examining the relevant invoices, bills, receipts (covering professional fees, food, accommodation, transport, etc) and also the lists of participants in the case of education and training programmes, seminars, workshops and similar meetings;
- in the case of loan funds or credit facilities established by the RAEA,
  o examining lending procedures, including verification of loan disbursement, terms and conditions, and purpose of borrowing; and
  o examining the separate financial report showing all receipts from repayments, interest received etc, all payments (new loans disbursed, possible administrative costs), balance and receivables broken down into standing, overdue and irrecoverable loans.
The auditor’s assignment shall also include the specific tasks outline below.

1. Auditing of Interim Statements
   The RAEA will be under obligation to prepare, and submit to the RAEA Executive Board, interim Statements of Receipts and Payments at least every 6 months. These interim Statements will be examined and verified by the auditor.

2. Auditing of Annual statements
   At the end of each financial year, in line with ECOWAS regulations, an audit report shall be prepared providing a consolidated picture comparing recent performance with previous years, as the case might be. The report shall include an inventory of all equipment, furnishings and other items of property that were purchased in the year under review.

Written audit reports prepared by the auditors shall include the following:
- statement explaining criteria and scope as well as duration and location of the auditing conducted;
- statement as to scope of the auditing with regard to Tasks 1 and 2 of this contract (of above) and statement as to deviations, if any;
- schedule of verified receipts and payments: to show initial balance plus all receipts obtained itemized according to the RAEA’s Financing plan, as well as credit interest gained, if any, unforeseen donations, etc, with the final balance in a consolidated form;
- statement as to correct and proper accounting;
- statement as to compliance with the RAEA Executive Board decisions and contracts with all funding parties, as well as compliance or variance with the recommendations of previous audit reports, if any, with statement to the effect that all receipts and payments correctly relate to the RAEA (or don’t), and are (or are not) correct with regard to the calculations involved;
- further points according to individual agreement, or disagreement, if any.
Appendix H: Budget Details

RAEA Core Costs

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<td>50,648</td>
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<td>53,732</td>
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| **Costs of administration and management** | | | | | | | | |
|--------------------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Security and Cleaning Services             | 6,000        | 11,000       | 11,000       | 11,000       | 11,000       | 11,000       | 11,000       |
| Cars Maintenance and repairs               | 1,000        | 2,000        | 6,000        | 2,000        | 2,000        | 7,000        | 10,000       |
| Tax and insurance of cars and buildings    | 3,000        | 3,000        | 3,000        | 3,000        | 3,000        | 3,000        | 3,000        |
| other administration and operating Costs   | 5,000        | 5,000        | 5,000        | 5,000        | 5,000        | 5,000        | 5,000        |
| Legal, Audit, Translation                  | 75,000       | 30,000       | 30,000       | 30,000       | 30,000       | 30,000       | 30,000       |
| Telecommunications and postal charges      | 10,000       | 10,000       | 10,000       | 10,000       | 10,000       | 10,000       | 10,000       |
| Water, electricity                         | 8,000        | 8,000        | 8,000        | 8,000        | 8,000        | 8,000        | 8,000        |
| Consumables and supplies                   | 3,000        | 3,000        | 3,000        | 3,000        | 3,000        | 3,000        | 3,000        |
| **Total Costs of Administration and Management** | **27,000** | **116,000** | **72,000** | **76,000** | **70,000** | **72,000** | **77,000** | **80,000** | **80,000** |

| **Travel and Subsistence Allowances for Staff** | | | | | | | | |
|-----------------------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Travel in members States                     | 30,000       | 100,000      | 30,000       | 30,000       | 30,000       | 50,000       | 50,000       |
| other Travel                                  | 10,000       | 50,000       | 20,000       | 10,000       | 10,000       | 2,000        | 2,000        |
| **Total Travel Costs**                        | **40,000**   | **150,000**  | **55,000**   | **55,000**   | **40,000**   | **35,000**   | **55,000**   |

| **Total operation Costs**                    | **172,000**  | **321,000**  | **127,000**  | **131,000**  | **120,000**  | **217,000**  | **172,000**  |

| **Total Agency Costs [$]**                   | **259,077**  | **915,000**  | **801,350**  | **825,281**  | **834,809**  | **952,953**  | **929,732**  |
|                                              | **738,056**  | **768,788**  | **787,051**  |             |             |             |             |
# RAEA Programme Budget

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<td>Operationalise the overall regional Agency institutional set up (GC, EB)</td>
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<td>Establish MOUs with the EBID, BOAD and ADB</td>
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<td></td>
<td></td>
<td></td>
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<td>Establish coordination mechanisms with other ECOWAS/UEMOA Regional Energy Agencies (WAPP &amp; WAGPA)</td>
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<td></td>
<td></td>
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<td></td>
<td>$50,000</td>
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<td>Establish “thematic working groups”</td>
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</table>
| Identification of thematic working groups,
| Development of a program for thematic working groups
| Organization of the start up Workshop for establishment thematic working groups |

<p>| | | | | | | | | | | | |
|  |      |      |      |      |      |      |      |      |      |      |       |
|  |  $100,000 |      |      |      |      |      |      |      |      |       |       |
| Establish collaboration protocols with training/research consortia |
| Evaluation of the Institutions members of the training /research consortia Development of protocols in collaboration with the consortia |      |      |      |      |      |      |      |      |  $50,000 |       |       |
| Establish cooperation with ongoing regional Programs |      |      |      |      |      |      |      |      |  $25,000 |       |       |
| Identify data sources at national level and establish cooperation |
| Identification the existing data bases in the Member States ; Evaluate the requirements in capacities reinforcement of the institutions in charge of the data bases in the Member States; establish cooperation |      |      |      |      |      |      |      |      |  $25,000 |       |       |
| Establish cooperation with international institution |
| Contacts with the international institutions in particular for development of the information system of the Agency ; Protocols establishment with these institutions |      |      |      |      |      |      |      |      |  $50,000 |       |       |
| Total institutional set up [$] |  $250,000 |  $100,000 |      |      |      |      |      |      |      |       |  $350,000 |</p>
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<td>100 000</td>
<td>50 000</td>
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<tr>
<td>screening portfolio’s and assure quality standard of proposals</td>
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<td>10 000</td>
<td>10 000</td>
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<tr>
<td>Establish available/ new funding instruments with regional banks : consultancy costs</td>
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<tr>
<td>Secure funds from identified instruments : staff Costs</td>
<td>200 000</td>
<td>100 000</td>
<td>100 000</td>
</tr>
<tr>
<td>Secure funds from international resources</td>
<td>200 000</td>
<td>50 000</td>
<td>20 000</td>
</tr>
<tr>
<td>Inventorize all potential sources of funding : consultant Costs</td>
<td>10 000</td>
<td>10 000</td>
<td>10 000</td>
</tr>
<tr>
<td>Secure funds from identified development partners : staff costs</td>
<td>10 000</td>
<td>10 000</td>
<td>10 000</td>
</tr>
<tr>
<td>Actively pursue potential sources of funds : consultant costs related to the financing of the specialists for funds mobilization</td>
<td>200 000</td>
<td>50 000</td>
<td>200 000</td>
</tr>
<tr>
<td>develop technical cooperation with development partners : Staff costs</td>
<td>20 000</td>
<td>20 000</td>
<td>20 000</td>
</tr>
<tr>
<td>Establish enterprise finance mechanisms</td>
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<tr>
<td>secure fund from enterprise’s development companies : staff costs</td>
<td>50 000</td>
<td>50 000</td>
<td>20 000</td>
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<tr>
<td>Identify cooperators and develop microfinance credit lines for producers and consumers : Line of refinancing for micro finance institutions</td>
<td>500 000</td>
<td>2 000 000</td>
<td>5 000 000</td>
</tr>
<tr>
<td>2 000 000</td>
<td>2 000 000</td>
<td>1 000 000</td>
<td>1 000 000</td>
</tr>
<tr>
<td>Establish and Manage Innovation Fund</td>
<td>1 500 000</td>
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<td>5 000 000</td>
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<tr>
<td>Fund for Manufacturing Ventures</td>
<td>1 000 000</td>
<td>2 000 000</td>
<td>3 000 000</td>
</tr>
<tr>
<td>Fund for technology development</td>
<td>500 000</td>
<td>500 000</td>
<td>2 000 000</td>
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<tr>
<td>Total innovation Fund</td>
<td>4 420 000</td>
<td>5 650 000</td>
<td>6 520 000</td>
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<tr>
<td>Total Fund Mobilization [$]</td>
<td>4 420 000</td>
<td>5 650 000</td>
<td>6 520 000</td>
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<tr>
<td>Capacity Development</td>
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<tr>
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</tr>
<tr>
<td><strong>Investment programmes Development</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Review and endorse training program of NMCs : <strong>Staff costs</strong></td>
<td>10 000</td>
<td>10 000</td>
<td></td>
</tr>
<tr>
<td>Monitor NMC capacity building through UNDP : <strong>Staff Costs</strong></td>
<td>10 000</td>
<td>20 000</td>
<td></td>
</tr>
<tr>
<td>Assist the Members Countries by investment programmes development : <strong>support to certain countries to finalize their investment programmes (external support)</strong></td>
<td></td>
<td>200 000</td>
<td>500 000</td>
</tr>
<tr>
<td><strong>Total investment programmes development [$]</strong></td>
<td>20 000</td>
<td>230 000</td>
<td>500 000</td>
</tr>
<tr>
<td><strong>Energy service Entreprises development</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Develop an SME capacity development program with actors at national level : <strong>costs related to the interventions of consultants and the partners of AREED Program</strong></td>
<td>200 000</td>
<td>500 000</td>
<td></td>
</tr>
<tr>
<td>Set up support programs for energy service enterprises</td>
<td></td>
<td>1 000 000</td>
<td>1 000 000</td>
</tr>
<tr>
<td>Train national organisations to facilitate and monitor SME development: <strong>costs related to the interventions of consultants and the partners of AREED Program</strong></td>
<td>1 000 000</td>
<td>500 000</td>
<td>200 000</td>
</tr>
<tr>
<td>Establish cooperation with existing SME support networks at national.level : <strong>external support (NGOs,consultants)</strong></td>
<td>50 000</td>
<td>250 000</td>
<td></td>
</tr>
<tr>
<td><strong>Total Energy service Entreprises development [$]</strong></td>
<td>250 000</td>
<td>2 750 000</td>
<td>1 500 000</td>
</tr>
<tr>
<td><strong>Manufacturing Enterprise Development</strong></td>
<td></td>
<td></td>
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<tr>
<td>----------------------------------------</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Set up networks of existing manufacturing enterprises and determine major bottlenecks: <em>external support (NGOs, consultants)</em></td>
<td>100 000</td>
<td>200 000</td>
<td>250 000</td>
</tr>
<tr>
<td>Select most promising technologies and enterprises</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Set up support programs for energy goods manufacturing enterprises: <em>financing of start up cost for goods manufacturing enterprises establishment</em></td>
<td>1 000 000</td>
<td>1 000 000</td>
<td>1 000 000</td>
</tr>
<tr>
<td>Identify and formalise centres for quality control of locally produced equipment</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Formalise centres for quality control</td>
<td>50 000</td>
<td>200 000</td>
<td></td>
</tr>
<tr>
<td>Formulate the required procedures for quality control: <em>costs related to the interventions of consultants and the poles of excellence for procedures formulation</em></td>
<td>100 000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Support to set up quality control of locally produced equipment: <em>costs related to the reinforcements of the logistic capacities of the laboratories and the financial support on the realization of the first tests</em></td>
<td>250 000</td>
<td>250 000</td>
<td>100 000</td>
</tr>
<tr>
<td>Establish ECOWAS energy standards and labelling</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Identify the products to be covered by the ECOWAS: <em>costs related to the interventions of external support (research consortia; Consultants)</em></td>
<td>100 000</td>
<td>50 000</td>
<td></td>
</tr>
<tr>
<td>Formulate the required standards and procedures for certification of labeling: <em>costs related to the interventions of Standards Institutions</em></td>
<td>100 000</td>
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<td></td>
</tr>
<tr>
<td>Develop ECOWAS Label: <em>costs related to the process of certification; validation of the procedures; public investigations; development of the graphic charters;</em></td>
<td>100 000</td>
<td>100 000</td>
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</tbody>
</table>

**Total Manufacturing Development [$]**

<p>| 150 000 | 700 000 | 1 950 000 | 1 400 000 | 1 200 000 | 100 000 | 100 000 | 100 000 | 100 000 | 100 000 | 100 000 | 580 000 |</p>
<table>
<thead>
<tr>
<th>Implementation Capacity Development</th>
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<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
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<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Assist the training consortia in curriculum development</td>
<td>50 000</td>
<td>25 000</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Develop a regional capacity building plan</td>
<td>50 000</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Support the Member States to carry out the plan</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Train the public sector actors (policy makers and planners, information systems actors): regional training organized by the Agency: organization; travels and per diems of the participants; support with the implementation of national training programs</td>
<td>200 000</td>
<td>200 000</td>
<td>200 000</td>
<td>100 000</td>
<td>100 000</td>
<td>100 000</td>
<td>100 000</td>
<td>100 000</td>
<td>100 000</td>
<td></td>
</tr>
<tr>
<td>Train the private actors (private operators, manufacturing enterprises): regional training organized by the Agency: organization; travels and per diems of the participants; support with the implementation of national training programs</td>
<td>200 000</td>
<td>200 000</td>
<td>100 000</td>
<td>100 000</td>
<td>100 000</td>
<td>100 000</td>
<td>100 000</td>
<td>100 000</td>
<td>100 000</td>
<td>100 000</td>
</tr>
<tr>
<td>Stimulate exchanges and internships within organisations in thematic working groups</td>
<td>100 000</td>
<td>100 000</td>
<td>50 000</td>
<td>50 000</td>
<td>50 000</td>
<td>50 000</td>
<td>50 000</td>
<td>50 000</td>
<td>50 000</td>
<td></td>
</tr>
<tr>
<td>Monitor implementation of various training programs: costs related to the interventions of consultants</td>
<td>25 000</td>
<td>25 000</td>
<td>15 000</td>
<td>15 000</td>
<td>15 000</td>
<td>15 000</td>
<td>15 000</td>
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<td>15 000</td>
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</tr>
<tr>
<td>Total Implementation Capacity Development [$]</td>
<td>300 000</td>
<td>350 000</td>
<td>525 000</td>
<td>365 000</td>
<td>265 000</td>
<td>265 000</td>
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<td>265 000</td>
<td>265 000</td>
<td>2 865 000</td>
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### Policy Development

<table>
<thead>
<tr>
<th>Description</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
<th>Year 5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Support national policy agencies to develop energy policy frameworks and instruments: external Costs (International policy development Institutions, NGO, Consultants)</td>
<td>200 000</td>
<td>200 000</td>
<td>200 000</td>
<td>100 000</td>
<td>100 000</td>
</tr>
<tr>
<td>Develop ECOWAS Policy Frameworks and Guidelines to support energy access: costs related to the interventions of consultants</td>
<td>200 000</td>
<td>200 000</td>
<td>100 000</td>
<td>100 000</td>
<td>100 000</td>
</tr>
<tr>
<td>Investigate cross border electrification: costs of consultants for analysis existing possibilities in ECOWAS space for a development of cross border electrification: technical and economic feasibility; tariff system applicable etc.</td>
<td>200 000</td>
<td>100 000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>promote cross border electrification: conduct of Workshops for information and sensitizing of the national utilities and rural electrification agencies</td>
<td></td>
<td></td>
<td>100 000</td>
<td>50 000</td>
<td></td>
</tr>
<tr>
<td>promote medium term promising technology sectors (bio fuel; PV; productive use)</td>
<td>500 000</td>
<td>500 000</td>
<td></td>
<td>250 000</td>
<td></td>
</tr>
<tr>
<td>Initiate the development of operational guidelines for energy enterprises: costs relating to the preliminary studies, the development of the guidelines and its publication</td>
<td>200 000</td>
<td>100 000</td>
<td></td>
<td>100 000</td>
<td></td>
</tr>
<tr>
<td>Identify necessary field tests and oversee testing pilot program: financing of projects of small scale to test the more promising technologies identified in certain Member States</td>
<td>200 000</td>
<td>500 000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total Policy development [$]</strong></td>
<td>1 300 000</td>
<td>1 500 000</td>
<td>600 000</td>
<td>700 000</td>
<td>100 000</td>
</tr>
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### Total Capacity Development [$]

<table>
<thead>
<tr>
<th></th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
<th>Year 5</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total Capacity Development [$]</strong></td>
<td>5 280 000</td>
<td>5 800 000</td>
<td>3 225 000</td>
<td>2 265 000</td>
<td>465 000</td>
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</table>

**Total: 18 065 000**
### Information and Communications

<table>
<thead>
<tr>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Establish Regional Energy Information and Geographical System</td>
</tr>
<tr>
<td>Develop specifications with all the potential users and partners</td>
</tr>
<tr>
<td>Establish national focal points</td>
</tr>
<tr>
<td>Train the focal points</td>
</tr>
<tr>
<td>Install hard and software: Server HP Proliant ML 350T04 X3.2 with operational software; ArcGIS 9: Arc Editor, Arcview, Arc IMS, Arc SDE; Plotter HP Designjet 5500</td>
</tr>
<tr>
<td>Run the energy system</td>
</tr>
<tr>
<td>Collect data: carry out field survey to collect non-existent data in certain member States</td>
</tr>
<tr>
<td>Process data: Support of the regional and international information systems institutions to the development of procedures of processing of data in the Member States and at the Agency; support with regular data processing</td>
</tr>
<tr>
<td>Disseminate information</td>
</tr>
<tr>
<td>Disseminate good practices</td>
</tr>
<tr>
<td>Set up a database of all relevant Projects/papers/studies/research available in the region</td>
</tr>
<tr>
<td>Compile and publish documents on best practice in the region</td>
</tr>
<tr>
<td>Conduct Energy Access Fair: organization; travels and per diems of part of participants</td>
</tr>
<tr>
<td>Promote Knowledge management</td>
</tr>
<tr>
<td>Collect and analyze know-how, knowledge, skills and practices: external support (NGOs, Consultants)</td>
</tr>
<tr>
<td>Initiate communities of practice: identify and organize communities of practices with consultants support</td>
</tr>
<tr>
<td>Stimulate exchanges and internships within communities of practice</td>
</tr>
<tr>
<td>Establish and run RAEA Home Page</td>
</tr>
<tr>
<td>Uploaded information to the RAEA Homepage through regular updates</td>
</tr>
</tbody>
</table>

Total Cost: | 100 000 100 000 50 000 50 000 200 000 100 000 50 000 50 000 | 100 000 25 000 | 250 000 250 000 100 000 100 000 100 000 100 000 | 100 000 50 000 50 000 20 000 20 000 20 000 | 100 000 50 000 50 000 50 000 50 000 50 000 50 000 50 000 | 100 000 50 000 50 000 20 000 20 000 20 000 | 20 000 20 000 20 000 20 000 |
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<thead>
<tr>
<th>Activity</th>
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<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
<th>Year 5</th>
<th>Year 6</th>
<th>Year 7</th>
<th>Year 8</th>
<th>Year 9</th>
<th>Year 10</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Establish and run Monitoring and Evaluation System</td>
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<td></td>
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</tr>
<tr>
<td>Compile &amp; synthesize policies, strategies and investment programs from member countries:</td>
<td>75 000</td>
<td>50 000</td>
<td>50 000</td>
<td></td>
<td></td>
<td></td>
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<td>Consultant support</td>
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<td></td>
<td></td>
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<tr>
<td>Set up a regional monitoring system for the achievement of White Paper Targets</td>
<td>50 000</td>
<td></td>
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</tr>
<tr>
<td>Compile annual reports on the achievements of the regional access targets and NMC Activities:</td>
<td>20 000</td>
<td>20 000</td>
<td>20 000</td>
<td>20 000</td>
<td>20 000</td>
<td>20 000</td>
<td>20 000</td>
<td>20 000</td>
<td>20 000</td>
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</tr>
<tr>
<td>National focal point costs and Staff Costs</td>
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<td></td>
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<tr>
<td>Prepare press releases, etc:</td>
<td>5 000</td>
<td>5 000</td>
<td>5 000</td>
<td>5 000</td>
<td>5 000</td>
<td>5 000</td>
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<tr>
<td>Staff Costs</td>
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<td></td>
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</tr>
<tr>
<td><strong>Total Information and Communications [$]</strong></td>
<td>950 000</td>
<td>895 000</td>
<td>750 000</td>
<td>415 000</td>
<td>520 000</td>
<td>290 000</td>
<td>340 000</td>
<td>410 000</td>
<td>410 000</td>
<td>4 570 000</td>
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</tr>
</tbody>
</table>
Appendix I: Description of Funding Sources

There are a number of funding agencies and financing mechanisms which the RAEA can draw on to cover its core costs and multi-annual programme budget as well as costs associated with national investment programmes and business ventures. The write-up below is based on discussions held in the course of this study with people either associated with or knowledgeable in the workings of these agencies and mechanisms.

-NEPAD Infrastructure Consortium for Africa, facilitated by UK (Peter Davies): Senior-level representatives from the G8, AU, NEPAD, AfDB, ECOWAS, World Bank and the European Commission, met in London on May 5 2006 to discuss infrastructure in Africa. Subsequently, the Infrastructure Consortium has been established. The precise mechanics are not yet clear yet.

Role of the consortium

- **Advocacy** – reflecting the scale of the problem, a key role is to ensure a more urgent, larger and more effective response to Africa’s infrastructure needs, including urging greater attention in country PRSPs and other national development strategies.
- **Coverage** – focus on continent-wide cross-border/regional projects and at the national level, the focus would be on sub-Saharan Africa.
- **Sectors** - water and sanitation, energy, transport, telecommunications and urban infrastructure.
- **Data** – current baseline data on funding and activity levels is poor, there is an urgent need to establish who is doing what, where, with what money, so as to identify gaps, building on work already underway in NEPAD and the World Bank.
- **Effectiveness** - poor coordination amongst donors. Consortium members would press for action at the country-level and continue to advocate for full implementation of the Rome declaration, whilst encouraging partner countries to speed up their project ratification procedures.
- **Capacity building** – in areas responsible for current bottlenecks, particularly project preparation, where a plethora of facilities exist. Rationalisation of these facilities, and expansion if necessary, could also help increase effectiveness.
- **Comparative advantage** – respecting the comparative advantages and complementarity of different donors, and the appropriate type and mix of funding for different types of infrastructure is key, if more resources are to be mobilised and effectively used.
- **Scaling up** – responding to the need for increased activity by mobilising additional funds for infrastructure (noting that some donors have already made new commitments and that recent multilateral replenishments will provide some additional resources) and more effective use of existing sources of finance for feasible projects; and identifying funds in the near term for a number of priority projects.
- **Monitoring** – there is a need for monitoring of actions and outcomes, although detailed approaches were not discussed at this meeting.
Next steps
A number of tasks were identified that consortium members will complete in advance of their inaugural meeting on October 6. These are:

- **NEPAD** to advance clear proposals for a short-list of feasible projects which need funding, to be presented to consortium members.
- **ADF** to undertake a study to identify what funds are available now, and how best to match these different sources of funding to different projects.
- **DFID**, in consultation with the NEPAD, AfDB and WB, to review existing project preparation facilities (with a view to rationalising and enhancing future capacity).
- **AfDB** in consultation with WB and DFID – proposal for secretariat / facilitation mechanism.
- **WB** and **AfDB** to launch needs assessment and an action plan scaling up the energy sector in Africa, to complement existing work on water and transport.
- **WB** to prepare TOR for regional infrastructure study for Africa along the lines of the recently completed study for E Africa done by JBIC, ADB and WB.
- **WB** will share the outcomes on emerging best practice, from the June conference in Cape Town, on private sector participation in Africa.

**-DFID** (Peter Davies)
DFID is not directly involved in energy activities in the region on the ground. In Nigeria they support an initiative geared at securing transparency of revenue management in the extractive industry.

DFID is active in lobbying on energy access at policy level: CSD, recent meeting in Addis Ababa on Regional Infrastructure Consortium for Africa with WB, ADB, NEPAD, SADC, COMESA, EAC, and ECOWAS. G8 meeting St. Petersburg (15.7.06). DFID is lobbying to construct something around the Paris Declaration on Donor Harmonization.

Russia pledged 30 million US$ for energy access through GVEP. Russia chose energy access as a key theme and is trying to mobilize the other G8 on this. **DFID and JICA** will put funds into capacity building on energy access, probably via **GVEP**. **DGIS** may provide funding of around 2 million Pounds to energy SME capacity building in Africa via GVEP.

**Austrian Development Agency** (Rudolph Huepfl, adviser)
Together with ADEME, GTZ, UNDP the ADA has supported the drafting process of the ECOWAS White Paper on Energy and its launch with 1.5.Mio Euro. Originally 3 countries were chosen to assemble data; the funds were channelled through UNDP. In January of 2006 ADA stimulated a meeting of several agencies and donors involved in the region in Dakar (France, Austria, GTZ, the PDF, WAPP, and UNDP) to kick off the White Paper process. The green light for the study was given at the PDF Steering Group meeting in Eschborn (GTZ) in March 2006.

Since Senegal and Burkina are already covered by MEPRED the ADA would contemplate involvement energy provision for de-salination for drinking water on Cape Verde where Austria already has a water programme. In the past they have been involved in small scale
training activities (4 technicians and 1 master student were fully trained in Austria and now work in SONABEL, solar drying of fruit and vegetables, etc).

ADA is mainly interested to be involved in energy activities at regional level, even though they have some scepticism as to the added value of regional activities in general. They are particularly interested in supporting long term strategic planning on energy in the region. They would consider smaller scale support of the RAEA directly.

**DGIS** (Ton van der Zon, Head of the Climate and Energy Department in the Environment Division of DGIS)

DGIS is mainly involved in providing access to 10 million people within the MDG process. The Dutch are funding a small number of activities in the region: as regional activities: in the past involved in RPTES with the WB, now FINESSE via ADB, PRBE with UEMOA, a project setting up a network of small entrepreneurs for solar systems in three countries (Mali, Burkina, Senegal): Unleashing Entrepreneurial Energy with the NGO Free Energy Europe in The Netherlands; a number of improved stove programs via GTZ. They are looking into the possibility for biogas programs in Africa via SNV (duplication of SNV’s Asian experience). Via the Dutch embassies: Senegal-PROGEDE, budget support to the Ministry of Forests, Mali-decentralized forest management in silent partnership with SIDA.

The WB is working on a **Clean Energy Investment Framework** aimed at providing 2 billion people with clean energy in five rapidly growing developing countries. In early 2006 the Dutch Development Minister criticised the fact that there is neither poverty nor an Africa focus in this framework and lobbied the G8 on this. The G8 statement of June 2006 resulted in Russia pledging 30 Mio US$ for energy access to poor countries (via GVEP).

DGIS is interested in an Investment Frameworks for all donors via ECOWAS, AU energy, FEMA, etc.

- **MAE and AFD** (Nicholas Lambert, French Foreign Ministry)
AFD has been supporting ECOWAS in various ways: Since 2002 they have placed 1 technical adviser into the ECOWAS Energy Department (Michel Caubet who worked mainly on the WAPP, and since early 2006 Dorian Vasse on energy access). They have also been a co-funder of the WAPP (5 Mio € for the study and establishment of a Regulation Authority and possibly another technical assistance assigned to the WAPP after 2007). They also supported the White Paper process together with Austria and UNDP (€ 600.000 in 2005 and €250.000 in 2006).

French support of the agency is possible, commensurate with an interesting proposal that meets their expectations. They might provide a technical assistance to the RAEA in 2008.
European Commission

The main funding lines available for the EC are the following:

10th EDF (Denis Richard consultant, denis.richard@dr.com)
The priorities for the 10th EDF are currently elaborated by a mediator together with ECOWAS, UEMOA and the EU Delegations in the region (Ouagadougou for UEMOA and Abuja for ECOWAS). At a recent meeting of the negotiators of ECOWAS, UEMOA and the EC energy was not part of the discussion.

The overall priority areas for the 10th EDF in the region will be
- Regional Integration with an emphasis on increasing competitiveness (within the regional market and outside the regional market)
- Good Governance including Peace and Security

Within the framework of increasing regional competitiveness, measures geared at poverty alleviation are seen as a set of activities that are needed to off set negative impacts on competitiveness in and of the region. Overall principles of the 10th EDF will be provision of investments that will have to comply with strict cost/benefit analyses criteria as applied in the World Bank Matrix on Preconditions for Loans.

Sequence of drafting the RIP West Africa:
At the end of July 2006 there will a first draft of the regional PRSP; it will contain the chosen domains of concentration with % rates of investment in these sectors. At the end of September 2006 there will be a validation meeting involving Member States and representatives of civil society from the region in Cotonou. By mid-October 2006 revisions will have made to the document that will then feed into the Regional Indicative Program and the West African Part of the 10th EDF.

The inclusion of energy access into the RIP will depend on internal lobbying within ECOWAS and UEMOA to get energy access onto the agenda as all other departments will try to get their priorities onto the agenda. In all likelihood there will be a slot for infrastructure under which energy access could be included. It will depend on the internal negotiations within ECOWAS and within UEMOA, continuous and consistent lobbying and good luck whether energy access will figure on the agenda of the RIP.

EU Energy Facility EUEF
Altogether Euro 230 million has been allocated from the remaining funds of the 9th EDF to the EU Energy Facility. The Energy Facility follows the example of the EU Water Facility that had been set up earlier. The EUEF can be accessed by GO and NGO parties who shall submit funding proposals that will be subjected to a competition. In a two step procedure the summary proposals will be chosen; the successful applicants will then be asked to fully work out their proposals. Deadline for submission of summary proposals has been extended until 6.10.2006.
Activities to be funded include capacity building as well as hardware investments. The funds will be made available by he second half of 2007. A number of stakeholders in the region will submit proposals to the EUEF (AMADER, EIER-ETSHER, etc).
EU-African (AU) Partnership on Infrastructure
The European Council confirmed the establishment of the EU African Partnership in December 2005. The objective is to stimulate regional integration through transnational infrastructure programs (roads, telecom, and energy interconnections). National programs that are set up to improve regional interconnectivity are also eligible. The funds made available under this partnership are additional to those of the EDF.

Within the European Investment Bank EIB a Trust Fund has been set up for the European Partnership on Infrastructure (by the end of 2006 there should be an initial grant of €60 million from the EDF and €260 million loans from EIB as a start-up capital). The development banks of the European member will be contributing to the fund. The idea is to speed up implementation before the 10th EDF will be operational.

JICA and Japanese Bank for International Cooperation

JICA has been involved in the energy sector of Ghana along the following lines:

- A Rural Electrification Program, since the 1980s, currently in the 5th Phase of the programme in which 20-30 communities will be connected to the grid.
- In drafting the Master Plan for Renewable Energy in the Northern Region of Ghana (now complete).
- Drafting the Master Plan for the Power Distribution System (including a comprehensive integrated view on grid extension instead of ad hoc connection of individual communities= systematic extension plan, rehabilitation of old distribution lines in rural and urban areas).
- A new three year photovoltaic system extension program, in collaboration with the WB, which seeks to increase the limited human resources available in the field, including training of solar engineers, inspectors, technicians, and testing facilities. At this point there are only two people in the Ministry of Energy in the Renewable Energy Section. Solar equipment will be imported.

Besides Ghana, JICA is present in Nigeria, Burkina, Senegal and Sierra Leone. There is no regional programme, JICA only works on a bilateral basis. The ResRep of JICA in Ghana expressed interest in the Agency and wants to stay updated.

Possible lines of cooperation with the agency:
Capacity building in the solar energy sector, possible loans for investment programs from the region via the Japanese Bank for International Cooperation (JBIC now merged with JICA),
general exchange of information.

The JBIC also channels funds for development through the AfDB, with a special contingent allocated to West Africa.
**Russian Government** (Sergei Timoshenko, Economic and Trade Attache to Embassy in Ghana)

The Russian embassy mainly seeks to assist the private sectors in Russia and in Ghana to explore business opportunities in both countries via the Chambers of Commerce. In terms of development activities the embassy is providing scholarships for students from Ghana to pursue studies in Russia, some cooperation between the military of both countries and cultural exchanges.

He is not aware of the promise President Putin made relating to funds for energy activities in Africa at the G8 meeting, but stated that the President has visited North Africa in early 2006 and expressed interest in cooperation with African countries in the future. He will try to get some information on the G8 statement and how those funds can be accessed.

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**BMZ German Ministry of Development Cooperation** (Viktor Matz, Department 322 in charge of relations with ECOWAS)

There are three departments within the German Ministry who deal with West Africa: 322 (amongst other issues ECOWAS) and 321 deal with content questions on cooperation with West Africa, while 320 is responsible for funding initiatives in Africa as a whole.

The BMZ (Department 322) has given the implementation of an organizational development project to support ECOWAS to GTZ.

BMZ is very interested in the implementation of new regional programs in West Africa (beyond those running through KfW and GTZ already). Energy access as part of poverty alleviation fits into their priorities. Once the agency is established it worthwhile to establish contact with the BMZ, Department 322, 321 and in particular the Department 320, for mobilize a financial support.

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**BMZ via KfW** (Claudia von Fersen)

**Activities**

KfW is carrying out large scale programs, with soft loan components on behalf of BMZ as part of the WB Energizing Africa program. Together with the WB KfW is involved in 2 rural electrification schemes in Senegal (14 Million Euro) and Mali (18 Million Euro) with the newly established Rural Electrification Agencies. The scope is 2-3 years, currently the concessionaires who will run and maintain the systems are sought through a tender procedure. There is scope for further cooperation with the region. KfW is also involved in funding the WAPP.

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**Bill and Melinda Gates Foundation**

The Gates Foundation mainly funds initiatives on children’s development, education, health and in particular HIV/AIDS in the US and developing countries. It would be worthwhile to establish contact with the Foundation once the agency is established and to work with them
and to demonstrate to them the links between energy access and children’s and adult education and health.

**Arab Development Fund**
This Fund is available for programmes and projects in countries that are members of the Arab League, none of whom is located in the West African region.

**Global Partnership on Output Based Aid, The World Bank** (Patricia Veevers-Carter, Manager)
The Global Partnership on Output Based Aid (GPOBA) is a small outfit within the World Bank that provides subsidies to ensure access to services including energy. It supports projects that operate on a cost recovery basis and provides the subsidy when the service has been provided. It could for instance put money into a rural electrification fund which would then be used to pay post-connection subsidies. The GPOBA is organising a “road show” on water projects in West Africa in November and could work with ECOWAS/RAEA to add energy projects. THE GPOBA could later consider some of the investment programmes developed under the White Paper’s Regional Plan of Action, for OBA funding.
Appendix J: Sources of Finance for Core Costs and Multi-Annual Programme

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