

Initiation Plan

Global Programme: Two countries in Asia and Africa

(Candidate countries: Bangladesh, Nepal, Ethiopia, Uganda)

Project Title: Access to Clean Energy for the Poor through Microfinance (CleanStart)

Initiation Plan Start Date: January 2012

Initiation Plan End Date: June 2013

Implementing Partner: UNCDF

Brief Description

CleanStart (2012-2017, \$US 26M) aims to increase poor people's access to sustainable, low-cost clean energy supplies through microfinance. To this end, UNCDF and UNDP will jointly support 18 FSPs in six countries across Asia and Africa to provide end-user finance for clean energy systems and services to 600,000 low-income households and micro-entrepreneurs. By end of the programme, CleanStart will have supported 2.5 million people move out of energy poverty. It is envisioned that CleanStart will create a replicable business model for wider scale-up across other developing countries.

Initially, CleanStart will support three FSPs across two countries in Asia and Africa over a span of 1 year and 6 months (\$US 1M). This will enable closer collaboration with FSPs and energy suppliers, as well as on-the-ground programming experience that provide practical insights for the programme as well as relevant energy access initiatives, such as the UN Secretary General's *Sustainable Energy for All Initiative*. The purpose of the initiation phase is to demonstrate proof of concept, document and communicate processes and lessons learned, and establish the project support structure. The results of the initiation phase will determine the expansion of the project to the additional four countries, and beyond.

Programme Period: January 2012 – June 2013

Atlas Award ID: 00059354

PAC Meeting Date: 14 December, 2011

Agreed by UNCDF:

Date:

Signature:


David Morrison, Executive Secretary UNCDF

Total resources required US\$ 1,000,000

Total allocated resources: US\$ 1,000,000

Regular(UNCDF) US\$ 1,000,000*

• Other:

○ Donor _____

○ Donor _____

○ Donor _____

○ Government _____

Unfunded budget: _____

In-kind Contributions _____

**This includes \$50,000 UNCDF regular resources for project formulation*

I. PURPOSE

UN Capital Development Fund (UNCDF), together with the United Nations Development Programme (UNDP), has developed a programme that aims to assist poor households and micro-entrepreneurs to obtain access to sustainable, low-cost clean energy supplies through microfinance loans. This programme, called CleanStart for short, will support 18 FSPs across six countries in Asia and Africa to build capabilities to provide clean energy lending, backed by a policy environment and energy value chain that is focused on reaching the poor.

The estimated cost of CleanStart is US\$26.1 million over six years (2012-2017). The programme will be initially financed through UNCDF core resources (US\$1,000,000) to initiate the first stage of the programme which will support three FSPs in two pilot countries.

The purpose of the initiation phase is to create greater confidence in CleanStart by demonstrating proof of concept to prospective development partners, developing country governments and MFIs.

By the end of the initiation phase, CleanStart will demonstrate:

- Clear demand among microfinance clients, FSPs and energy technology/service providers.
- Incipient models of partnership between FSPs and energy suppliers.
- CleanStart is operational and highly visible and cited by key donors and policy makers as an innovative approach to financing energy access.
- CleanStart will have signed cooperation agreements with donors with non-core funding of at least US\$4m.
- Initial operations lessons learnt to support adaptation and effective scaling up of the programme beyond the initiation phase.
- UNCDF and UNDP's ability to effectively manage the programme and deliver results.

The above will be used as criteria to decide on continued support to the programme and expansion globally as achievement of the above will have demonstrated both the demand for CleanStart among poor clients, MFIs and donors, as well as demonstrate the capacity of UNCDF and UNDP to deliver the programme. This will lay the foundation to generate additional funding to support the roll-out the programme from the initial two pilot countries, to additional four pilot countries^[1], and beyond.

II. EXPECTED OUTPUT

The initiation activities will be delivered through the four outputs of the overall CleanStart programme in two countries as follows:

1. **Finance for Clean Energy:** to strengthen capabilities of FSPs to provide microfinance for clean energy to low-income households and micro-entrepreneurs
 - a. Expression of Interest: Four countries will be short-listed from among the nine long-listed countries. These four countries include Bangladesh and Nepal in Asia, and Ethiopia and Uganda in Africa. Formal Expressions of Interest will be sought from FSPs across the four countries to assess the scale of demand and the level of ambitions.
 - b. Awareness and Confidence Building: Six FSPs will be invited to participate in a structured course of awareness and confidence building to expose FSPs to the potential value of clean energy finance for clients and FSPs. Participants will be able to openly and critically think through issues with peer groups, international experts, and

^[1] Additional four countries in Years Two to Four

MFI practitioners who have a significant track record of providing clean energy financing. FSP staff participating in the course will be assisted to prepare an outline business plan for their organisation to develop and roll-out finance for clean energy products.

- c. Feasibility study: The EoI will be supplemented by in-country feasibility studies in the four countries to identify the final two pilot countries. The final selection will largely be based on highest ranking in the feasibility studies and an established UNCDF presence so that the pilots can rely on support from UNCDF's established country capabilities.
- d. Risk-Capital Grants: Risk-capital grants to cover the upfront cost of introducing clean energy lending will be provided to three FSPs based on the quality of their business plans.

2. Technical Assistance for Clean Energy: to remove barriers to the successful deployment of those technologies and services for which the selected FSPs will provide microfinance

- a. Strategic market research: Rigorous diagnostic will be conducted in the two pilot countries to identify client energy need and demand, capability of the energy value chain to respond to client demand, appropriate clean technology options, existing technology standards, and conditions in the local microfinance market.
- b. TA to broker partnership between FSPs and energy suppliers: Three FSPs will be provided with technical assistance to develop clean energy financing products in partnership with energy suppliers. This will include brokering cooperation agreements for sustainable and reliable partnerships between FSPs and energy suppliers.
- c. TA to FSPs will be provided to develop financial products and business systems based on client energy and financing needs.
- d. TA to energy supply chain will be provided, which involves support at the *energy supplier level* to improve development and adaptation of energy technologies/ services that respond to the needs and demands of low-income clients; at the *energy support service level* to develop quality assurance and service standards for each technology/service chosen for lending; at the *end-user finance level* to raise understanding of FSPs about the clean energy product or service being offered; and at the *end-user level* to build awareness of the benefits of clean energy, and of how to use them.

3. Global Knowledge and Learning: to enhance understanding and awareness globally of the potential for microfinance to scale-up access to clean energy, and make available the tools and knowledge needed to scale-up access beyond the project

- a. Grants for process-documentation: Local researchers will be provided grants to document the process of introducing clean energy lending, and to consolidate lessons learned through the implementation of CleanStart in two pilot countries
- b. Training curricula on clean energy financing: funding will be provided to develop training curricula and material for training MFI personnel. The training curricula will be tested with selected FSPs and finalised for wider adoption.
- c. Publication of knowledge products: Outputs from different activities will be consolidated and documented in a series of publications and made available as public good. These knowledge products will include feasibility study methodology and study reports; market research methodology and research reports; training curricula/manual and outcome reports; and process documentation and practitioner reflections.
- d. Annual CleanStart event: An annual event to disseminate initial pilot results and experiences will be organised towards end of the year. Where possible, CleanStart will try to partner with relevant events

4. **Advocacy and Partnerships:** to create an enabling policy and business environment to expand microfinance for clean energy
- a. Exploring the potential to integrate into UNDP/GEF projects: Where possible and if appropriate, CleanStart can leverage GEF projects by linking an end-user finance component into new and/or existing UNDP/GEF project(s). If the selected pilot country is a new UNDP/GEF project under development, CleanStart activities and MFI partners could be formally taken into account in the project design at the outset. Similarly, if there is an existing GEF project under implementation, CleanStart activities can be financed through existing "access to finance" activities or platforms designed for under GEF.
 - b. Contribute to UN Secretary-General's Sustainable Energy for All Initiative: CleanStart will leverage experience and lessons learned in the two pilot countries to contribute to the UN Secretary-General's *Sustainable Energy for All Initiative*¹. This will involve, among others, active participation in the new global Energy Access Practitioner Network which has been launched by the UN Foundation.

UNCDF will be responsible for delivering Output 1. In delivering the Outputs 2, 3 and 4, both UNCDF and UNDP will be responsible based on their respective comparative advantages and knowledge of specific constituencies. Generally, UNCDF will lead on activities related to end-user knowledge and financing, whereas UNDP will lead on activities related to energy suppliers and the energy support service and the non-financing component of energy value chains.

III. MANAGEMENT ARRANGEMENTS

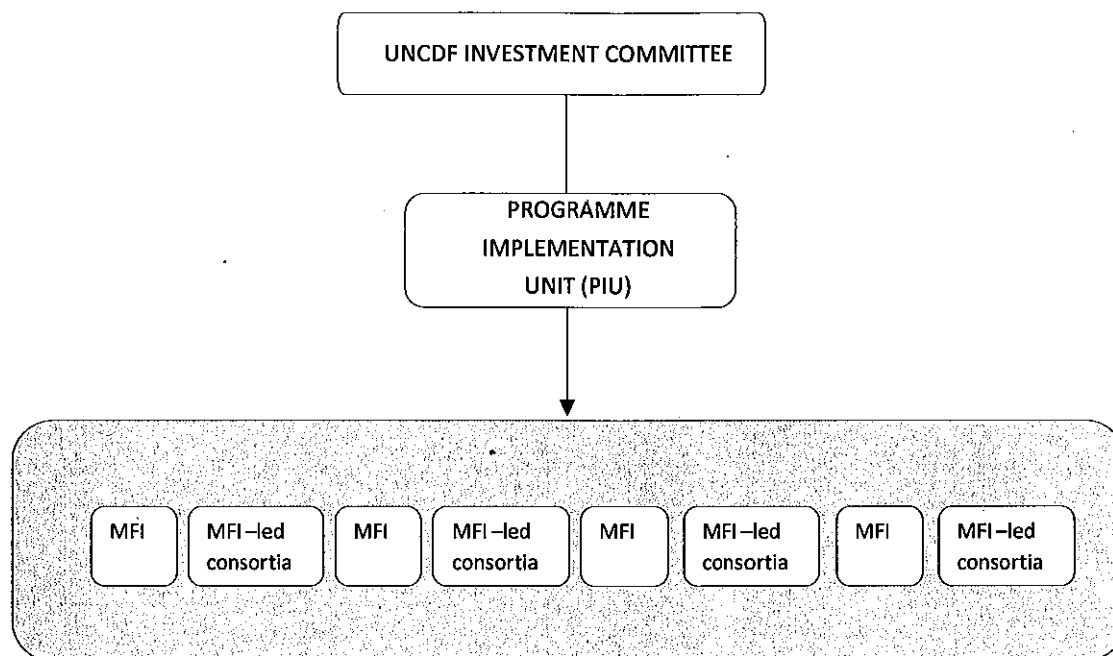
Direct Implementation (DIM) will be the implementation modality for this programme.

CleanStart will be managed globally by UNCDF through a Programme Implementation Unit (PIU) based in the UNCDF Asia-Pacific Regional Office (Bangkok). The PIU will consist of four full time dedicated staff² headed by a Project Manager. During the initiation phase, the *Project Manager* and *Knowledge Management and Communication Specialist* will initially be recruited to coordinate all initiation activities, including securing agreements with host governments, developing and managing Expressions of Interest and Request for Proposal processes, conducting due diligence, selecting and contracting international technical service providers, developing and managing performance-based agreements. In doing so, the Project Manager will work closely with the Country and Regional Technical Advisors of the respective pilot countries and regions. (An interim Project Manager will be recruited on a consultancy-basis from February until March 2012 to kick-start activities during the recruitment process of the Project Manager.)

The Investment Committee (IC) - comprised of UNCDF Financial Inclusion Practice Area (FIPA) senior managers, Regional Technical Advisors and policy staff as well as relevant staff from UNDP GEF Unit – will decide on all capital grants or loans to institutions. A designated representative from the Central Bank of pilot countries will represent senior beneficiaries on a rotational basis. The IC will be chaired by the Director of FIPA.

¹UN Secretary-General's *Sustainable Energy for All Initiative* aims to ensure universal access to modern energy services, double the rate of improvement in energy efficiency, and double the share of renewable energy in the global energy mix by 2030

² The full PIU will consist of Project Manager, Knowledge Management and Communication Specialist, Research and Advocacy Specialist, and Programme and Management Support Analyst



IV. MONITORING

The PIU, Regional Technical Advisors and Regional Portfolio Specialists in the respective regions will play a key role in regularly monitoring the programme. MFIs receiving assistance under CleanStart will be required to submit quarterly progress reports to the PIU on performance against standard indicators and targets as set out in the Performance Based Agreement (PBA). In addition, MFIs may continually post their data on the CleanStart website. The PIU will coordinate within UNCDF and UNDP to prepare and submit quarterly reports and annual progress reports. The programme is also subject to an annual review which will focus on the lessons learned, continually provide recommendation to improve the programme technical performance and adjust indicators where needed.

V. RESOURCE MOBILIZATION STRATEGY

By delivering on the key outputs, the initiation phase is expected to contribute the mobilisation of additional funding to support the roll-out of the programme from the initial two pilot countries, to additional four pilot countries³, and beyond. Currently, US\$ 1,000,000 in seed capital is being funded by UNCDF to kick-start the programme. Additional resources of US\$ 25.1 million will need to be mobilised incrementally during the initial years of the programme. UNCDF and UNDP will jointly mobilise additional resources.

Time is right for a programme of CleanStart's ambition and scale to be launched. There is a renewed sense of global commitment to deliver innovative financing solutions to achieve energy access for all – particularly since the launch of the UN's Sustainable Energy for All Initiative⁴.

³ Additional four countries in Years Two to Four

⁴The goal is to meet three objectives by 2030: (i) Ensuring universal access to modern energy services; (ii) Doubling the rate of improvement in energy efficiency; (iii) Doubling the share of renewable energy in the global energy mix.

Furthermore, following the *Energy for All Conference* in Oslo, Norway (October 2011), the *COP 17* in Durban, South Africa (December 2011) and soon the *UN Conference on Sustainable Development (Rio+20)* in Rio de Janeiro, Brazil (June 2012), the need for actionable programmes such as CleanStart is substantial.

Since the development of CleanStart in 2010, UNCDF has engaged in preliminary discussions with a number of potential partners that are committed to improving energy access through innovative financing solutions. The overall strategy has been (and will be) to engage with funders for direct resource mobilization, as well as seek endorsement from opinion-shapers of the microfinance and energy sectors which will contribute indirectly to resource mobilisation efforts. These include bilateral donors, multilateral organizations, development banks, global initiatives, private companies, foundations and technical partners as listed below. To date, NORAD, SIDA, FMO, KfW and Triodos Bank have expressed interest in funding CleanStart.

Latest Discussions with Potential Partners

Type of Institution	Name	Status	Probability of direct funding
Bilateral Donors	NORAD	Proposal submitted and awaiting response.	Medium-high (either directly or through the Energy + initiative)
	SIDA	Proposal submitted as part of the larger agency submission. Awaiting response.	Medium-high
	EC	Discussion initiated and initial expression of interest in CleanStart. No submissions yet.	Unknown.
	BMZ	Submitted and referred to KfW.	None.
Development Banks	FMO	Proposal submitted and rejected pending proof of concept. Expression of interest in refinancing CleanStart MFI energy portfolio (parallel funding).	Medium subject to proof of concept.
	KfW	Proposal submitted and rejected pending proof of concept. Expression of interest in refinancing CleanStart MFI energy portfolio (parallel funding).	Medium subject to proof of concept.
	Triodos Bank	Expression of interest in refinancing CleanStart MFI energy portfolio (parallel funding).	None.
Global Initiatives/Funds	Energy +	CleanStart presented by UNDP in the Oslo conference. On-going discussion between UNDP and Energy +.	High subject to negotiated agency agreement between UNDP and UNCDF.
	OFID	Proposal submitted; awaiting formal response. Informal response is that they wish to see a few	Medium following commitments by others.

		others on board first before committing.	
Multilateral Organizations	GEF	Agreement in principle that CleanStart methodology to be integrated into GEF projects where appropriate.	No direct funding to UNCDF except coverage of costs of input in the formulation and design stage. Will contribute to leverage.
	IRENA	Initial prospecting.	
Private Companies	Ericsson	Magnus to contribute	
	Siemens	Magnus to contribute	
	Shell	Proposal shared and meeting date agreed.	Low
	GDF Suez	Proposal shared and meeting date agreed.	Low
Technical Partners	CGAP	Presentation at January event agreed.	None but endorsement important.
	Sustainable Energy for All Initiative	Seeking to get formal accreditation.	None but endorsement important.
	UN Energy	Presentation at UN Energy Retreat in February 2011	None but endorsement important.
	UN Foundation	Discussion yet to be initiated.	None but endorsement and strategic partnership may be useful.
	GIZ	Discussion yet to be initiated.	None but endorsement and strategic partnership may be useful.

VI. ANNUAL WORK PLAN

* Source of funds: The annual work plan for 2012-2013 is indicative and depends on yearly availability of core and non-core funds (ASL). The project will ensure that yearly ASL commitments for the project are not exceeded and will use alternative sources to fund project activities funds as soon as they become available.

Year: 2012-2013

Expected Outputs	Activity Result	Activity/Action	UN Organisation	2012				2013		Source of funds*	Budget description	Amount (USD)			NOTES
				Q 1	Q 2	Q 3	Q 4	Q 1	Q 2			2012	2013	2013 (US\$)	
Output 1: Finance for Clean Energy to strengthen capabilities of FSPs to provide financial services for clean energy to low-incomes households and micro-entrepreneurs	Output 1.1: Pre-investment technical advisory to FSPs, selected on a competitive basis	Short-listing of 4 potential pilot countries from among the 9 long-listed countries.	UNCDF	X						UNCDF	N/A	0	0	0	To be done by PIU
		Eol communicated to FSPs across 4 countries. 2 pilot countries selected based on demand. 6 FSPs are long-listed.	UNCDF	X						UNCDF	N/A	0	0	0	To be done by PIU

Output 3: Global Knowledge and Learning to enhance the understanding and awareness of the potential for microfinance to scale-up access to clean energy	Output 3.1: Rigorously researched reports and/or occasional papers produced and disseminated	Grants to local research institutions/researchers for process-documentation.	UNCDF	X	X	X	X	X	X	X	UNCDF	Grants	20,000	10,000	10,000	\$10,000 per country (2 countries)	
	Output 3.2: Curricula on clean energy finance developed for microfinance practitioners, bankers, policymakers and donors, and tested through international training institutes and national microfinance associations.	Development of training curricula, tested with selected FSPs and finalised for wider adaptation	UNCDF	X	X	X	X	X	X	X	X	UNCDF	Consultancy	30,000	0	0	Course development: \$30,000

	<p>Output 3.3: Knowledge of clean energy finance concepts, products, methodologies and good practices made available as a public good through online knowledge platforms, events and conferences, international training centers</p>	<p>All market research, feasibility studies and process documentation published and disseminated.</p>	<p>UNCDF</p>				<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>UNCDF</p>	<p>Publication</p>	<p>10,000</p>	<p>10,000</p>	<p>0</p>	<p>This can include Annual CleanStart Event to disseminate initial pilot results and experiences . Where possible, CleanStart will partner with relevant events</p>
<p>Output 3 Total 60,000 50,000 10,000</p>																			
<p>Output 4: Advocacy and Partnership to create an enabling policy and business environment to expand microfinance for clean energy</p>	<p>Output 4.1: Advocacy activities to influence various actors to design and implement complementary activities in the clean energy sector</p>	<p>Exploring potential to integrate CleanStart into UNDP/GEF project</p>	<p>UNDP/UNCDF</p>				<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>UNDP</p>	<p>Joint design mission (from GEF funds)</p>	<p>TBC</p>	<p>TBC</p>	<p>TBC</p>	<p>Joint design mission (from GEF funds)</p>

costs (one time cost budgeted under Y1)	Y1: 9 months Y2: 6months													
Project Office Overhead	0	1,717	1,717	Supplies	UNCDF	X	X	X	X	X	X	UNCDF		
PIU coordinates all programme activities	9,000	48,000	57,000	Consultancy, travel	UNCDF	X	X	X	X	X	X	UNCDF		

VII. PROGRAMME MONITORING FRAMEWORK

EXPECTED RESULTS (Outputs)	INDICATORS (with baselines & indicative timeframe)	MEANS OF VERIFICATION	COLLECTION METHODS	RESPONSIBILITIES	RISKS AND ASSUMPTIONS
<p>Output 1: Finance for Clean Energy to strengthen capabilities of FSPs to provide financial services for clean energy to low-incomes households and micro-entrepreneurs</p>	<p>Pilot countries are selected based on demand and analysis on the status of the clean energy and microfinance market in a given country</p> <p><i>Baseline: 0</i></p> <p><i>Target: Two pilot countries in Asia and Africa are selected by end of Q1 Y1</i></p>	<p>Expression of Interest from FSPs, Feasibility Reports</p>	<p>PIU conducts global Expression of Interest, PIU conducts feasibility studies</p>	<p>UNCDF</p>	<p>Risks:</p> <ul style="list-style-type: none"> • Lack of familiarity (about clean energy microfinance) among FSPs <p>Risk mitigation strategy:</p> <ul style="list-style-type: none"> • Expose MFIs to potential value of clean energy finance through the Awareness and Confidence Building Course
	<p>Number of FSPs that participate in the Awareness and Confidence Building Training, and express interest to introduce clean energy loans</p> <p><i>Baseline: 0</i></p> <p><i>Target: Up to 6 FSPs by end of Q2 Y1</i></p>	<p>Course evaluation survey</p>	<p>PIU compiles data</p>	<p>UNCDF</p>	

<p>Number of FSPs that receive risk capital grants and begin process of rolling-out finance products for clean energy that is sustainable over time</p> <p><i>Baseline: 0</i></p> <p><i>Target: At least 3 FSPs in two countries in Asia and Africa by end of Q1 Y2</i></p>	<p>Minutes of the Investment Committee Meeting, Quarterly report submitted by FSPs,</p>	<p>Hold Investment Committee Meeting, PIU collects quarterly reports from FSPs (as agreed in PBA)</p>	<p>UNCDF</p>	
<p>Number of micro-loans for approved energy products disbursed to clients</p> <p><i>Baseline: 0</i></p> <p><i>Target: Up to 10,000 micro-loans by end of Q1 Y2</i></p>	<p>FSP MIS data, Audited financial reports submitted by FSPs, Quarterly report submitted by FSPs</p>	<p>PIU collects quarterly reports from FSPs (as agreed in PBA)</p>	<p>UNCDF</p>	
<p>Output 2: Technical Assistance for Clean Energy to remove barriers to the successful deployment and commercialization of those technologies and services for which the selected FSPs will provide microfinance</p>	<p>Market research report</p>	<p>PIU conducts (commissions) strategic market research, PIU conducts field visits</p>	<p>UNCDF/UNDP</p>	<p>Risks:</p> <ul style="list-style-type: none"> • Financial risk to FSP is too high • Marketing risk due to uncertainty about market demand • Risk of technology failing before repayment • Limited number of experts that have well-rounded background in

	<p>Y1</p> <p>Number of sustainable profit and risk-sharing agreements signed between FSPs and clean energy partners</p> <p>Baseline: 0</p> <p>Target: At least 3 agreements signed by end of Q4 Y1</p>	<p>Signed profit/risk sharing agreement, Joint business plan</p>	<p>PIU compiles data</p>	<p>UNCDF/UNDP</p>	<p>both microfinance and energy access</p> <p>Risk mitigation strategy:</p> <ul style="list-style-type: none"> • FSPs will conduct market research to obtain insights on consumer behaviour and demand • Loan products priced and designed to ensure that repayments are broadly in line with current energy expenditure patterns • FSPs partner with suppliers with strong distribution and after-sales capacity • Establish pool of experts as well as build expertise internally
	<p>The extent to which technical assistance strengthens FSPs' commitment to introduce clean energy finance products, as measured by FSP's investments in dedicated staffing and business strategy/systems (e.g. marketing strategy, training, MIS)</p> <p>Baseline: 0</p> <p>Target: Up to 3 FSPs assign dedicated staff and put in place business strategy/systems (to support the roll-out of clean energy loans) by</p>	<p>Technical assistance strategy/work plan, Business/marketing strategy, Quarterly report submitted by FSPs, Field mission reports, Research</p>	<p>PIU compiles all relevant documentation</p>	<p>UNCDF</p>	

<p><i>end of Q1 Y2</i></p>				
<p>The extent to which technical assistance strengthens energy suppliers' commitment to target microfinance clients as a key customer segment, as measured by investments in dedicated staffing and business systems (e.g. quality assurance, distribution mechanisms, end-user awareness building)</p> <p><i>Baseline: 0</i></p> <p><i>Target: At least 5 suppliers assign dedicated staff and put in place business systems by end of Q1 Y2</i></p>	<p>Technical assistance strategy/work plan, Business/marketing strategy, Field mission reports, Research</p>	<p>PIU compiles all relevant documentation</p>	<p>UNDP</p>	
<p>The extent to which FSPs and energy suppliers acknowledge the business case of introducing clean energy microfinance, as measured by the expansion of operations or introduction of additional clean energy</p>	<p>Business strategy, Financial reports from FSPs and energy suppliers, New partnership agreements, Annual Review, Research,</p>	<p>PIU compiles all relevant documentation</p>	<p>UNCDF/UNDP</p>	

<p>finance products</p> <p><i>Baseline: 0</i></p> <p><i>Target: At least 1 FSP expands operations and/or introduces additional clean energy microfinance product by end of Q1 Y2</i></p>	<p>Number of high-quality knowledge products produced and widely disseminated</p> <p><i>Baseline: 1 publication on CleanStart methodology</i></p> <p><i>Target: At least 1 additional knowledge product by end of Q4 Y1</i></p>	<p>Knowledge product, Launching event proceedings, Number of downloads, Invitations to present CleanStart knowledge products in external events</p>	<p>Conduct research (market research, feasibility studies, process documentation), PIU collects relevant documentation</p>	<p>UNCDF</p>	<p>Risk:</p> <ul style="list-style-type: none"> Limited number of established data sources that can support in-depth research <p>Risk mitigation strategy:</p> <ul style="list-style-type: none"> Partner with entities with established data sources (e.g. IEA, UNDP, Mix Market) CleanStart website will serve as platform for data, knowledge, and experience sharing
<p>Output 3: Global Knowledge and Learning</p> <p>to enhance understanding and awareness globally of the potential for micro-finance to scale-up access to clean energy</p>	<p>Number of people who are trained on clean energy micro-finance, and express an interest to incorporate/pursue it in their respective capacities</p> <p><i>Baseline: 0</i></p> <p><i>Target: At least 30 people are trained by end of Q1</i></p>	<p>Training material, Course evaluation survey, MoU with training institution(s)</p>	<p>Provisions for information-sharing will be stipulated in the MoU</p>	<p>UNCDF</p>	

	Y2				
<p>Output 4: Advocacy and Partnerships to create and enabling policy and business environment to expand microfinance for clean energy</p>	<p>The extent to which CleanStart is recognized by key partners (policy makers, technical partners, donors) as an innovative approach to financing energy access, as measured by the number of partnerships established</p> <p><i>Baseline: 0</i></p> <p><i>Target: At least 5 partnerships with key partners by end of Q1 Y2</i></p>	<p>Signed donor agreements, Signed technical partnership agreements, Agreement/endorsement from host governments, Field missions reports</p>	<p>PIU collects relevant data</p>	<p>UNCDF/UNDP</p>	<p>Risk:</p> <ul style="list-style-type: none"> Lack of willingness and commitment by relevant government bodies to work on policies favourable to clean energy microfinance <p>Risk mitigation strategy:</p> <ul style="list-style-type: none"> Demonstrate success cases in scaling up energy access for the poor through micro-finance
	<p>Number of conferences and events where CleanStart is invited to contribute (e.g. presentation, paper)</p> <p><i>Baseline: 3 regional and global events</i></p> <p><i>Target: At least 3 additional events by end of Q1 Y2</i></p>	<p>Deliverables of the conference/event</p>	<p>PIU compiles relevant data</p>	<p>UNCDF/UNDP</p>	

<p>Output 5. Effective programme implementation</p>	<p>UNCDF and UNDP well-equipped to effectively manage the programme and delivers results, as measured by effective internal business processes and communication flow</p> <p><i>Baseline: 0</i></p> <p><i>Target: Establish PIU, and agree on practical internal business processes by end of Q2 Y1</i></p>	<p>Written agreement on business processes, roles and responsibilities, communication/reporting channels, Investment Committee minutes</p>	<p>PIU compiles relevant data</p>	<p>UNCDF/UNDP</p>	<p>Risk:</p> <ul style="list-style-type: none"> Limited number of experts that have well-rounded background in both microfinance and energy access Internal procedures/regulations and coordination delay implementation of certain activities <p>Risk mitigation strategy:</p> <ul style="list-style-type: none"> Establish pool of experts as well as build expertise internally Establish clear roles and responsibilities among various parties involved in supporting the project, and provide regular updates on progress
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