

Energy for All Partnership

The Energy for All Partnership is a multi-stakeholder network designed to reduce energy poverty and scale up energy access in the Asia-Pacific region through (i) initiating a self-sustainable regional platform to improve coordination, networking, mentoring and information exchange; (ii) innovative financing mechanisms; (iii) scaling up existing models and projects; and (iv) facilitating partnerships to develop, finance and implement access to energy projects on the ground. The Foundation for Development Cooperation (FDC) has been tasked by the Asian Development Bank (ADB) to facilitate the Energy for All Partnership with the objective to increase access to modern forms of energy by 100 million of the more than one billion people in the Asia-Pacific region who do not currently benefit from access to clean/cleaner/more renewable energy.

Business Plan 2010-2015

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I. Background

In December 2008, The Foundation for Development Cooperation (FDC) worked with the Asian Development Bank (ADB) to prepare a Mobilisation Plan to establish an Asia-Pacific regional energy partnership to scale up access to energy for the poor. The Mobilisation Plan outlined a number of elements to be considered, including a mission, strategy, partners and collaborators, organisational structure, potential benefits from a regional approach, critical success factors and performance and impact evaluation criteria.

Building on this, the ADB then produced an Establishment Plan in January 2009 to help begin the process of operationalising the proposed Energy for All Partnership. The Establishment Plan “presented the rationale for establishing the partnership and outlined the objectives, activities and structure of the partnership”. A number of implementation arrangements were specified, including organisational structure, partners and collaborators, activities and review mechanisms. Terms of reference were annexed for the Steering Committee, Working Groups, Secretariat (see Annex 1), and a list of potential activities of the Partnership was prepared.

The Energy for All Partnership was formally launched in June 2009 during the Asia Clean Energy Forum, hosted by the ADB in Manila. The Partnership brochure (see Annex 2) provides a succinct overview of the Partnership’s current status, aims, rationale and methodology.

FDC was contracted in August 2009 to formally assist setting up the Energy for All Partnership, and thus a clear, coherent and forward looking Business Plan is now required to guide its growth and expansion, track its evolution and effectiveness, and guide its efforts to achieve its target objective of scaling up energy access to 100 million people by 2015. Proposals for future support and development of the Partnership are included, embracing its organisational structure, governance, participation, funding, servicing, institutional relationships and mechanisms through which its impact and performance can be enhanced, measured and evaluated.

II. Strategies to achieve E4ALL Partnership targets

1. The Partnership is focused on action, with a goal to provide access to cleaner, reliable, and affordable modern energy to 100 million people in the Asia-Pacific region by 2015.
2. The Energy for All Partnership is open to all individuals and organisations active in supporting access to energy in Asia and the Pacific. Participation from financial institutions and the private sector is strongly encouraged.
3. To meet its ambitious targets, the Energy for All Partnership needs to focus its efforts on strategies that have the potential of achieving rapid growth. This requires a broad range of endeavours, such as to:
 - 1) Mobilise active and leading organisations to join the Partnership
 - 2) Attract commitment and motivate working group partners to contribute to broader goals

- 3) Leverage financial inputs (grants, loan capital, revolving funds, etc)
 - 4) Consolidate technical expertise network(s) to support partners' project implementation
 - 5) Create synergies and an enabling environment for effective cooperation among working groups.
 - 6) Facilitate efficient secretariat support to minimize operational costs.
 - 7) Build up project ownership and the capacity of the beneficiaries for the sustainable management of project installations, and
 - 8) Advocate favourable government policies and regulations.
4. The Energy for All Partnership must also continue to mobilise education, awareness and advocacy in relation to basic issues such as energy efficiency, cost and environmental impacts. For example, many people in rural areas still believe it is 'cheaper' to buy fuel wood and cook using the usual inefficient stoves (often open fire), but there is a need to focus on the environmental and collateral health costs and impacts of using particular sources of energy.
 5. It is necessary to strengthen the technical and vocational aspects of renewable energy and technology. There are a growing number of undergraduate and postgraduate courses and research opportunities at universities across the region. However, there is a need for targeted certificate/diploma level courses in renewable energy, offered through Institutes of Technology, national and regional vocational schools, etc.

Mobilising partners

6. There are many organisations currently active in Asia and the Pacific region coordinating, managing and partnering in a range of relevant development projects with a variety of scale and focus: worldwide, regional, national, grassroots, energy, environment, poverty alleviation, community development, disaster relief, forest protection, healthcare, gender, child welfare, etc. Some of these organisations have existing projects or project components relevant to access to energy for the poor. Some others may have good potential to expand their project activities to cover energy access. The Partnership should identify all those organisations that may be mobilised to share and contribute to its 2015 target.
7. Strong incentives should be provided to existing and potential partners, in order to leverage additional contributions and promote business activity throughout the Partnership. A business case approach to technical, financial, and operational support and assistance will serve to strengthen existing efforts, improve the performance of on-going projects, achieve greater aggregate impact, share lessons and experience to avoid inefficient use of resources, facilitate more streamlined project operations and reduced operational costs, and enhance project monitoring and evaluation. The value added of the Energy for All Partnership should be clearly defined, enabled and communicated.
8. There are currently six working groups (WGs) established within the Partnership. Working groups on domestic biogas and liquefied petroleum gas (LPG) are primarily focused on clean cooking, heating and lighting fuel. The solar lantern WG focuses on household lighting. The working groups on financing and enterprise development aim to mobilise business and product services to energy

service providers and small and medium enterprises (SMEs). The WG on the Pacific region embraces many technologies and approaches to be tailored to the context of the broad geography and socio-economic conditions among Pacific island countries.

9. To meet the practical and diversified needs, the Partnership will assess the potential for four to six new WGs moving into the year 2010. WGs on various topics have been proposed including: 1) micro hydropower generation; 2) small wind power generation; 3) improved cookstove technologies; 4) household solar water heating; 5) energy applications in disaster relief operations.
10. In addition to the efforts to increase the total number of WGs, the scope of the established WGs may need to be adjusted or monitored to embrace more relevant activities or, some may require one or more sub-groups to focus on specific technologies or methodologies. While the WGs are being convened by the leading organisations in their field worldwide, the active participation of relevant local partners in the beneficiary countries should be pursued.
11. Within the next two-year term of Partnership development, it is likely that many countries in the Asia-Pacific will be involved in some form of project interventions, for example, Afghanistan, Bangladesh, Bhutan, Cambodia, China, Fiji, India, Indonesia, Kazakhstan, Laos, Mongolia, Nepal, Pakistan, Papua New Guinea, Philippines, Solomon Islands, Sri Lanka, Vanuatu, Vietnam.

Motivating commitment

12. Though the partner organisations inevitably find their respective mission or mandate overlaps with that of the Partnership, there is no legally bound obligation for the partners to achieve the fulfilment of the Partnership target. The target can only be attained if all the partners achieve their respective commitments and objectives under this Partnership.
13. Benefits derived from the Partnership vary according to the partners' orientation and interests. For example, project developers can benefit from access to business development services, advice on project structuring, access to financing, and networking. Investors and financial institutions can benefit from project pipeline development, as well as knowledge sharing on technologies and financing mechanisms. Donors and development agencies can expect improved coordination, exchange of best practice approaches and strategies for scaling up access to energy.
14. Partners at different stages of organisational development may have significant variation in their capacities in terms of financial resources mobilisation and technical expertise. Hence, their commitments to the Partnership can vary accordingly. The Partnership therefore should motivate all partners to make good use of their own potential to maximise the cumulative outputs. Incubation funding to help the establishment and initial activities of working groups is important, but effective communications, active involvement and participation, efficient secretariat support, and mutual support among partners and working groups are indispensable to the sound commitment of the partners and hence the success of the Partnership.

15. Given the current funding availability in support of the Partnership's activities, the WG convenors and partners will increasingly need to mobilise funding from other sources, including development aid agencies, multi-lateral development finance institutions, national and local governments and the private sector, to support project implementation on the ground. In addition, the partners should make a sound commitment of staff time input as a resource contribution to the Partnership's coordination.

Milestones and key factors to success

16. The Partnership's activities from 2010 to 2015 can be broken down into four phases, with distinct phases of development activity:

- 1) The **mobilisation phase** from the official launch of the partnership in June 2009 to the end of 2009, focusing on the efforts to establish and operationalise the initial WGs and the secretariat.
- 2) The **start-up phase** from January 2010 to mid-2011, to focus on the identification of best practices, pilot and test the partnership approaches, establish additional WGs, adjust established WGs, and secure funding support to the rapid scale up of project interventions. A thorough review of the Partnership would be carried out when approaching the end of this phase to decide the best ways moving forward. This phase should contribute 5-10% to the target number of beneficiaries or 5-10 million people.
- 3) The **scale-up phase** from mid 2011 to mid 2015 would focus on the replication of best practices and the successful partnership approaches to quickly disseminate the projects for a tangible, lasting impact at scale. This phase should contribute 80-85% to the target number of beneficiaries or 80-85 million people.
- 4) The **wrap-up phase** to the end of 2015 would focus on the evaluation of the outputs, outcomes, and impacts of the Partnership interventions to determine if it should be maintained and proceed into a new epoch beyond 2015, or develop an exit strategy to phase out the Partnership. This phase should contribute the remaining 5-15% to the target number of beneficiaries or 5-15 million people.

17. Depending on the size of mobilised funding in support of the WG activities under this partnership, it is likely that the majority of the 100 million target beneficiaries would have access to relatively low-cost technologies.

- 60 million people would have access to solar lighting technologies
- 15 million would benefit from the improved cookstove projects
- 10 million more people would have access to LPG
- 5 million people would benefit from the domestic biogas projects
- 5 million people have access to electricity made available by small/micro hydropower generators and small wind power generators
- 5 million people would have access to other forms of modern energy services.

18. Depending on implementation and the specific project activities of various WGs and partners, the geographical distribution of the beneficiaries may vary significantly. Those developing countries with large and growing populations currently with low levels of access to electricity and modern

cooking fuel, such as Bangladesh, Cambodia, India, Indonesia, Nepal, Pakistan, and Philippines, are very likely to have the majority of beneficiaries under this Partnership, probably over 80 million people. Countries with smaller populations and a low percentage of electricity access, such as Bhutan, Laos, Papua New Guinea, Solomon Islands, Timor-Leste, and Vanuatu, would have a much higher percentage of project beneficiaries in their total population.

19. The key factors to the success of the Partnership include: 1) availability of funding (grant and loan capital) support; 2) commitment of partners; 3) effectiveness of secretariat support; 4) efficiency of partner coordination and cooperation; and 5) effectiveness of capacity and ownership building for the beneficiaries.
20. The Energy for All Partnership has a number of factors that make it different from other partnerships currently active in addressing the pro-poor energy solutions.
 - 1) It is not technology-specific. It embraces all viable options for scaling up successful and viable pro-poor projects and approaches.
 - 2) It draws on leading technical and methodological expertise.
 - 3) It adds value from existing institutions, and leverages support and resources aggregated from a number of complementary sources.
 - 4) It brings multiple stakeholders together for a common purpose, and provides a platform for public and private sector agencies to pool resources and identify opportunities to achieve impacts most efficiently.

III. Governance and management

21. The Energy for All Partnership is designed to function as a network with a lightweight organisational structure, including a Steering Committee, Working Groups and a Secretariat. The Steering Committee provides guidance and high-level, strategic inputs to the sustainable operations of the Partnership. The Working Groups address the specific geographic, technological, and thematic challenges to extending access to energy. The Secretariat provides assistance to the Steering Committee and Working Groups and facilitates knowledge management, monitoring and evaluation, and communications and outreach.
22. As supplementary funding is sourced from other institutions, governments and the private sector, the institutional status of the Partnership will need to be adjusted, and potential pathways to independence, resource management and options for formal incorporation to be considered. Furthermore, as the number of partners grows, the Partnership structure will need to be strengthened and formalised, with the development of suitable financial management and oversight capacity, accountability mechanisms incorporating transparent and robust reporting procedures, and strengthening the Steering Committee's legal and financial responsibilities. Various institutional models and organisational structures may be considered in response to legal requirements and the democratic and inclusive philosophy of the Partnership. (see para 43).



Steering Committee							
Special advisory panel							
Working Groups							
Domestic biogas	Solar lanterns	LP Gas	Enterprise development	Financing	Pacific	2 new working groups	
						Hydropower	Windpower
Convenors							
SNV	TERI	WLPGA	SEAS	E&Co	REEEP		
Secretariat (ADB, FDC)							
SNV	SNV Netherlands Development Organisation www.snvworld.org						
TERI	The Energy and Resources Institute (TERI) www.teriin.org						
WLPGA	World LPGas Association – www.worldlpgas.com						
SEAS	The Sustainable Energy Association of Singapore (SEAS) www.seas.org.sg						
E&Co	E+Co www.eandco.net						
REEEP	The Renewable Energy and Energy Efficiency Partnership (REEEP) www.reeep.org						

Steering Committee

23. The Steering Committee currently includes 10 member organisations, namely ADB, e8, E+Co, ReEx Capital Asia, National Electrification Administration of the Philippines, Renewable Energy and Energy Efficiency Partnership (REEEP), SNV Netherlands Development Organisation, Sustainable Energy Association of Singapore (SEAS), Energy and Resources Institute (TERI), and the World Business Council on Sustainable Development (WBCSD). These members represent key partners, donors, financial institutions, foundations, private sector and other expert contributors.
24. In longer run, the Steering Committee members must derive ongoing and tangible benefits from the Partnership to encourage continued commitment and participation, and to match their level of contribution and collaboration. Steering Committee members should be encouraged to take ownership of the Partnership.
25. The Steering Committee should be strengthened, particularly by the inclusion and engagement with suitable and supportive private sector institutions and company representatives. Organisation profiles are being researched to assess the prospects for partnership with relevant companies, such as Schneider Electric, Lockheed Martin, Whirlpool, Alstom, Philips, Arup, Energie Baden-Württemberg AG, Siemens, Danfoss, Iberdola, Veolia Environnement, Sinclair Knight Merz, GHD.

Working Groups

26. The Working Groups are the locus of partnership activities, expected to enable partners, developers and communities to access donors, financiers and investors, assisting in the identification of suitable projects and leading to greater leverage, coordination and cooperation.
27. During the 2009 mobilisation period, six working groups were established under the Partnership which address specific geographic, technological and thematic challenges to extending access to energy:
- Solar Lanterns
 - Biogas
 - LPGas
 - Financing
 - Enterprise Development
 - Pacific region

Each Working Group has a convenor organisation which, in addition to attracting a wide range of participating stakeholder organisations and partners, has been instrumental in drafting a work plan and, in close consultation with the group, has completed and scheduled a number of events and activities in support of the respective Working Group objectives and targets.

28. It is clear, however, that when assessing the potential for renewable energy and transition fuel solutions that can contribute towards the Partnership target of 100 million people within 6 years, the existing working groups are simply not adequate to achieve this goal. Several new working groups must be established to harness the technology, investment and institutional support to cover other sectors, although it may be possible to broaden the coverage of the existing working groups (e.g. All solar photovoltaic [SPV] activities can be aggregated within an expanded Solar Lanterns WG; compact and medium-to-large scale biogas plants can come under the Biogas WG, etc). (see para 36).
29. The Working Groups aim to promote an exchange of knowledge, ideas, and information; demonstrate and mainstream appropriate financing mechanisms; replicate and scale up proven approaches; and build partnerships to develop, finance and implement access to energy projects. Working Groups should achieve their objectives through:
- Project identification, design and development, including testing and validating implementation strategies;
 - Financial structuring, and locating and committing funding sources;
 - Workshops and technical exchanges to identify and demonstrate proven clean energy technologies, and to spread expertise through training and deployment of relevant infrastructure and financing mechanisms;
 - Knowledge dissemination using various support tools such as internet portals, specialised software applications, manuals, toolkits, and
 - Monitoring and evaluation.

30. New Working Groups will be established in response to demand from relevant partners and subject to the availability of sufficient resources, institutional support and expertise, so as to adequately address the needs to achieve the 2015 target of the Partnership. Working Group convenors should be carefully vetted for their (i) ability to devote resources to the WG (in-kind or in-cash) especially at the start-up phase, (ii) ability to convene a group of organizations from diverse settings, and (iii) ability to attract additional resources.
31. The Working Groups should continue to identify prospective private sector supporters of projects and those that may have a more strategic interest in the Partnership in general. Also, all WGs should seek out members from the private sector and financing institutions and make it a priority to target appropriate participation in all events.
32. All Working Groups should endeavour to explore sponsorship arrangements, or indeed a series of sponsorships, and/or attract investment finance in suitable schemes, in order to provide tangible evidence to prospective donor agencies, the private sector, and others of the ability for working groups, and by extension the partnership as a whole, to assess projects with viable business cases.
33. Special emphasis should also be placed on building synergies between WGs and to identify opportunities for cross-fertilisation, cooperation and sharing of information. Since this responsibility falls mostly on the Secretariat, a sophisticated approach to internal communications is required. Communication can be facilitated by programming events that allow for the different members to meet together and interact.
34. Centralised coordination of co-funding: to reach the 100 million figure will require a large amount of co-funding. It is therefore advised to have someone from the secretariat involved in identifying co-funding opportunities and coordinating the applications in a more centralised way than just having each WG applying to co-funding separately.
35. It should be a first precondition for each working group to have the maximum possible number of potential beneficiaries. The focus during 2010 will be to test the strategy by doubling the impact of the working groups, building the right conditions for exponential growth. A further strategy to increase the impact of the Partnership will be to attract dedicated funding streams for projects.
36. Following considerable research and consultation, including a comprehensive Needs Assessment, the secretariat has identified issues and themes worthy for consideration as new working groups, such as:
 - **Locally produced, locally consumed bio-diesels:** ideal for isolated locations with existing crops that can be turned into biodiesel (e.g. coconut trees).
 - **Improved cookstoves** for energy efficiency and pollution control, such as solar cookers: ideal technology for places with high levels of radiation and deforestation. There has been a history of work on woodstoves in the region (e.g. GTZ) but there is no particular design which is being promoted as being most cost effective and efficient.

Furthermore, the Steering Committee has approved the establishment in 2010 of two additional working groups:

- **Wind energy generation:** focusing on reducing the manufacturing costs and developing new delivery mechanisms to scale up the use of small-scale wind power in appropriate geographic areas (island, desert/grasslands, hilly and mountainous regions).
- **Hydropower:** in cooperation with groups such as the International Hydropower Association, and the International Network on Small Hydro Power, whose founding Director Prof. Tong Jiandong is also currently the chairman of International Non-Governmental Cooperation Organization For Renewable Energy and the chairman of China National Association for Medium-Small Hydropower Equipment Manufacturers.

Secretariat

37. The Secretariat is currently hosted by the Asian Development Bank (ADB) and facilitated by The Foundation for Development Cooperation (FDC). Housed at ADB headquarters in Manila and bolstered by experts based regionally, the secretariat seeks to ensure the goals of the Partnership are achieved. The secretariat is also actively engaged in knowledge management, monitoring and evaluation of the Partnership, and managing the Partnership's communications and outreach.
38. Primarily responsible for the day-to-day management of the Partnership and reporting to the ADB management, the Secretariat provides technical, administrative, logistical assistance and support to the Steering Committee and Working Groups, as well as relevant partners, sponsors, project developers, and other constituents.
39. FDC has been funded from the ADB's Energy for All Initiative, as well as additional ADB funding for consultants based at ADB headquarters, and ADB staff.
40. There are currently 11 people serving the secretariat on either full-time or part-time basis. The assembled expertise covers coordination, administration, communications, M&E, technologies, and geographic experience. The capacity and resources of the secretariat must be kept in constant review to ensure it is equipped to respond to the needs and demands from partners, and the development of the Partnership in general.
41. Although the devolved nature of the secretariat has proved successful, and limits overhead costs to the minimum, with a consequent boost to efficiency, the geographical focus of the Partnership, and the primary locus of the secretariat office, should increasingly gravitate to the established office in Singapore. The main secretariat office should be expanded with interns and secondments from other organisations, private sector partners and other relevant NGOs and development agencies with a shared interest in the goals of the Partnership. Opportunities should be identified for embedding secretariat staff within partner organisations, and sharing facilities, resources, offices, technical expertise, knowledge and networks with other relevant partners.

Development prospects

42. ADB has committed incubator support to the Partnership in the two-year establishment phase, although co-funding is to be actively sought from other sources. As supplementary funding is sourced from other institutions, governments and the private sector, it may be necessary to formalise the institutional status of the Partnership, develop suitable financial management and oversight capacity, incorporate transparent and robust reporting procedures, and strengthen the legal and financial responsibilities of the Steering Committee members. Various institutional models and organisational structures may be considered in response to legal requirements and the democratic and inclusive philosophy of the Partnership.
43. Several options for governance models have been examined. The business plan is intended to the long term objective of establishing the Partnership as a fully independent entity, with an institutional structure and governance capable of harnessing the full strength of a public-private partnership:

Fully independent – Establish and incorporate Energy for All Partnership with an independent legal status in a specific jurisdiction, with the Steering Committee elevated to a Board of Directors, and the secretariat employed directly by the newly founded not-for-profit institution. [see box case study below]

GVEP International is an international non-profit organisation working to reduce poverty by accelerating access to affordable and sustainable energy services. GVEP International links more than 2,000 organisations worldwide, is guided by their input and advice, and seeks to support and grow small Partners from the bottom up to become viable energy service providers. GVEP International is committed to fighting climate change by providing Partners with the tools to adapt to changing global conditions.

GVEP International is governed by a Board of Trustees representing a wide range of energy expertise. The current Trustees are:

- Carole Brookins
- Mathew Mendis
- Valery Sorokin

The Trustees are all members of GVEP International and are either elected members of GVEP International's advisory "Partnership Board" or co-opted directly onto the Board of Trustees.

GVEP International's Partnership Board (advisory) currently consists of the following members:

- Sarah Adams: CEO, GVEP International, UK
- Hariette Amissah-Arthur: Director Kite, Ghana
- Ndika Charles Akong: Consultant, Human Hope, Cameroon
- Gustavo Best: Coordinator Energy & Environment, FAO, Italy
- Andrey Bokarev: Russian Government
- Jose Carlos Gomez Costa: Chief of Staff for Deputy Energy Minister, Brazil
- Kwei Armar: Manager, ESMAP, World Bank, USA
- Norma Lasala: Consultant, Serviam Ventures and Management Corporation, Philippines
- Matthew Mendis: President C-Quest Capital, LLC, USA
- Elena Nekhaev: Director of Programmes, WEC, UK

- Tinashe Nehte: Practical Action Zimbabwe
- Paul Van Son: Business Unit Director, Essent
- Valery P. Sorokin: consultant of the Expert Administration of the Russian President
- Minoru Takada: Energy Programme Manager, UNDP
- Gordon Weynand: Energy Team Leader, USAID, USA

In addition, two Advisory Groups on Funding and Programmes meet once a year to provide input into GVEP International's strategy. The members of these Advisory Groups are invited to participate each year and the composition of the Groups reflects GVEP International's current challenges and concerns. Advisory Groups comprise both Partnership Board members and invited specialists. GVEP International was incorporated in England in 2006 as a private company limited by guarantee, and having no share capital. GVEP International is also registered as a UK Charity.

44. While in a transition phase, building on the strong incubator support provided by the ADB, the Partnership will evolve progressively with additional partners, contributors, support and the commitment of relevant stakeholders across the region, converging on a common goal. The Partnership can grow with a regional structure, accountable to a Board of Trustees acting independently of any single constituent partner organisation, but with a strong reliance on ADB funding, systems and protocols [see box case study below]

Clean Air Initiative for Asian Cities Center - CAI-Asia

Established in 2001 by ADB, World Bank and USAID.

CAI networks exist in Latin America, Asia and Africa. Asia is the strongest.

Since 2007, the multi-stakeholder initiative is divided into 3 parts:

CAI-Asia Center; CAI-Asia (Type II) Partnership and Country Networks in China, India, Indonesia, Pakistan, Philippines, Nepal, Sri Lanka and Viet Nam.

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| <ul style="list-style-type: none"> • CAI-Asia Center is registered as a not-for-profit institution in The Philippines. The Operations manual, Articles and by-laws for the CAI-Asia Center are all based on ADB protocols. • Others have emulated the CAI-Asia Center structure, for example, the City Development Initiative for Asia has based its Organisation Manual on CAI-Asia Center. • CAI-Asia Center has a Board of Trustees comprising 9 people (at least 5 must be Philippine residents). • The ADB contribution is approx 70% of its budget, descending to below 50%. • There are no ADB staff, consultants, or office-holders on the Board of Trustees, and ADB is not an organisational member of the Centre. • Individuals and organisations support the CAI-Asia Center as voting members, non-voting | <ul style="list-style-type: none"> • Government agencies cannot join NGOs, so it was deemed desirable to set up a separate Partnership, which can accept government support, participation and funding. The Partnership was also founded to give credibility and a suitable 'home' for various networks and a focal point for many stakeholders. • The CAI-Asia Partnership is governed by a Council comprising representatives of cities; governments; private sector; NGO; academic/research, and development agencies, donors and foundations. 1 representative of each category also sits on the CAI-Asia Center Board of Trustees. |
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<p>members, or donors. The Board of Trustees approves all membership applications. Voting members are the incorporators, stakeholder representatives chosen by members of the CAI-Asia Partnership (see opposite), and organisations providing more than \$100,000 for any one year period. Organisations providing \$20,000 or more (but less than \$100,000) for one year are non-voting members. Other organisations that provide funding for projects and programs are donors.</p>	<ul style="list-style-type: none"> • The CAI-Asia Center provides the secretariat for the CAI-Asia Partnership.
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Branding and communications

- 45. The Secretariat undertook an extensive design and review process, and a final design for the Partnership logo was circulated to the Steering Committee in October 09. e8 is acknowledged for its contribution in providing the original design of the logo. Although the design for the logo is fixed, the current colour scheme used for the logo is flexible and can be customised for different contexts. The ability to fix on a standard design but vary the colour will signify the overall flexible ‘partnership’ philosophy of the Partnership.
- 46. In developing the Partnership’s website, the Secretariat has also commissioned the development of an online searchable database of case studies. This database will feature individual projects, organisations and other partnerships which are relevant to the Partnership’s work within the energy sector. The database will be easily updatable through an online form which will be accessible to members of the secretariat as well as Working Group convenors. It will also feature numerous search fields for users to find information relating to specific and relevant projects, countries, technologies and institutions.
- 47. The process of assembling case studies and an on line searchable database of projects will also provide suitable information for use in the publication of various case study reports and publications. The Partnership website is intended to evolve into a clearinghouse for information on access to energy in the region, as well as an online space for collaboration among Working Groups.

IV. Funding Support

Funding estimates for implementation

- 48. To attain the 2015 target of the Partnership, funding to the amount of USD1.3 million in the first year with a gradual increase reaching USD2 million by 2015 would be required to enable sufficient beneficiaries’ access to some kind of modern energy services. Given the current levels of income of most target beneficiaries in the off-grid rural areas in the developing countries of Asia and the Pacific region, it is estimated that local funding would require matched grants or loan capital from the development community and the private sector. Some estimate more than USD100 million would be required each year on average from all energy funding sources.

Fundraising for projects

49. The USD100 million per year of leveraged funding to support project implementation would have to be mobilised by the working group convenors and partners. This would be a challenging task for the partners, especially considering the current annual funding size of the existing Working Group convenors, but it is achievable and a worthy target. For example, the domestic biogas working group convenor SNV, which is regarded as a leading organisation working on rural energy projects in developing countries, attracts considerable support for its various activities from many public and private institutions worldwide, including the Netherlands Ministry of Foreign Affairs. The financing working group convenor E+Co mobilizes considerable resources in support of its activities aimed at enabling 4 million people access modern energy, encompassing solar, wind, hydro, biogas, LPG and energy efficient businesses.
50. ADB has committed to provide incubator funding to facilitate the establishment and initial activities of the working groups, as well as funding support for the operation of the Secretariat in the establishment phase of the partnership. The Secretariat will seek complementary funding in 2010 and 2011 to supplement the core, initial funding provided by ADB. Additional supplementary funds should be sourced from the private sector and other multi-lateral financing institutions, government development agencies, foundations and trusts, individual donors, and corporate social responsibility funding. A dozen organisation profiles are being researched to assess the prospects for the partnership.
51. To better identify co-funding opportunities and coordinate the applications in a more centralised way for the partnership as a whole, it may be helpful for the Secretariat to designate one or more staff to help the fundraising efforts of the Partnership to underpin the endeavour of Working Group convenors and partners.
52. The participation of financial institutions and the private sector is vital for the success of the Partnership since improved financing models are crucial to scaling up access to energy. For example, microfinance, carbon financing and equity/revolving funds are important and innovative modalities for access to energy projects. Many successful existing models adopt a market-oriented approach, so private sector participation will enhance quality and sustainability of programs.
53. It is proposed to introduce categories of partners to differentiate between levels of support, and to identify and facilitate tailored services by different partners. The proposed categories are Sponsorship Partners (those who support the Partnership financially) and Operational Partners (those who directly support the Partnership's operations).

Funding for Secretariat

54. To ensure effective secretariat support to the working groups, the Secretariat will need to secure funding support from a variety of sources. To minimise operational costs of the Secretariat, the possibilities and opportunities should be explored and identified for embedding secretariat staff within partner organisations, and sharing facilities, resources, offices, technical expertise, knowledge and networks with other relevant partners. The Secretariat may also consider

providing consulting services, on a fee-paying consultancy basis, to project developers, institutional partners, and the private sector, to generate an income to become partially self-sufficient. For-profit services will, however, require formal incorporation as a legal entity in a particular country, which will have implications for the governance and management of the Partnership.

55. The Partnership will require a minimum administration budget of US\$1.3 million per annum, plus operational funding. The administration budget should always leverage approximately 1:100, thereby catalysing an aggregate of development funds equivalent to US\$100million per annum. The objective is to scale up access to unconnected communities at the average administrative cost of US\$1 per head.

V. Monitoring and Evaluation

General practice

56. The effectiveness of the Partnership should be evaluated and reviewed after the first two years of operation, with a view to maintaining/expanding if the Partnership is producing positive results and discontinuing/winding back if the Partnership is under-performing. The option of discontinuing the Partnership should be examined thoroughly if the resulting progress is determined to be deficient.
57. As with all development programmes, the Partnership needs to demonstrate: 1) the number of installations completed; 2) who the beneficiaries are; 3) to what extent the partnership helped the beneficiaries in accessing modern energy; and 4) how this Partnership contributed to improving the economic, social and environmental conditions in project areas. The Partnership therefore needs to develop a reliable, cost effective and credible means to monitor and evaluate the effectiveness of Partnership interventions.
58. To measure the progress and success of the Partnership, a set of indicators, either quantitative or qualitative, need to be developed to describe reality and indicate the degree of change. Ideally, these indicators will be measured before, during and after the Partnership interventions in a phased approach. Depending on the funding availability to the various Working Groups under the Partnership, compromises may have to be made between the quality and the cost-effectiveness of the monitoring and evaluation efforts.
59. Assessing renewable energy potential in the region is important. There are pockets of work for specific areas, but no single authoritative source. There is a potential need to identify and repackage some of the existing information and collaborate more effectively across institutions.
60. The Partnership should follow the general practices of monitoring and evaluation to measure the inputs, activities or processes, outputs, outcomes, and impacts. The primary efforts would be put on measuring the performance of the Working Groups and the Secretariat.

Measuring and indicators

61. Under the monitoring and evaluation framework, the Partnership should measure at least the following:
- 1) Inputs made available in terms of financial input, personnel input, and technical assistance.
 - 2) Project activities carried out by each working group.
 - 3) Beneficiary households/people covered and the time line.
 - 4) Breakdown of the beneficiaries in terms of geographical distribution, technologies accessed, etc.
 - 5) Extent in meeting the beneficiaries' end energy needs in lighting, cooking, heating, cooling, shaft power, electric appliances.
 - 6) Sector breakdown of energy services made available by partnership interventions – domestic, business, social services.
 - 7) Changes in energy consumption mix, energy self reliance, avoided costs of these alternative options.
 - 8) Positive impacts of the partnership interventions in terms of changes in awareness and behaviours relevant to energy use, household expenditures on energy, income, job creation, health, gender equity, greenhouse gas (GHG) reduction, policy and regulations in favour of access to energy for the poor, leverage of other resources for energy poverty solutions within and beyond the Asia-Pacific region.
 - 9) Negative impacts on the environment, such as those from disposal of batteries for solar PV, or potential biodiversity loss due to hydropower construction.
62. Despite the limitations presented by the WG work plans being developed to deliver very short term outcomes, while the overall Partnership goal is set for a 5-year plus term by 2015, it will be desirable to break down the goals in terms of geographical distribution, technology options, and timeframe. Also, it will be necessary to determine a definition of the term “access” as referred in the Partnership objectives. The Secretariat will continue to evaluate these issues, including how to attribute additionality to the Partnership's interventions, and how to account for total numbers of households gaining access to sustainable energy services when provision is limited to a partial coverage of the overall family's needs.
63. For the Pacific region, for example, there is an urgent need for a comprehensive scoping survey to determine availability of baseline data, range of activities completed and ongoing, and the gaps. This work is being initiated by a working party of donor agencies being coordinated by the World Bank and its Energizing the Pacific initiative.
64. If the Partnership promotes the implementation of a software application or internet portal that facilitates rural electrification, the Partnership will be able to claim, alongside the donor financing, the hardware component that the targeted beneficiaries have been served. If it creates a device (e.g. type of cooker) that other donors find useful and distribute it, it will be able to claim that the device has provided clean energy. In both examples, the E4ALL Partnership will get closer to the 100 million figure without having to directly get involved in the projects that make it possible.

65. In developing an effective M&E framework and methodology for the E4ALL Partnership, it will be desirable to consider closely the guidance issued by the Monitoring and Evaluation in Energy for Development (M&EED) International Working Group 'M&E Guide for Energy Projects' (GVEP report December 2006).