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Dieden, Sten Johansson

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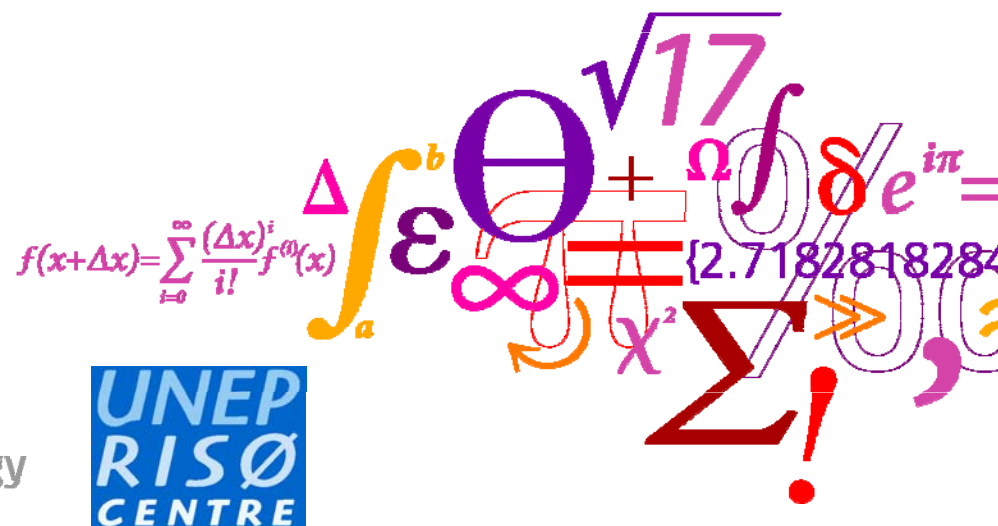
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# Feasibility study for Regional M&E Facility in Southern Africa

Some comments to the study and business plan

Sten Dieden, UNEP Risoe Centre, Risø Danish Technical University



## Initial comments

- Business plan for a not-for-profit organization - tremendously difficult to forecast income and expenditure streams, no comparable businesses in the region or elsewhere
- The M&EED facility business is to generate and sell three types of products
  - training and/or set-up of *in-house* M&EED
  - *external* evaluations
  - *information* accumulated from M&EED exercises
- Self-sufficiency
  - for sake of the facility's own survival
  - attract financiers
  - not least: quality assurance, to its potential clients

## Overall impression

- Market definitely seems to exist for all three products:

- training and/or set-up of in-house M&EED
- external evaluations
- information accumulated from M&EED exercises

- The exact size of the market is difficult to assess

⇒ Start limited operation, in order to build network of expertise, in preparation for considerable growth

## Four inter-related concerns – and a proposed remedy

1. Lack of M&EED specialists in the region
2. Attract stakeholders' = future clients' attention (create market)
3. Spend USD 84 000 p.a. to staff an office, from Day 1. CEO to lobby stakeholders, travel allowance of USD 70 000 (Year 1)
  - First two years: half the seed money goes into to this marketing activity.
  - Will there be sufficient administrative and/or coordination responsibilities to justify these expenditures?
4. Facility to sell info/ reports from past M&EED exercises

Concern 1: Lack of M&EED specialists in the region - the “facility” needs to build its own network of experts.

After the experts have been trained, what is their incentive to work for the facility rather than for themselves?

- “Membership fee” as a source of funding
  - The right to put a “GVEP International” stamp on their work, has to be a sign of high quality
  - In return the facility must also generate services for its members;
    - » find and supply M&EED assignments
    - » facilitate/assist applications for external funding
    - » provide exposure to a relevant audience/market

Concern 2: Attract attention of various regional stakeholder groups;

- SADC Secretariat Officials
  - Major development organizations
  - Ministries/Departments of Energy in SADC Member States
  - Energy Utilities,
  - Researchers
  - NGOs
  - Regional organizations
- 
- Important: Identify and attract key individuals at the most conducive administrative level(s)
- 
- Very difficult before the facility has any results to show!

Concern 3: Large funds spent on CEO for lobbying activities:

Uncertainty of starting a new business:

Interim solution:

Half time “coordinator” function – appoint permanent staff according to need. [Lobbying in later years (3-5?)]

Reallocate seed funding to **“Learning by doing” M&EED projects**



## Purpose of "learning-by-doing" M&EED projects

- A) Identify a suitable bundle of projects and build specialist capacity through the M&EED of those projects – organize a sequence of collaborative workshops (along the lines of DEA)
  
- B) Organize designated regional stakeholder workshops
  - Create enthusiasm among stakeholders by share/exchanging results of the capacity-building M&E exercises = marketing! A good product promotes itself!
  
  - Special emphasis on: the implications from M&EED results to relevant stages of policy formulation and implementation.
  
- C) Piggy-back on other regional stakeholder meetings to present and disseminate M&EED – and create enthusiasm - results at different levels.

## Point of regional cooperation

Share experiences and lessons learnt, in comparable or reasonably familiar settings, to improve future interventions.

- Concern 4: If the facility holds back reports/results/info from past M&E exercises for sale,
  - a) the regional synergies are reduced – exchange experiences improve interventions
  - b) a much smaller audience is reached
- Written reporting is not likely to be enough for dissemination

## How fund capacity building exercises?

- free up seed funding by cutting back on permanent staff costs for the first two years. As an interim solution, share coordinating/administrative tasks between Wendy and Peter until permanent staff is needed?
- designated funds in projects to be used for learning-by-doing
- GTZ "partnership dialogue facility" for workshops?
- seed funding from other organizations (UNDP, UNEP, SADC?)

# First steps towards learning-by-doing projects

- Assemble a catalogue of suitable projects in the region- preferably pairs or bundles of similar technologies, in different parts of the region.
- Agree on selection criteria for “learning-by-doing” projects.
- What are the projects’ existing budgets for M&EED?
- What scale of M&EED would be required for each project? Adjust scale to existing budgets.

## Note on RETs and learning-by-doing projects

“Global Network on Energy for Sustainable Development” (GNESD)  
analytical study on potential of RETs to provide energy services to the  
poor

- large potential
- main barrier to disseminate RETs:
  - Lack of policy attention and institutional framework for promotion of RETs
  - Low awareness both in policy institutions and among potential users.
- Given current global political focus on RETs and combatting CC: Explore sources of funding for such purposes to co-fund learning-by-doing RET projects?