



ECREEE
Towards Sustainable Energy

STRATEGIC PLAN 2023-2027

July 2023



ECOWAS CENTRE FOR RENEWABLE ENERGY AND ENERGY EFFICIENCY
CENTRO PARA AS ENERGIAS RENOVÁVEIS E EFICIÊNCIA ENERGÉTICA DA CEDEAO
CENTRE POUR LES ÉNERGIES RENOUVELABLES ET L'EFFICACITE ENERGETIQUE DE LA CEDEAO



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Contents

Acronyms and abbreviations	VI
Foreword	8
The Executive Director’s Message	10
Acknowledgments	12
Executive Summary	14

PART I: ANALYSES

1. Renewable Energy and Energy Efficiency in the ECOWAS region.....	20
1.1 ECOWAS Energy Sector.....	20
1.2 ECREEE’s History.....	21
1.3 ECREEE’s Current Governance.....	22
1.4 Strengths, Weaknesses, Opportunities, and Threats (SWOTs).....	24

PART II: STRATEGY

2. Development Context of the Strategic Plan 2023-2027.....	28
2.1 ECOWAS Vision 2050 – and the Pillar Applicable to ECREEE.....	28
2.2 ECREEE’s Contribution to the “4X4 Strategic Objectives” of the current ECOWAS Commission’s Management.....	30
2.3 ECREEE’s Vision, Mission, Objectives, and Values.....	31
2.4 ECREEE’s Strategic Orientations.....	33
2.5 Linkage between ECREEE’s Strategic Orientation, the CSF, and Vision 2050.....	35
2.6 ECREEE’s Theory of Change.....	37

PART III: IMPLEMENTATION

3. Implementation Framework.....	48
3.1 Main Implementation Stakeholders and Roles.....	48
3.2 Operationalization of the Strategic Plan.....	50
3.3 Financing Mechanism and Resource Mobilization.....	53
3.4 Implementation Plan.....	57
3.5 Communication and Information Technology Strategies.....	66
4. Monitoring and Evaluation Framework.....	68
4.1 Introduction.....	68
4.2 Logical Framework.....	68
4.3 Strategic Performance Monitoring Plan.....	71

Contents

Tables and Figures

Tables

Table 1 SWOT matrix.....	24
Table 2 ECREEE’s Strategic Interventions for 2023-2027.....	38
Table 3 Assumptions and preconditions in ECREEE’s Theory of Change.....	44
Table 4 Key Stakeholders and roles.....	48
Table 5 Alignment of Existing Programs to the Expected Outcomes under Strategic Orientation 2.....	51
Table 6 RE/EE key issues in the ECOWAS region and ECREEE’s response.....	58
Table 7 ECREEE’s Strategic Logical Framework.....	68
Table 8 ECREEE’s Performance Monitoring Plan.....	72

Figures

Figure 1 ECREEE’s organizational structure.....	23
Figure 2 ECREEE’s contribution to ECOWAS Vision 2050.....	29
Figure 3 Link between ECREEE’s Strategic Framework, the CSF, and ECOWAS Vision 2050.....	36
Figure 4 ECREEE’s Theory of Change.....	37
Figure 5 ECREEE’s indicative budget (real terms).....	54
Figure 6 ECREEE’s indicative budget (conservative scenario, real terms).....	55
Figure 7 ECREEE’s indicative budget (optimistic scenario, real terms).....	55
Figure 8 Intervention-specific risks of the SP 2023-2027.....	64

Acronyms and abbreviations

ADA	Austrian Development Agency
AECID	Spanish Agency for International Development Cooperation
AfCFTA	African Continental Free Trade Area
AfDB	African Development Bank
AU	Africa Union
BESS	Battery Energy Storage System
CO₂	Carbon Dioxide
CSF	Community Strategic Framework
DP	Development Partners
EAC	East African Economic Community
EACREEE	East African Centre of Excellence for Renewable Energy and Efficiency
EBID	ECOWAS Bank for Investment and Development
ECA	Economic Consulting Associates
ECOWAS	Economic Community of West African States
ECOWREX	ECOWAS Observatory for Renewable Energy and Energy Efficiency
ECREEE	ECOWAS Centre for Renewable Energy and Energy Efficiency
ECSSES	ECOWAS Certification Scheme for Sustainable Energy Skills
EDCC	ECOWAS Donor Consultative Committee (for ECREEE)
EEEP	ECOWAS Energy Efficiency Policy
ENERGICA	Energy Access and Green Transition Collaboratively Demonstrated in Urban and Rural Areas in Africa
EREP	ECOWAS Renewable Energy Policy
ERERA	ECOWAS Regional Electricity Regulatory Authority
ESCO	Energy Service Company
ESEF	ECOWAS Sustainable Energy Forum
EU	European Union
GDP	Gross Domestic Product
GGGI	Global Green Growth Institute
GHG	Green House Gas
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
GN-SEC	Global Network of Regional Sustainable Energy Centres
IRP	Integrated Resource Planning
ICT	Information and Communication Technology
ISO	International Standards Organisation
LPG	Liquified Petroleum Gas
M&E	Monitoring and Evaluation

Acronyms and abbreviations

MS	Member State
NFI	National Focal Institution
OCAT	Organizational Capacity Assessment Tool
PAC-SOLAR	Promoting Agricultural Competitiveness through Solar Energy
PPDU	ECOWAS Infrastructure Projects Preparation and Development Unit
ProCEM II	Promotion of a Climate-Friendly Energy Market in the ECOWAS Region-Second Phase
PUE	Productive Use of Energy
RAAF	Regional Agency for Agriculture and Food
R&D	Research and Development
RE	Renewable Energy
REC	Regional Economic Communities
REEP	Regional Energy Efficiency Policy
RREP	Regional Renewable Energy Policy
ROGEAP	Regional Off-Grid Electricity Access Project
SACREEE	SADC Centre for Renewable Energy and Energy Efficiency
SADC	Southern African Development Community
SDG	Sustainable Development Goal
SME	Small and Medium Enterprise
SWOT	Strength, Weakness, Opportunity, and Threat
TOR	Terms of Reference
UNIDO	United Nations Industrial Development Organization
USAID	United States Agency for International Development
WACCA	West Africa Clean Cooking Program
WAPP	West African Power Pool
WASCAL	West Africa Science Service Centre on Climate Change and Adapted Landuse
WASEF	West African sustainable Energy Fund
WRCC	Water Resources Coordination Centre





Foreword



The factors that necessitated the establishment of the ECOWAS Centre for Renewable Energy and Energy Efficiency (ECREEE) nearly 13 years ago remain relevant today. In fact, the challenges in the energy sector are among others: the predominance of the biomass, particularly for cooking, the poor access to electricity, particularly in rural areas, electricity generation dominated by the use of fossil fuels, high losses in the generation, transmission, distribution in the electricity

sub-sector and other forms of energy, high tariffs and limited exploitation of the enormous renewable energy potential within the ECOWAS region. Overall, the region's growth in access has historically occurred at speeds far below what is needed to achieve United Nations Sustainable Development Goal Seven¹ - *“Ensure access to affordable, reliable, sustainable and modern energy for all.”*

Today, climate change makes the development of renewable energies and promoting energy efficiency not only imperative but also essential. Moreover, increased access to affordable electricity will contribute to economic recovery following the COVID-19 pandemic. Reliable electricity is especially needed to power healthcare and education facilities as well as other social infrastructure and create economic opportunities for vulnerable communities. Promoting energy efficiency also remains a challenge as it is crucial for the competitiveness of the region's industries and enterprises. Access to sustainable energy is also a priority to improve the resilience of people affected by the security crisis in West Africa.

ECREEE has steadily risen to its expectations to promote the development of renewable energy and energy efficiency in the region. However, there is much more to do. The time has come to increase investment in physical infrastructure projects while enhancing the enabling environment and improving the organization's governance. This strategy

¹ The World Bank: ECOWAS Regional Electricity Access and BEST Project (P167569), [Project Information Document](#), 2021



document offers a clear pathway to achieve these objectives and contribute significantly toward attaining one of ECOWAS's higher regional goals included in its 2050 Vision - economic integration and interconnectivity.

The ECOWAS Commission recognizes the considerable responsibility that behoves the ECREEE management, and staff will continue providing unflinching support. We appreciate all the technical and financial partners and other stakeholders who have stood by us over the formative and early- stage years. We call all the partners to keep their confidence on us and the upcoming to partner with us in this 2023-2027 NEW DYNAMIC and beyond.

Thank you.

Sediko Douka
Commissioner, Infrastructure, Energy, and Digitalization
ECOWAS Commission



ECREEE has steadily risen to its expectations to promote the development of renewable energy and energy efficiency in the region.





The Executive Director's Message



The ECOWAS region faces significant challenges that are expected to have a lasting impact on its population and economy. These include the widespread shock caused by the COVID-19 pandemic in 2020-2021 and the subsequent war in Ukraine in 2022. Climate change is also a major global threat with increased vulnerability in the ECOWAS region. The worrying security situation in the region reinforces this vulnerability. ECOWAS has responded to these challenges with an ambitious goal, summarised in ECOWAS Vision 2050 “a fully integrated community of peoples in a peaceful, prosperous region with strong

institutions and respect for fundamental rights and freedoms and striving for inclusive and sustainable development.”

In this context, access to sustainable energy services continues to be a critical development challenge in the ECOWAS region, and the transition to clean energy is becoming increasingly crucial. After 12 years of operation, ECOWAS Centre for Renewable Energy and Energy Efficiency (ECREEE) has become the go-to institution for Renewable Energy (RE) and Energy Efficiency (EE) in the ECOWAS region. ECREEE has evolved and developed its Strategic Plan 2023-2027, which aligns with the ECOWAS Commission's 4x4 strategic objectives for the 2022-2026 period and which consolidates its vital role in the region by becoming a cornerstone of implementing the Sustainable Energy section of the ECOWAS Community Strategic Framework (CSF) 2023-2027. This ambition is manifested through ECREEE's contribution to realizing the third pillar of ECOWAS Vision 2050 by intensifying infrastructure development and interconnectivity, ensuring increased availability and access to affordable energy services.

ECREEE's strategic plan 2023-2027 is based on a precise formulation of its vision, mission, and strategic orientations in line with the objectives set out in the Regulation PC/REX.5/06/2020 on the organization and functioning of the ECREEE. ECREEE's Vision is to be the leading facilitator of universal access to reliable and affordable modern energy across the ECOWAS Member States. Its Mission is to promote renewable energy and energy efficiency in the ECOWAS region



through programs that generate high socio-economic impact. In addition, the Strategic Plan revolves around three strategic orientations: (i) Strengthened Institutional, Administrative, Financial, and Digital Governance; (ii) Improved implementation of Programs and Projects; (iii) Strengthened partnerships and Resource Mobilization.

The successful implementation of this strategic plan relies on the effective involvement of stakeholders in promoting sustainable energy in West Africa and internationally. Also, in a synergy of actions with the Department in charge of energy of the ECOWAS Commission and other specialized agencies, we will intensify our engagements with our technical and funding partners, as well as national public institutions, the private sector, civil society, academic and scientific partners, and all actors involved in the promotion of sustainable energy. In addition, we will work with development banks, financial and banking institutions, and all green finance actors to mobilize resources to implement sustainable energy programs that positively impact the region's economy and ensure access to sustainable energy for all by 2030.

We warmly thank all who contributed to developing this ECREEE 2023-2027 strategic plan. We appreciate the steady support of the President of the ECOWAS Commission and the Commissioner for Infrastructure, Energy, and Digitalisation. We are committed to successfully implementing this ambitious strategic plan with all partners, institutions, and stakeholders promoting sustainable energy.

Jean Francis SEMPORE
Executive Director



After 12 years ECREEE has become the go-to institution for Renewable Energy and Energy Efficiency in the ECOWAS region.





Acknowledgments

This Strategic Plan benefited from valuable inputs from internal and external stakeholders, including ECREEE's staff, its ECOWAS-Donors' Consultative Committee (EDCC) members, Development Partners, National Focal Institutions, and other private and public sector actors who have contributed with ideas, inputs, and perspectives that have enriched this document. We particularly appreciate the generous funding support of the Austrian Development Agency (ADA) towards the development of the documents. The following is a non-extensive list of people and organizations that have supported the development of this Strategic Plan:

- ECOWAS Commissioner for Infrastructure, Energy, and Digitalisation: Mr. Sediko Douka,
- ECOWAS Donors Consultative Committee, Member: Prof. Abubakar Sambo,
- ECREEE's National Focal Institutions Representatives,
- ECREEE's Executive Director: Mr. Jean Francis Sempore,
- ECREEE's former Ag. Executive Director: Mr. Bah Saho,
- ECREEE's Ag. Director of Admin, Finance, and ICT: Mr. Gibson Obasi,
- ECREEE's Director of Operations, Mr. Kouakou Alexis Kouassi,
- ECREEE's Resource Mobilization Officer: Ms. Monica Maduekwe,
- Representatives of the following partners:
 - o African Development Bank (AfDB),
 - o Austrian Development Agency (ADA),
 - o Spanish Agency for International Development Cooperation (AECID),
 - o European Union (EU),
 - o Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ),
 - o United States Agency for International Development (USAID),
 - o United Nations Development Program (UNDP),
 - o United Nations Industrial Development Organisation (UNIDO) and the
 - o World Bank, West Africa Centre on Climate Change and Adapted Landuse (WASCAL), and

- ECREEE 2010-2020 Impact Evaluation Consultants: Mr. José de Bettencourt and Ms. Claudia Raimundo.

We are very grateful to ECREEE staff and consultants for their direct contributions to this Strategic Plan, ensuring that it reflects the organization's priorities, ambitions, and goals for the future. As stated during the development of this document, this Strategic Plan is ECREEE's Plan, and their inputs have made this a reality. The process was facilitated by a Task Force whose members are:

- Mr. Collins Osae: Monitoring and Evaluation Consultant and Task Force Coordinator,



- Mr. Hyacinth Elayo: Former Acting Head of Programs & Program Officer, RE&EE Policy and Regulation,
- Dr. Charles Dakoua Diarra: Consultant, Energy Efficiency Expert,
- Mr. Guei Guillaume Fullbert Kouhie: Program Officer, Renewable Energy Technologies,
- Ms. Adeola Adebisi: Consultant, Sustainable Energy & Climate Change, and
- Mr. Siré Abdoul Diallo, Private Sector Coordination Consultant.



This Strategic Plan benefited from valuable inputs from internal and external stakeholders, including ECREEE's staff, its ECOWAS-Donors' Consultative Committee (EDCC) members, Development Partners, National Focal Institutions, and other private and public sector actors





Executive Summary

The ECOWAS region is facing significant challenges expected to have long-lasting impacts on its people. Following a decade of relative stability, the global economy seems fragile following a widespread shock caused by the COVID-19 pandemic in 2020-2021 and the subsequent war in Ukraine in 2022. Both events have caused a significant humanitarian crisis and have questioned many countries' policy priorities. For the ECOWAS region, this has meant short-term supply chain disruptions and difficulties accessing funding. In addition, climate change remains the most significant threat globally, with the ECOWAS region, particularly vulnerable. The worrying security situation in the region reinforces this vulnerability.

ECOWAS has responded to these challenges with an ambitious goal, summarised in ECOWAS Vision 2050:

“A fully integrated Community of peoples, living in a peaceful and prosperous region, with strong institutions and respect for fundamental rights and freedoms, striving for inclusive and sustainable development.”

Since its establishment in 2010, the ECOWAS Centre for Renewable Energy and Energy Efficiency (ECREEE) has become the go-to institution for Renewable Energy (RE) and Energy Efficiency (EE) in the ECOWAS region. It coordinates the efforts of different stakeholders, builds the region's internal capacity in RE and EE, works with governments to harmonize and implement policies, develops RE and EE programs, and mobilizes resources from around the world toward RE and EE projects. After more than 10 years of operation, ECREEE has evolved and cemented its vital role in the region and is now a cornerstone within the ECOWAS Community Strategic Framework (CSF), contributing to its third pillar – Economic Integration and Interconnectivity – through the intensification of infrastructure development and connectivity, by ensuring increased availability and access to affordable energy services.

ECREEE's guiding principles for the 2023-2027 period are summarized by its mission and vision statements, which have been reformulated to reflect the Centre's role in the ECOWAS region and within the ECOWAS CSF:

ECREEE's Vision is to be the leading facilitator of universal access to reliable and affordable modern energy across the ECOWAS Member States.

ECREEE's Mission is to promote renewable energy and energy efficiency in the ECOWAS region through programs that generate high socio-economic impact.

This Strategic Plan aims to showcase the process through which ECREEE aims to achieve its



objectives in pursuit of its Mission to fulfil its Vision. This is guided by the Agency's Strategic Orientations, which are presented below, along with ECREEE's key commitments:

Strategic Orientation 1: Strengthened Institutional, Administrative, Financial, and Digital Governance

- Improved internal institutional governance,
- Improved external institutional governance,
- Improved administration and service,
- Enhanced delivery of financial support services
- Communication, information system, and digitalization strengthened, and
- Improved capacity for internal and external service delivery.

Strategic Orientation 2: Improved implementation of Programs and Projects

- Local economic development improved through the use of renewable energy;
- Utility-scale renewable energy solutions integrated into interconnected power systems;
- Off-grid solutions massively deployed in remote areas;
- New cutting-edge RE and EE technologies in research and development implemented;
- Carbon Dioxide (CO₂) emissions by industry and other applications reduced;
- Use of energy-inefficient appliances decreased;
- Clean cooking technologies and fuels used at large scale;
- EE in buildings widely incorporated in national urban planning codes;
- Gender and youth issues incorporated into and addressed in EE and RE projects;
- Environmental issues incorporated into and addressed in EE and RE projects;
- Capacity of stakeholders in RE and EE programs and projects strengthened to improve service delivery;
- A Regional Certification Body is established;
- Programs and projects monitoring and evaluation improved; and
- Improved dissemination of RE and EE knowledge and ECREEE's impact to stakeholders.

Strategic Orientation 3: Strengthened partnerships and Resource Mobilization

- Strengthened cooperation with networks of partners,
- Increased financial inflows;
- Increased public and private sector investments or Foreign Direct Investment in RE & EE in the ECOWAS Member States as a result of ECREEE's intervention.

At the operational level, the 2023-2027 strategic plan is broken down into three regional programs-- renewable energy, energy efficiency, cross-cutting-- each consisting of seven (7) sub-programs as well as a regional initiative consisting of three (3) sub-initiatives (ECOWAS Observatory for RE & EE, RE & EE Annual Progress Report, ECOWAS Sustainable Energy Forum).

- The sub-programs of the regional program in renewable energy are as follows:
 - i) Bioenergy, ii) Rural Electrification, iii) Small Hydroelectricity, iv) Solar Thermal, v) Nexus Energy Water Food and Circular Economy, vi) Green Hydrogen and vii) West African Clean Energy Corridor.

- The sub-programs of the regional program in energy efficiency are as follows:
 - i) Efficient Lighting and Appliances, ii) Energy Efficiency in Buildings, iii) Energy Efficiency in Industry, iv) High-Performance Distribution of Electricity, v) Energy Efficiency in transport and e-Mobility, vi) Standards and Labeling and vii) West Africa Clean Cooking.

- The sub-programs of the regional program in cross-cutting are as follows:
 - i) Sustainable Energy Policies, ii) Regional Electricity Market and Energy Storage, iii) Capacity Building and Certification, iv) Gender Mainstreaming in Energy Access, v) Climate Change, vi) Project Development and Finance, and vii) Technology Transfer and Research.

To achieve its strategic outcomes, an indicative budget was developed aiming for the expansion and retainment of permanent staff (reaching 40 permanent staff by 2027), expanding ECREEE's presence in EE, and recognizing that most of ECREEE's program budgeting will depend on ECREEE's Resource Mobilization strategy. This results in a total budget of 19 million USD in 2027; 83.5% of funding would come from external sources, whereas the budget share of permanent staff (covered by ECOWAS) would double to 10.3% in 2027. A more conservative scenario, which assumes a 2% annual real-term increase in external funding for all program areas, results in a budget of 16.4 million USD by 2027, while an optimistic scenario with real-term increases in external financing for 5-10% foresees a total budget of 20.3 million USD in 2027. As can be seen, resource mobilization will be the primary driver for ECREEE's budget and, consequently, its reach and impact.

One of the main challenges in implementing this Strategic Plan will be overcoming ECREEE's internal gaps and weaknesses. Two areas of focus have been identified: ECREEE's institutional identity and Project Management and Financial sustainability. Having identified the main problems and proposing their solution at the core of ECREEE's Theory of Change, ECREEE is



ready to implement solutions that will make the organization more efficient and sustainable. ECREEE will also incorporate improvements at the program-implementation level. This includes using a Strategic Logical Framework and a Performance Monitoring Plan, which set the project-level outputs and outcomes, the targets to be pursued, and how ECREEE will verify their attainment.



ECREEE has evolved and cemented its vital role in the region and is now a cornerstone within the ECOWAS Community Strategic Framework (CSF), contributing to its third pillar – Economic Integration and Interconnectivity – through the intensification of infrastructure development and connectivity, by ensuring increased availability and access to affordable energy services.



PART I: ANALYSES





1. Renewable Energy and Energy Efficiency in the ECOWAS region



ECOWAS has facilitated the cooperation between Member States looking to address issues in the energy sector with regional solutions. This is evidenced in the establishment of Specialised Agencies such as ECREEE, the West African Power Pool (WAPP), and the ECOWAS Regional Electricity Regulatory Authority (ERERA)



1.1 ECOWAS Energy Sector

The energy sector in the ECOWAS region is characterised by long-lasting challenges to be addressed to achieve the Sustainable Development Goal (SDG) 7: ensure universal access to affordable, reliable, and modern energy services. Energy Access remains a problem for the Member States, with around 180 million people having deficient or non-existent access to electricity as of 2022. Significant disparities exist between the Member States and urban and rural areas in each country. Generation is still insufficient, and the region remains dependent on imported fuels, exposing it to external shocks. Transmission and distribution have high commercial and technical losses of around 21.5%, which conflate the new generation capacity required to meet increasing demand from rapidly growing urban areas¹.

ECOWAS Vision 2050 responds to these challenges as an integral part of achieving Pillar 4: Transformation, Inclusive and Sustainable Development². The Vision document highlights

¹ NTU International, 2022. [Access to electricity in the ECOWAS region](#)

² ECOWAS Vision 2050



the need to strengthen environmental sustainability and promote sustainable growth and development, with the fight against climate change playing a central role. In addition, cross-cutting issues have been incorporated within ECOWAS policies for the energy sector, such as addressing gender issues and building institutional capacity to reduce the region's vulnerability to shocks.

ECOWAS has facilitated the cooperation between Member States looking to address issues in the energy sector with regional solutions. This is evidenced in the establishment of Specialised Agencies such as ECREEE, the West African Power Pool (WAPP), and the ECOWAS Regional Electricity Regulatory Authority (ERERA). It is also evidenced by implementing regional programmes and initiatives such as the Regional Off-Grid Electricity Access Project (ROGEAP).

Within the region, there is a broad consensus on the need to leapfrog fossil fuels in the long run as the critical energy driver for development, though governments still place fossil fuels as key for the continent's economic growth in the short run. The ECOWAS region has the potential to make that leap without compromising development objectives for its population. Reducing the dependency on fossil fuels while ensuring equitable and sustainable development has been an enduring vision of the Member States, opening opportunities for EE and RE, and is a core objective of the ECOWAS Renewable Energy Policy. This is where ECREEE plays a decisive role.

1.2 ECREEE's History

ECREEE was legally established in 2008 at the 61st Session of the ECOWAS Council of Ministers, which took place in Ouagadougou on the 29th of November 2008, with the secretariat established in 2010. ECREEE was formally inaugurated by the then Prime Minister and now President of Cabo Verde, Jose Maria Neves, and then President of the ECOWAS Commission, James Gbeho, on the 6th of July 2010. On the same day, a headquarters agreement between the Government of Cabo Verde and ECOWAS was signed in Praia. This resulted from a long-lasting effort by ECOWAS to establish a centre to coordinate EE and RE strategies in the region and was initially supported by the United Nations Industrial Development Organization (UNIDO) and the Austrian and Spanish governments and subsequently by a broad spectrum of donors.

ECREEE is responsible for developing and promoting RE and EE in the ECOWAS region. Its objectives, according to ECOWAS Revised Enabling Rules for ECREEE³, are:

- Coordination of projects and programs related to EE and RE, improving access to modern;

³ ECOWAS Implementing Regulation PC/REX.5/06/2020 on the Organization and Functioning of ECREEE.



energy services and energy security;

- Sensitization and capacity building on EE and RE in the region;
- Policy harmonization for the implementation of such projects in the member states;
- Research and technology transfer; and
- Program development and resource mobilisation.

Since its establishment, ECREEE has become the critical institution for issues related to EE and RE in the ECOWAS region. Following the implementation of its 2011-2016 and 2017-2021 strategic plans, ECREEE has placed EE and RE at the centre of policy agendas within the Member States and has successfully implemented and coordinated projects under the initiative of a wide range of key stakeholders, from development agencies to national institutions. Moreover, ECREEE has become a reference for other regional blocks. Similar organizations, such as the SADC Centre for Renewable Energy and Energy Efficiency (SACREEE) and the East African Centre of Excellence for Renewable Energy and Efficiency (EACREEE) in southern and eastern Africa, have been established, and ECREEE remains a vital member of the Global Network of Regional Sustainable Energy Centres (GN-SEC).

However, ECREEE's previous work has also revealed shortcomings in project implementation, strategic direction and organizational capacity that hinders its full potential, which this Strategic Plan aims to address.

1.3 ECREEE's Current Governance

ECREEE's current governance is determined by the ECOWAS Implementing Regulation PC/REX.5/06/2020 on the Organization and Functioning of ECREEE, signed on the 5th of November 2020, and the Memorandum on the organization and functioning of the ECOWAS-Donors Consultation Committee for ECREEE signed on the 18th of November 2020. ECREEE is an ECOWAS-specialized agency overseen by the Commissioner for Infrastructure, Energy, and Digitalization and reports to the EDCC. ECREEE's organizational structure consists of two Directorates, Administration and Finance, and RE&EE Project Development & Resource Mobilisation. The organizational chart can be seen in Figure 1:

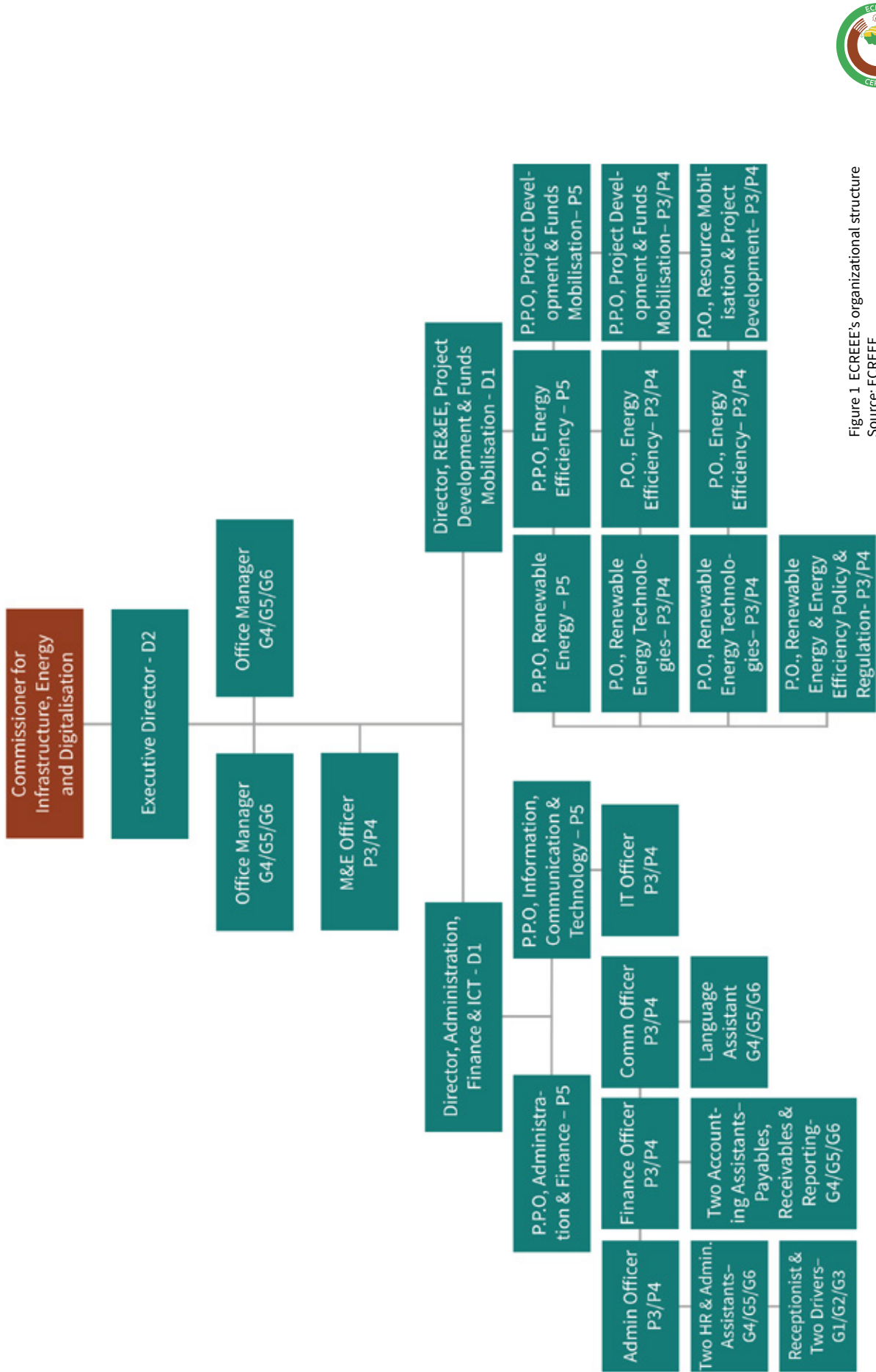


Figure 1 ECREE's organizational structure
Source: ECREE





1.4 Strengths, Weaknesses, Opportunities, and Threats (SWOT)

Table 1 includes a summary of ECREEE’s strengths, weaknesses, opportunities, and threats based on the key findings of this section.

Strengths	Opportunities
<ul style="list-style-type: none"> • ECREEE is well-established and recognised as the go-to institution for RE and EE in West Africa • Solid political support from the ECOWAS Commission and development partners (DPs) • Articulated policies which guide the implementation of RE, EE, bioenergy, and gender mainstreaming in energy access. • A diverse portfolio of successful RE/EE interventions, such as supporting National action plans and feasibility studies. • Repository of information made openly available through the ECOWAS Observatory for RE & EE (ECOWREX⁴) • Proactive in addressing weaknesses identified in external evaluations. • A renewed momentum to steer progress toward achieving the Centre’s vision as the new management team has been involved in shaping the 2023-2027 strategic plan. 	<ul style="list-style-type: none"> • Regional approach to achieve universal access to modern forms of energy – ‘not leave anyone behind.’ • Add momentum to the establishment of a regional market for electricity, • Assist the Member States to mainstream neglected areas: <ul style="list-style-type: none"> o energy efficiency o women’s access to energy o distributed generation (RE generation by customers of power utilities) • Provide regional leadership on new technologies and opportunities (such as Green Hydrogen, storage, e-mobility, carbon pricing, etc.) • The main connection point between development partners, governments, and private sector RE/EE actors.

⁴ The ECOWAS Observatory for Renewable Energy and Energy Efficiency (ECOWREX) is a web-based platform, aimed at mitigating the poor quality of data and information in the sphere of sustainable energy in the ECOWAS region. It was adopted by the ECOWAS Energy Ministers on October 31st, 2012, at its 11th meeting, in Accra, Ghana, to support decision making, providing tailored information and planning tools. It is available at www.ecowrex.org.



Weaknesses	Threats
<ul style="list-style-type: none"> • Ability to define own agenda and to plan limited by: <ul style="list-style-type: none"> o dependence on Development Partners for most of the financing and reporting structure, where the only board to which ECREEE reports is the ECOWAS-Donor Consultative Committee o reliance on consultants recruited for projects, only a small core of permanent staff. • Insufficient attention is given to M&E of interventions, but this weakness is being addressed. • Heavy reliance on cumbersome ECOWAS policies and procedures in administrative, HR, and finance functions • Occasional miscommunication between administrative/financial functions and program implementation and evaluation, resulting in data not being readily available. • Deficient external communications strategy 	<ul style="list-style-type: none"> • Changing development partner priorities can destabilise Work Programs • Missed opportunities are the product of the lack of visibility of ECREEE's work. • Political developments can undermine the commitment of stakeholders to regional integration. • External shocks that require rapid change of internal policies and procedures

Table 1: SWOT matrix

PART II: STRATEGY





2. Development Context of the Strategic Plan 2023-2027



While ECREEE's work impacts all three strategic orientations and the other pillars, it is directly invested in intensifying infrastructure development and interconnectivity concerning the energy sector.



2.1 ECOWAS Vision 2050 – and the Pillar Applicable to ECREEE

ECOWAS Vision 2050 has been developed after a comprehensive analysis of the achievements and lessons learned from the ECOWAS Vision 2020. It also sets to update ECOWAS' Vision incorporating new significant developments for the region, including adopting the African Union's Agenda 2063, the UN Sustainable Development Goals, the Paris Climate Agreement of 2015, and the Global Pact for Safe, Orderly and Regular Migration in 2020. Moreover, ECOWAS recognizes important trends, such as the strengthening of continental integration and the emergence of new technologies and digitisation of sectors of the economy, which ECOWAS refers to as the 4th Industrial Revolution. Under this context, ECOWAS has set Vision 2050 as:

A fully integrated Community of peoples living in a peaceful and prosperous region, with strong institutions and respect for fundamental rights and freedoms, striving for inclusive and sustainable development.

This Vision is anchored on five pillars:

1. Peace, Security, and Stability,
2. Governance and Rule of Law,



- 3. Economic Integration and Interconnectivity,
- 4. Transformation, Inclusive and Sustainable Development and
- 5. Social Inclusion.

ECREEE’s work is incorporated in the third pillar, Economic Integration and Interconnectivity, which is sustained by three Strategic Orientations:

- I. Consolidate the Free Movement of People and Goods and accelerate market integration;
- II. Accelerate monetary union and economic and financial integration; and
- III. Intensify infrastructure development and interconnectivity.

While ECREEE’s work impacts all three strategic orientations and the other pillars, it is directly invested in intensifying infrastructure development and interconnectivity concerning the energy sector. More evidently, this contribution is laid out in one of the expected outcomes: increased availability and access to affordable energy services. Figure 2 locates ECREEE’s contribution under this framework, presented in the ECOWAS Community Strategic Framework 2023-2027.

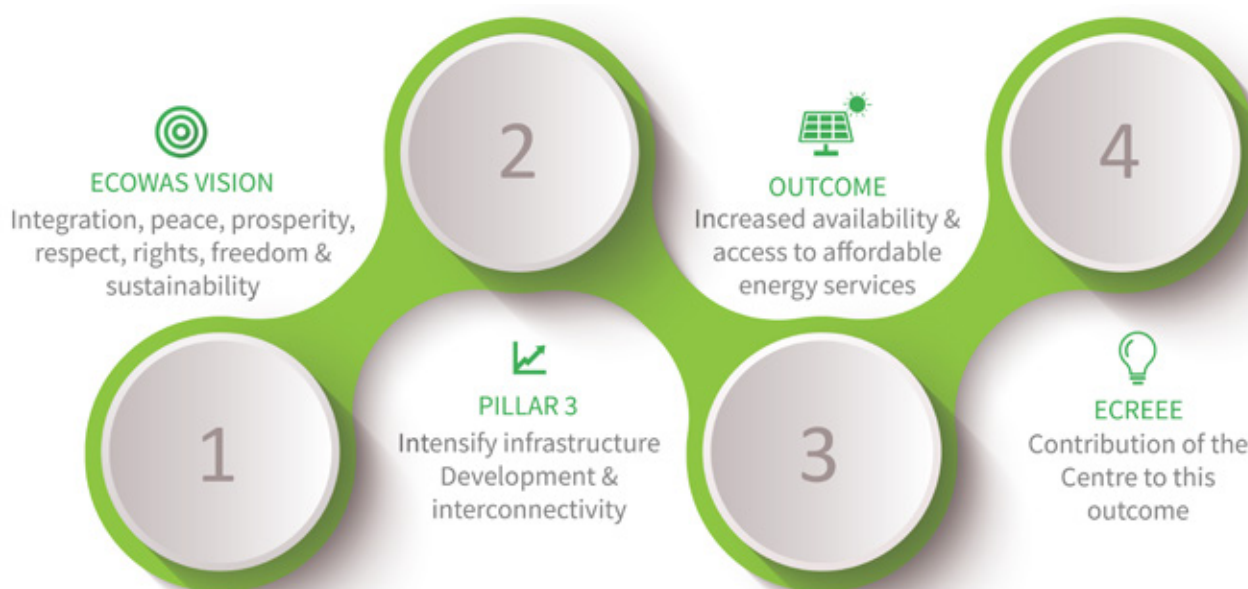


Figure 2: ECREEE’s contribution to ECOWAS Vision 2050
Source: ECOWAS Community Strategic Framework 2023-2027



2.2 ECREEE’s Contribution to the “4X4 Strategic Objectives” of the current ECOWAS Commission’s Management

The current management of the Commission has defined, for its four-year tenure (i.e., 2022-2026), four strategic objectives, known as “4X4 Strategic Objectives”:

- Objective 1: Enhanced Regional Peace and Security,
- Objective 2: Deeper Regional Integration,
- Objective 3: Good Governance, and
- Objective 4: Inclusive and Sustainable Development.

ECREEE’s work aligns with three intervention areas under the fourth objective— i) energy, ii) infrastructure and environment, and (iii) gender and social programs.





2.3 ECREEE's Vision, Mission, Objectives, and Values

ECREEE's mission and vision statements were reviewed as part of developing this Strategic Plan. These statements are essential, as they encapsulate the organization's identity while also providing a guide for critical stakeholders to understand the reach and capabilities of the organization. Following ECREEE's internal re-examination, as well as consultations with key personnel as part of the Strategic Plan process, these are ECREEE's Vision and Mission statements:

2.3.1 Vision

ECREEE's Vision is to be the leading facilitator of universal access to reliable and affordable modern energy across the ECOWAS Member States

2.3.2 Mission

ECREEE's Mission is to promote renewable energy and energy efficiency in the ECOWAS region through programs that generate high socio-economic impact.

The vision statement responds to ECREEE's overall aim, also enshrined in the ECOWAS Vision 2050, of achieving universal energy access that is affordable, modern, and sustainable in all Member States. ECREEE's long-term objective will guide the change that ECREEE intends to have in the region and the purpose of every intervention, from the local to the regional level. The mission statement, on the other hand, focuses on ECREEE's role in enacting that change. It clearly defines the organization's scope and approach while emphasizing other actors' roles. It encapsulates every intervention's methodology and provides insight into how ECREEE achieves an impact from the inputs it currently possesses.

2.3.3 Objectives

ECREEE's objectives, as elaborated in its ECOWAS Implementing Regulation on the Organization and Functioning of ECREEE, are to:



1. Coordination of projects and programs relating to the promotion and development of renewable energy resources, the increase of energy efficiency to improve access to modern energy services and energy security in the Member States;
2. Sensitization and capacity building in the region on renewable energy and energy efficiency;
3. Policy harmonization and quality assurance of renewable energy and energy efficiency services;
4. Energy research and technology transfer; and
5. Program development and resource mobilization.

These improvements will also be reflected in ECREEE's governance. The Centre will formalize and develop standard operating procedures for its M&E, IT, Administration, and Finance functions, aiming to provide more efficient services for all key stakeholders in the energy sector. In addition, ECREEE will strengthen its internal controls and risk assessment procedures to reassure private and public stakeholders that ECREEE's work is effective, transparent, and fair. ECREEE will work towards improving its external governance through regular engagement with the Committee of Donors and collaboration with National Focal Institutions (NFIs). The Centre will also establish a formal partnership with agencies in charge of rural electrification, renewable energy, and energy efficiency in the ECOWAS Member States.

2.3.4 Values

Values that ECREEE staff subscribe to include:

1. Good Governance: We adhere to corporate governance principles in our service delivery.
2. Transparency: Aware that our reputation is predicated on good governance and transparency, we readily make available information needed by stakeholders and the general public.
3. Mutual respect: We commit to collaborating with colleagues and stakeholders in an environment of mutual respect.
4. Solidarity: Convinced that we achieve more together, we strive to remain united in purpose.



2.4 ECREEE’s Strategic Orientations

2.4.1 Strategic Orientation 1 – Strengthened Institutional, Administrative, Financial, and Digital Governance

Strengthening ECREEE’s institutional capacity is a primary goal for 2023-2027. ECREEE’s work has proved vital for expanding RE technologies and adopting EE measures in the region. However, internal gaps remain, mainly in staffing, facilities, and institutional governance. Thus, ECREEE aims to cover all vacant positions with permanent staff and develop onboarding and training processes to ensure that all of ECREEE’s experience and knowledge it acquires are built within the institution. Moreover, ECREEE will modernize its facilities and raise funds for a new headquarters to ensure the best work environment for staff and visitors, attracting the best talent in the region.

These improvements will also be reflected in ECREEE’s governance. The Centre will formalize and develop standard operating procedures for its M&E, IT, Administration, and Finance functions, aiming to provide more efficient services for all key stakeholders in the energy sector. In addition, ECREEE will strengthen its internal controls and risk assessment procedures to reassure private and public stakeholders that ECREEE’s work is effective, transparent, and fair. ECREEE will work towards improving its external governance through regular engagement



with the Committee of Donors and collaboration with National Focal Institutions (NFIs). The Centre will also establish a formal partnership with agencies in charge of rural electrification, renewable energy, and energy efficiency in the ECOWAS Member States.

2.4.2 Strategic Orientation 2 – Improved Implementation of Programs and Projects

ECREEE will build on the successes and lessons from implementing the last Strategic Plan to improve program implementation in RE, EE, and cross-cutting issues. ECREEE will expand on its work of fomenting successful RE and EE solutions (on-grid and off-grid) by building databases of valuable parameters and best practices to support developers. ECREEE will also remain at the forefront of new RE and EE technologies by becoming more proactive in their inclusion in projects and programs. Likewise, ECREEE will emphasize the importance of EE and Productive Use of Energy (PUE), both natural complements of RE, by offering training and including EE and PUE considerations in its annual programming.

The Centre will also reinforce the collection and reporting of data on the regional progress towards achieving policy targets and revamping the ECOWREX platform. ECREEE will also consider waste management, electrical safety, and security.

Given its central role in RE and EE development, ECREEE understands its responsibility to address social and environmental issues in its programming. Therefore, the agency will continue developing programs focusing on gender and youth while operationalising the ECOWAS Policy on Gender Mainstreaming in Energy Access. In addition, ECREEE will also tackle environmental issues that might come with RE and EE projects, minimizing environmental affectations and incorporating best practices to protect flora and fauna. To follow this commitment, ECREEE will build capacity in the relevant stakeholders and improve its program M&E practices using Management tools, such as logical frameworks, implementing external evaluations, and operationalising reporting and data gathering.

2.4.3 Strategic Orientation 3 – Strengthened Partnerships and Resource Mobilization

ECREEE understands that being at the centre of RE and EE and having a region-wide impact requires cultivating partnerships and ensuring resource mobilization for its programs. Thus, ECREEE will expand its broad network of key stakeholders to include other ECOWAS specialized agencies, global RE networks, and research centres in academia and the private sector. Maintaining an active communication channel with these organizations and with development



partners, financial institutions, and national stakeholders in the Energy Sector; will be a crucial pillar for ECREEE’s success in fulfilling its vision. In addition, ECREEE will continue to play a significant role in the Global Network of Sustainable Energy Centres (GN-SEC).

This enhanced network of key stakeholders and partners will be vital for the success of ECREEE’s Resource Mobilisation strategy. To mobilise funds, ECREEE will improve its visibility and the visibility of its work to attract public and private sector investment to its programming. Moreover, ECREEE will strengthen ECOWAS Renewable Energy Facility to operationalise the groundbreaking West Africa Sustainable Energy Fund, which will connect investors and entrepreneurs of all sizes around the region. Finally, ECREEE will reinforce these links by redesigning the ECOWAS Sustainable Energy Forum to maintain continuous collaboration between all critical actors in the sector.



2.5 Linkage between ECREEE’s Strategic Orientation, the CSF, and Vision 2050

The strategic orientations seen above constitute the main focus of ECREEE in this Strategic Plan. ECREEE’s objectives are deeply embedded in the ECOWAS Community Strategic Framework 2023-2027, which aims to achieve ECOWAS Vision 2050. Figure 3 illustrates how ECREEE’s goals will be integral to this Vision, from its important place in the Energy Sector to sustainable development for the entire region.

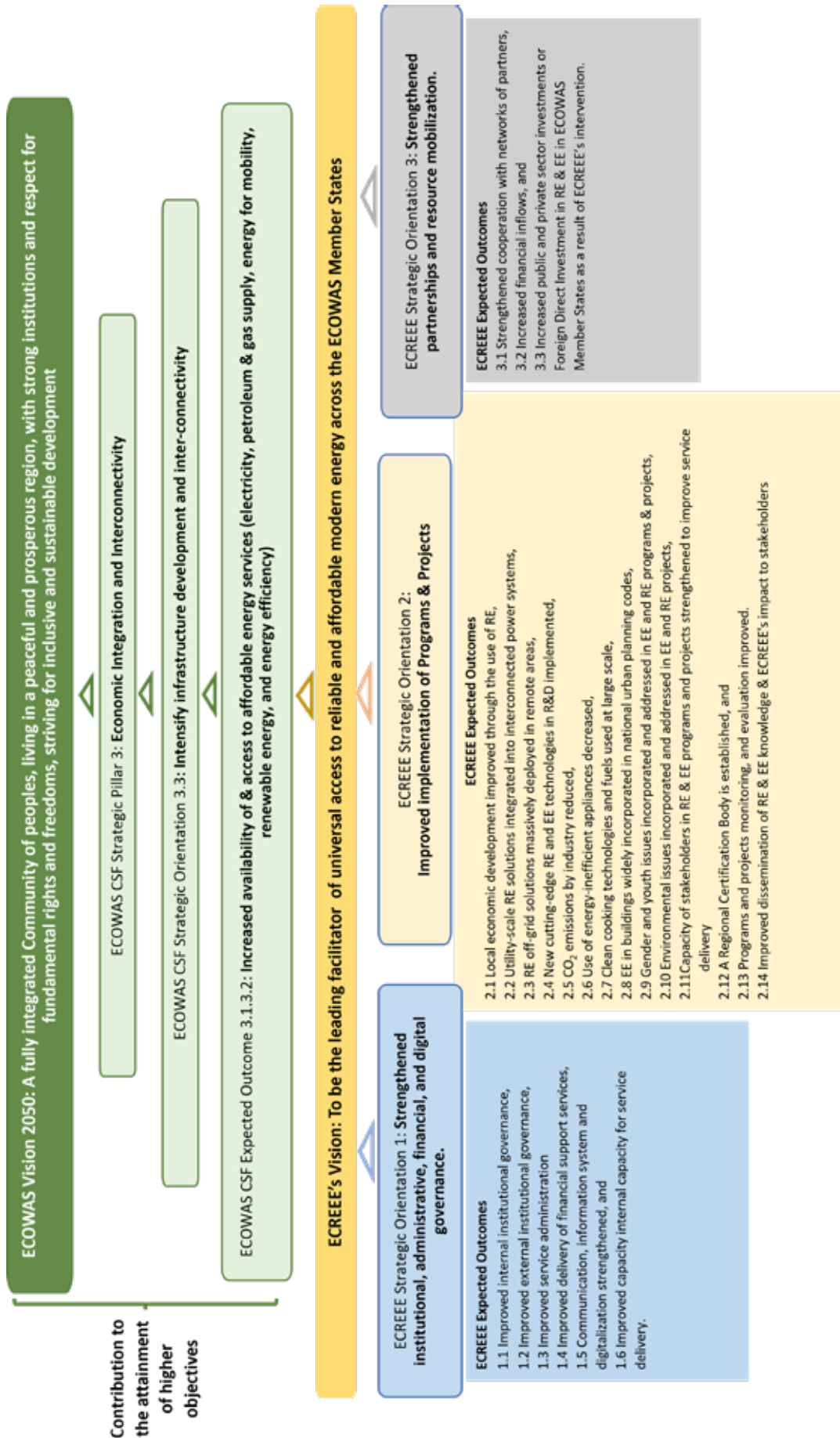


Figure 3: Link between ECREEE's Strategic Framework, the CSF, and ECOWAS Vision 2050
Source: ECREEE

2.6 ECREEE's Theory of Change

ECREEE's Theory of Change is based on how the organization plans to impact the region. The following diagram explains ECREEE's Theory of Change. It incorporates initial findings from previous work, the 2022 Work Program, the ECOWAS CSF, and consultations on ECREEE's role within the ECOWAS region.

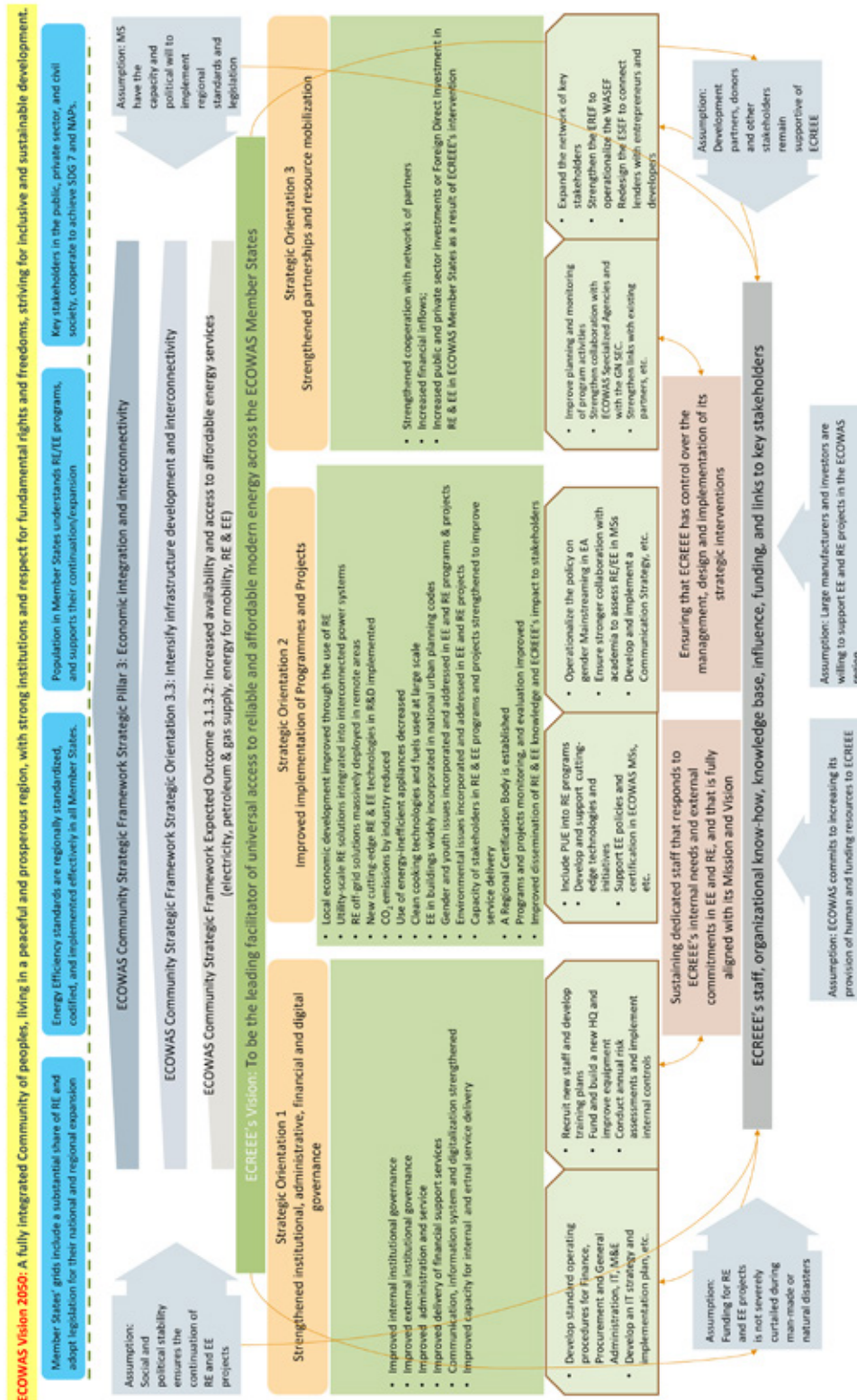


Figure 4: ECREEE's Theory of Change



2.6.1 Strategic Interventions

At the base of the Theory of Change are the Strategic Interventions that ECREEE will undertake as part of this Strategic Plan. Table 6 details these interventions according to their expected outcome for each Strategic Orientation.

Strategic Orientation	Expected Outcomes/ Effects	Strategic Interventions
1). Strengthened institutional, administrative, financial, and digital governance	1.1 Improved internal institutional governance	a) Develop and utilize internal communication procedures
		b) Develop and utilize standard operating procedures for Finance, Procurement and General Administration, IT, M&E, etc
		c) Conduct annual risk assessment
		d) Implement all necessary internal controls
		e) Set Task Forces and/or Steering Committees in specific areas (RE, EE, IT, Communication...) to improve the efficiency of the action
	1.2 Improved external institutional governance	a) Improve collaboration with the National Focal Institutions (NFIs)
		b) Formalize collaboration with the national agencies in charge of Rural Electrification, Renewable Energy, and Energy Efficiency
		c) Establish a constructive dialogue with the other specialized agencies of the ECOWAS Commission
		d) Hold statutory meetings (ECOWAS - Donors Committee) and implement recommendations
	1.3 Improved administration and service	a) Raise funds and construct a headquarters building
		b) Improve the ECREEE energy management system
		c) Replace worn-out facilitates and procure replacements, e.g., Furniture, IT equipment, and Vehicles.
d) Develop and utilize an on-boarding manual for newly recruited staff		



Strategic Orientation	Expected Outcomes/ Effects	Strategic Interventions
1). Strengthened institutional, administrative, financial, and digital governance	1.4 Improved delivery of financial support services	a) Implement the management and support system by utilizing the Enterprise Resource Planning Tools – SAP-Finance and Controlling (FICO), Human Capital Management (HCM), Materials Management (MM), etc.
		b) Budget for risk mitigation
		c) Meet funding partners' financial reporting requirements
	1.5 Strengthened communication, information system, and digitalization	a) Develop an Information Technology (IT) Strategy and Implementation Plan
		b) Establish a Steering Committee for IT governance
		c) Specifying internal and external communication methods, tools, and channels
		d) Transition from the current situation of a Limited Insurance Information System to Substantial Assurance through Reasonable Insurance.
		e) Strengthen the use of Information & Communication Technology and dematerialization
	1.6 Improved capacity for internal and external service delivery	a) Recruit staff (internal and external) to fill vacant positions as designated in the approved organogram
b) Develop and implement staff training plans		
c) Implement an improved staff performance evaluation system		

Table 2: ECREEE's Strategic Interventions for 2023-2027

Source: ECREEE

When operationalizing these interventions, the staff responsible will be duly identified.



Strategic Orientation	Expected Outcomes/ Effects	Strategic Interventions
2). Improved implementation of programs and projects	2.1 Local economic development improved through the use of renewable energy	a). Develop regional sustainable energy plans
		b). Establish connections between renewable energy and energy efficiency programs and international development initiatives
		c). Build a repository of best practices on how to incentivize productive use of energy in different settings across the region
		d). Incorporate productive use of energy into small-scale renewable energy programs
		e). Train beneficiary communities on the opportunities for the use of electricity for income-generating activities tailored to communities
	2.2 Utility-scale renewable energy solutions integrated into interconnected power systems	a). Collect data on the use of electricity by connection and on anchor loads to be used by renewable energy solutions developers.
	2.3 Off-grid solutions massively deployed in remote areas	a). Develop and implement interventions focusing on clean energy mini-grids and solar home systems
	2.4 New cutting-edge RE and EE technologies in research and development implemented	a). Develop initiatives, programs, and projects on emerging themes such as Battery Energy Storage, Green Hydrogen, Digitalisation of Energy Infrastructure and Services, Water-Energy-Food Nexus, Circular Economy, E-mobility, etc.).
		b). Promote Research and Development, and Innovation in Renewable Energy and Energy Efficiency
	2.5 Carbon Dioxide (CO2) emissions by industry and other sectors/applications reduced	a). Develop and implement a pipeline of Industrial Energy Efficiency projects.
b). Implement Energy Management Systems and Environmental Management Systems in Industry		
2.6 Use of energy-inefficient appliances decreased	a). Support Member States to implement ECOWAS-approved Minimum Energy Performance Standards and Labels). Examples: Establish testing centers, incentives, and quality assurance systems	
2.7 Clean cooking technologies and fuels used at large scale	a). Develop and implement a pipeline of projects, including clean cooking solutions	
	b). Put in place funding mechanisms and develop the capacity of stakeholders	



Strategic Orientation	Expected Outcomes/ Effects	Strategic Interventions
2). Improved implementation of programs and projects	2.8 EE in buildings widely incorporated in national urban planning codes	a). Support the Member States to integrate Energy Efficiency Building Codes into their national codes.
	2.9 Gender issues incorporated and addressed in EE and RE projects	a). Operationalize the policy on gender mainstreaming in energy access as well as the policy on youth in entrepreneurship by highlighting the gender-responsiveness of programs, projects, and activities: Develop and implement a five-year gender strategy and action plan for ECREEE
	2.10 Environmental issues incorporated and addressed in EE and RE projects	a). Recruit an Environmental Social Safeguard Expert
		b). Develop an Environmental and Social Safeguards guideline
	2.11 Capacity of stakeholders in RE & EE programs and projects strengthened	a). Develop and implement a capacity-building plan for Member States to implement National RE & EE Actional Plans
		b). Ensure stronger collaboration with academia, and develop more effective tools to map, assess and fill RE & EE skills gaps in the Member states
	2.12 A Regional Certification Body is established	a). Establishment of a tripartite consultation framework (agencies in charge of rural electrification, renewable energy, and energy efficiency, network of professional associations, network of academic and scientific partners)
		b) Strengthen the Regional Certification System
		c). Conduct an assessment of professional skills in renewable energy and energy efficiency space and establish a human resources platform
		d). Develop the capacity of human resources in the renewable energy and energy efficiency space within the region



Strategic Orientation	Expected Outcomes/ Effects	Strategic Interventions
2). Improved implementation of programs and projects	2.13 Programs and projects monitoring and evaluation improved	a). Develop Logical Frameworks for new and existing programs & projects
		b). Operationalize a system for recording, analysing, and reporting programs & projects data
		c). Develop and implement independent external evaluation plans for programs & projects
	2.14 Improving the dissemination of RE and EE knowledge and the impact of ECREEE among stakeholders	a). Develop and implement a communication strategy
		b). Publish a quarterly newsletter highlighting ECREEE’s current and planned work program, notable achievements, and the Centre’s view on critical issues regarding RE/EE in the ECOWAS region).
		c). Ensure ECREEE’s participation in key regional conferences, forums, and seminars
		d) Revamp the ECOWAS Observatory for RE & EE (ECOWREX)
		e). Develop and implement efficient procedures and processes to improve RE & EE data collection and reporting, including the Regional Progress Report



Strategic Orientation	Expected Outcomes/ Effects	Strategic Interventions
3). Strengthened partnerships and resource mobilization	3.1 Strengthened cooperation with networks of partners	a) Expand ECREEE's network of key stakeholders to include scientific and academic institutions, and professional associations around the world for research, development, and innovation in RE & EE programming
		b) Strengthen collaboration with ECOWAS Specialized Agencies (e.g., The West African Power Pool (WAPP), ECOWAS Regional Electricity Regulatory Authority (ERERA), ECOWAS Infrastructure Projects Preparation and Development Unit (PPDU), Regional Agency for Agriculture and Food (RAAF), Water Resources Coordination Centre (WRCC)
		c) Strengthen collaboration with the Global Network of Sustainable Energy Centres (GN SEC) and other similar international networks in the field of sustainable energy
		d) Strengthen partnerships with sub-national agencies (cities, municipalities, district authorities, and other non-governmental organizations) in the ECOWAS Member States
		e) Reinforce the ECREEE Champions Initiative
	3.2 Increased financial inflows	a). Mobilise resources by strengthening collaboration with traditional funding partners and identifying new partners
3.3 Increased public and private sector investments or Foreign Direct Investment in RE & EE in ECOWAS Member States as a result of ECREEE's intervention	a) Strengthen the mandate of the ECOWAS Renewable Energy Facility in preparation for the operationalization phase of the West Africa Sustainable Energy fund by providing: i) the much-needed link between investors and entrepreneurs and ii) a roster of available funding to entrepreneurs and showcasing potential projects to lenders.	
	b) Redesign the ECOWAS Sustainable Energy Forum to provide a platform between entrepreneurs, project developers, and lenders	



2.6.2 Assumptions and Preconditions

While the Theory of Change presents the process through which ECREEE aims to fulfil its vision, it also presents external and internal underlying factors determining its success. Assumptions are external factors that must be in place to ensure change occurs, given that the inputs and processes described in the diagram occur. On the other hand, preconditions refer to internal requirements that must be met to allow ECREEE to engage in activities and produce outputs. Both of these factors are dynamic and are affected by ECREEE’s actions. Table 3 describes the assumptions and preconditions stated in the diagram.

Assumptions	Description
Social and political stability ensures the continuation of RE and EE projects	<ul style="list-style-type: none"> • Political stability in the Member States is necessary to successfully implement RE/EE projects as it ensures funding and institutional support (permits, grants, among others) are provided at every project stage. • This assumption determines the scope of ECREEE’s impacts as a lasting period of stability that allows EE/RE outcomes to occur uninterrupted will result in long-term effects on the ECOWAS Member States. The assumption also will determine the resources allocated to ECREEE’s future work in EE/RE.
Social and political stability ensures the continuation of RE and EE projects Member States have the capacity and political will to implement regional standards and associated legislation	<ul style="list-style-type: none"> • While Member States are committed to a regional approach towards EE and RE, conflicts or changes in national priorities might lead them to pursue their initiatives uncoordinated from other countries. This also applies when accepting regional frameworks, as attempts to seek short-term advantages could hinder the impact of such initiatives in the region
Funding for RE and EE projects is not severely curtailed during man-made or natural disasters	<ul style="list-style-type: none"> • As mentioned in Section 1.4 in the case of the COVID-19 pandemic, regional emergencies caused by natural or man-made disasters can shift the priorities of governments, donors and international development agencies, reducing the funding available for EE/RE projects. • If ECREEE is widely recognized as the region’s main institution dealing with EE and RE issues, it can leverage this reputation to maintain adequate funding levels during a crisis.



Assumptions	Description
Development partners, donors and other stakeholders remain supportive of ECREEE's strategic interventions.	<ul style="list-style-type: none"> • Similarly, key stakeholders aiming to work in RE/EE initiatives could shift geographies or work outside the ECREEE/ECOWAS framework. • ECREEE's standing as the go-to organization for RE/EE in the region can be leveraged by ensuring that external work within the ECOWAS region is compatible with ECREEE's Vision and Mission and by offering new opportunities for investment to keep the region attractive for development partners and donors.
Large manufacturers and investors are willing to support EE and RE projects in the ECOWAS region	<ul style="list-style-type: none"> • Most of the materials/equipment necessary for ECREEE's strategic interventions must come from other countries to remain economically efficient. If the regional market remains relevant for manufacturers, they will likely pursue closer links with ECREEE, resulting in cheaper inputs.
Sustaining dedicated staff that responds to ECREEE's internal needs and external commitments in EE and RE, and that is fully aligned with its Mission and Vision	<ul style="list-style-type: none"> • ECREEE needs autonomy to manage, design and implement its strategic interventions, so they respond to ECREEE's strategic aim, defined by its Mission, and guided by its Vision. Relinquishing control to external organizations will result in ECREEE missing an organizational identity that brings together technical and administrative staff to make long-term commitments and goals possible.

Table 3: Assumptions and preconditions in ECREEE's Theory of Change

PART III: IMPLEMENTATION





3. Implementation Framework

3.1 Main Implementation Stakeholders and Roles

The following table summarises the internal and external Stakeholders and their roles in the implementation of this Strategic Plan:

Stakeholders	Roles for the implementation of the 2023-2027 Strategic Plan
Internal key stakeholders	
ECOWAS Commission	<ul style="list-style-type: none"> • Set up targets and mobilize Member States' contributions to ECREEE, • Provide strategic oversight of ECREEE's work, • Facilitate cross-border cooperation between Member States
EDCC	<ul style="list-style-type: none"> • Set up the strategic framework for ECREEE's project implementation and management, • Oversee, supervise, and monitor ECREEE's functions, • Establish communication channels with NFIs, public sector, and private sector groups, • Define the Strategic priorities for ECREEE's programming, • Coordinate the other tasks of ECREEE for the implementation of projects
ECREEE Administrative and Managerial staff	<ul style="list-style-type: none"> • Set up and enforce ECREEE's internal policies and controls, • Establish operating procedures for project implementation, monitoring and evaluation, and resource mobilization, • Ensure transparency, fairness, and openness to external stakeholders concerning ECREEE's functioning, • Establish and manage ECREEE's communication strategy, • Ensure risk mitigation and provide oversight of ECREEE's internal reporting, • Receive and incorporate feedback to ECREEE's project implementation
ECREEE Project Implementation staff	<ul style="list-style-type: none"> • Follow ECREEE's goals during project implementation, • Ensure adequate budget execution and quality assurance to partners, • Provide clear timelines for the completion of projects, • Engage with relevant external stakeholders during project implementation to ensure the validation of results
ECREEE Resource Mobilization staff	<ul style="list-style-type: none"> • Offer a catalogue of ECREEE's work and opportunities, • Promote resource mobilization efforts such as the WASEF, • Expand the network of potential financiers in the region and from outside of the region, • Market ECREEE's work and scout for financing opportunities, • Research new financing options for project implementation



Stakeholders		Roles for the implementation of the 2023-2027 Strategic Plan
Internal key stakeholders		
ECREEE Project Monitoring and Evaluation staff	<ul style="list-style-type: none"> • Conduct evaluations, inspections, and audits on projects and programs, • Evaluate project’s results and document best practices and lessons learned, • Ensure adequate documentation of activities, budgeting, and compliance with ECREEE’s policies 	
National Focal Institutions	<ul style="list-style-type: none"> • Incorporate national RE and EE targets into ECREEE’s programming, • Facilitate collaboration between ECREEE and public institutions, • Provide expertise on the country’s RE and EE opportunities and challenges, • Promote ECREEE’s work to other national bodies, • Identify and link Member States’ agencies with ECREEE’s work and facilitate working arrangements 	
External key stakeholders		
Development Partners and Agencies	<ul style="list-style-type: none"> • Set up targets and mobilize contributions to ECREEE, • Facilitate incorporation of ECREEE’s programming into broader development efforts • Ensure capacity building within ECREEE 	
International Financial Institutions	<ul style="list-style-type: none"> • Mobilize resources from public and private institutions to ECREEE’s programming, • Offer financing options that respond to ECREEE’s needs and limitations 	
Public sector institutions in Member States	<ul style="list-style-type: none"> • Set up targets to be incorporated into ECREEE’s programming, • Provide legal oversight of ECREEE’s work, • Provide support for project implementation 	
Academic institutions	<ul style="list-style-type: none"> • Provide data, expertise, and research collaboration opportunities, • Offer training to ECREEE’s technical and managerial staff, • Establish knowledge-sharing links with ECREEE 	
Regional agencies in the Energy Sector	<ul style="list-style-type: none"> • Provide technical oversight of ECREEE’s programming, • Provide expertise and data as relevant for ECREEE’s project implementation, • Establish collaboration opportunities between ECREEE and sub-regional bodies 	
International institutions in the RE and EE space	<ul style="list-style-type: none"> • Provide data, expertise, and research collaboration opportunities, • Mobilize resources from public and private institutions to ECREEE’s programming 	
General population and civil society organizations in the Member States	<ul style="list-style-type: none"> • Collaborate with project implementation and provide feedback, • Ensure that ECREEE’s programming considers local communities’ interests 	

Table 4 Key Stakeholders and roles



3.2 Operationalization of the Strategic Plan

At the operational level, this strategic plan is broken down into three regional programs and three regional initiatives as follows:

01	RERP	Bioenergy	
02	RERP	Rural Electrification	
03	RERP	Small Hydro Power	
04	RERP	Solar Thermal	
05	RERP	Nexus Energy Water Food & Circular Economy	
06	RERP	Green Hydrogen	
07	RERP	West Africa Clean Energy Corridor (WACEC)	
08	EERP	Efficient Lighting and Appliances	
09	EERP	Energy Efficiency in Buildings	
10	EERP	Energy Efficiency in Industry	
11	EERP	High-Performance Distribution of Electricity	
12	EERP	Energy Efficiency in Transport and e-Mobility	
13	EERP	Standards and Labeling	
14	EERP	West Africa Clean Cooking	
15	CCRP	Sustainable Energy Policies	
16	CCRP	Capacity Building and Certification	
17	CCRP	Gender Mainstreaming in Energy Access	
18	CCRP	Climate Change	
19	CCRP	Project Development and Finance	
20	CCRP	Technology Transfer and Research	
21	CCRP	Regional Electricity Market and Energy Storage	
22	RI	ECOWAS Observatory for RE & EE (ECOWREX)	
23	RI	RE & EE Annual Progress Report	
24	RI	ECOWAS Sustainable Energy Forum (ESEF)	



Table 5 illustrates how these programs and initiatives align with the strategic expected outcomes under Strategic Orientation 2—Improved implementation of programs and projects.

Expected Outcomes/Effects	Existing Program /Initiative
2.1 Local economic development improved through the use of renewable energy	<ul style="list-style-type: none"> • Bioenergy Program • Water Food and Energy Nexus and Circular Economy
2.2 Utility-scale renewable energy solutions integrated into interconnected power systems	<ul style="list-style-type: none"> • Small Hydro Power Program • West African Clean Energy Corridor • Regional Electricity Market and Energy Storage
2.3 Off-grid solutions massively deployed in remote areas	Rural Electrification Program
2.4 New cutting-edge RE and EE technologies in research and development implemented	<ul style="list-style-type: none"> • Green Hydrogen Program • Sustainable Energy Policy Program • Solar Thermal Program • Energy Efficiency in Transport an e-Mobility • Water-Energy-and-Food Nexus and Circular Economy • Research and Technology Transfer Program
2.5 Carbon Dioxide (CO ₂) emissions by industry reduced	<ul style="list-style-type: none"> • Energy Efficiency in Buildings • Energy Efficiency in Industry • High-Performance Distribution of Electricity • Energy Efficiency in Transport an e-Mobility • Energy Efficiency Standards and Labeling • Climate Change Program
2.6 Use of energy-inefficient appliances decreased	<ul style="list-style-type: none"> • Efficient Lighting and Appliances • Energy Efficiency in Industry • Energy Efficiency in Building
2.7 Clean cooking technologies and fuels used at large scale	<ul style="list-style-type: none"> • Project Development & Finance Program • West Africa Clean Cooking Program • Capacity Building and Certification



Expected Outcomes/Effects	Existing Program /Initiative
2.8 EE in buildings widely incorporated in national urban planning codes	<ul style="list-style-type: none"> • Energy Efficiency in Buildings • Efficient Lighting and Appliances • Energy Efficiency Standards and Labeling
2.9 Gender issues incorporated and addressed in EE and RE projects	<ul style="list-style-type: none"> • Gender Mainstreaming in Energy Access Program
2.10 Environmental issues incorporated and addressed in EE and RE projects	<ul style="list-style-type: none"> • Energy Efficiency Standards and Labeling • Climate Change
2.11 Capacity of stakeholders in RE & EE programs and projects strengthened to improve service delivery	<ul style="list-style-type: none"> • Capacity Building and Certification • Sustainable Energy Policy Program
2.12 A Regional Certification Body is established	<ul style="list-style-type: none"> • Capacity Building and Certification
2.13 Programs and projects monitoring and evaluation improved	All Programs & Initiatives
2.14 Improved dissemination of RE & EE Information and ECREEE’s impact to stakeholders	<ul style="list-style-type: none"> • ECOWAS Observatory for Renewable Energy and Energy Efficiency (ECOWREX) • Regional RE & EE Progress Report • ECOWAS Sustainable Energy Forum (ESEF)

Table 5: Alignment of Existing Programs to the Expected Outcomes under Strategic Orientation 2



3.3 Financing Mechanism and Resource Mobilization

3.3.1 Indicative Budget

There are three primary considerations derived from this Strategic Plan that are incorporated into the indicative budget:

- Hiring and retaining highly experienced and knowledgeable permanent staff is a top priority. Therefore, a more significant allocation of funds from the ECOWAS Community Levy to salaries and administrative expenses should be expected,
- Whenever possible, ECREEE's activities and presence in EE will be expanded, and
- Budgetary increases from the ECOWAS community levy will always be limited and primarily targeted to cover administrative expenses. Thus, most of ECREEE's program budget will depend on the success of the Resource Mobilization strategy.

The 2022 budget follows the 2022 Work Program Budget as reported by ECREEE. Regarding ECREEE's internal capacity, the budget forecast assumes that ECREEE's professional or local staff will cover most of the consultants' current positions by 2027. This would increase the number of local staff from 8 to 16 and Professional staff from 8 to 24 between 2022 and 2027. It is likely that program-linked consultants will remain part of ECREEE, but ECREEE aims to have Professional staff that can propose and develop initiatives connected to the organization's Mission and Vision.

Whereas for administrative expenses, the budget assumes a 5% annual increase on administrative costs (2% for expenses related to maintenance and consumables) concerning the allocated budgets from the 2022 Work Program.

The baseline scenario (Figure) assumes the following:

- Annual increases of 5% in EE and 3% in CC and RE programs' budgets from the ECOWAS community levy
- Annual increases of 7.5% in EE and 5% in CC and RE programs' budgets from external funds
- A strategic intervention of 288,000 USD in 2025 will be covered by the ECOWAS community levy.

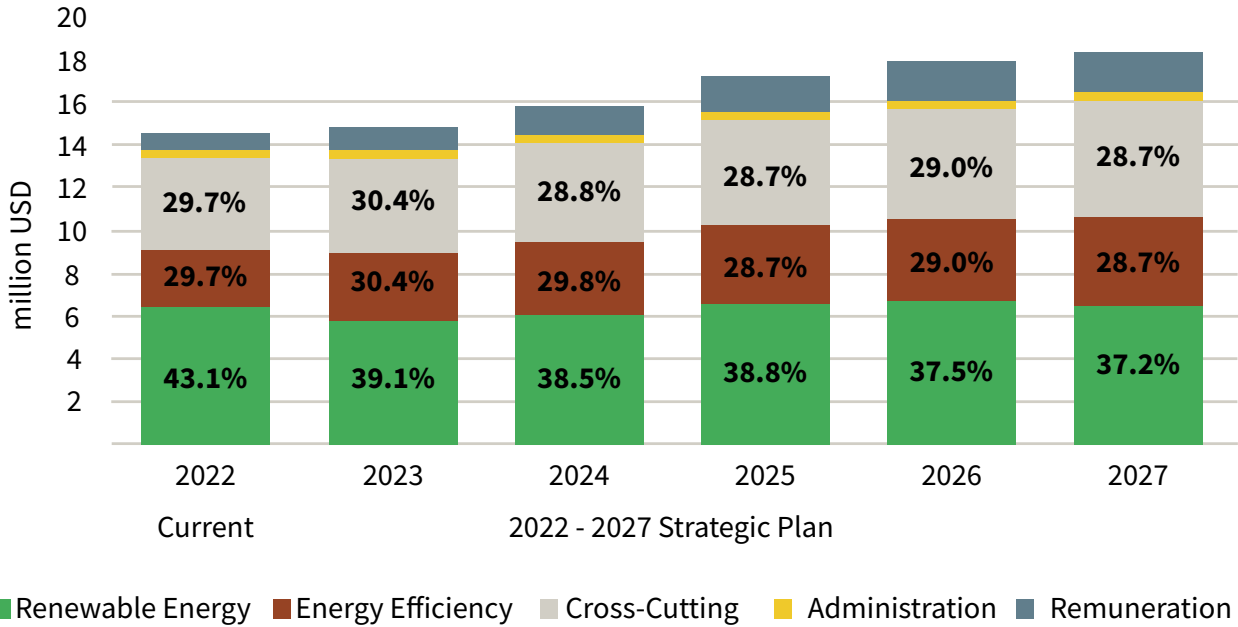


Figure 5: ECREEE's indicative budget (real terms)
Source: 2022 Work Program, assumptions

In this scenario, 83.5% of ECREEE's budget would come from external funds, though the budget share of permanent staff (covered by ECOWAS) would double in real terms to 10.3% in 2027, increasing ECREEE's independence. As can be seen, EE increases its share of the overall budget, whereas other program areas present less significant increases to their overall budgets.

Figure 6 presents a more conservative estimate, with no real-term increases in ECOWAS community levy's contributions to ECREEE's program budget and a 2% real-term annual increase in external funding for all program areas.

On the other hand, Figure 7 presents a more optimistic scenario product of a successful Resource Mobilization strategy, with real-term annual increases in external funding of 5% in RE, 7.5% in CC, and 10% in EE. This also includes a 5% yearly real-term increase in RE and CC and a 7.5% increase in EE from the ECOWAS community levy.

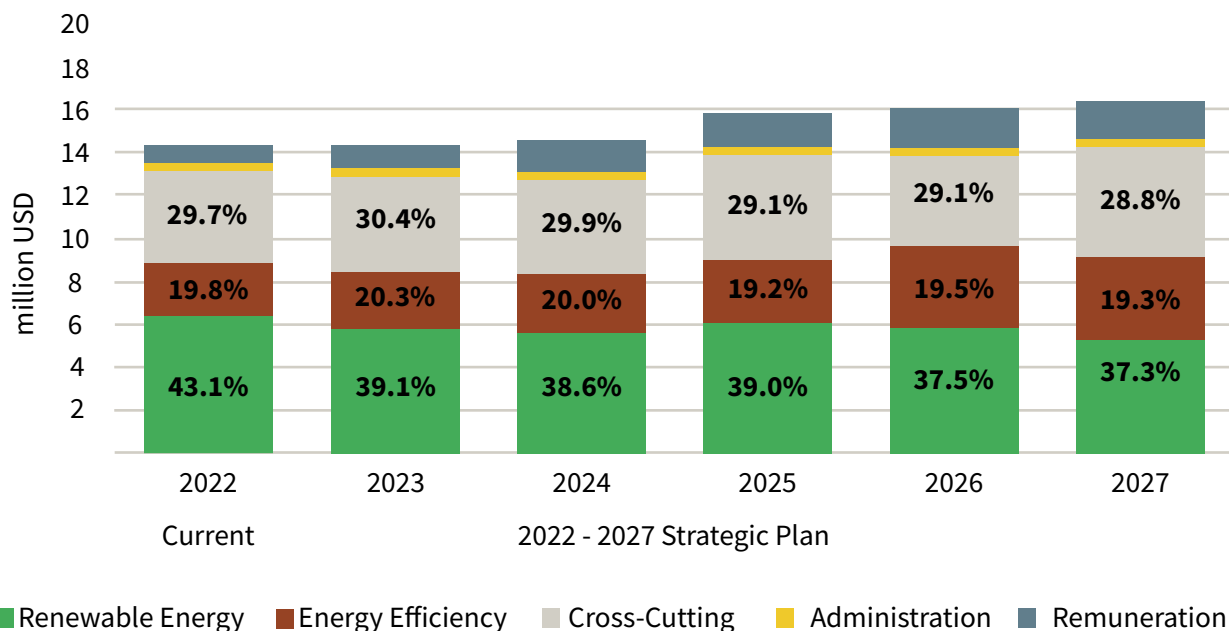


Figure 6: ECREEE's indicative budget (conservative scenario, real terms)
Source: 2022 Work Program, assumptions

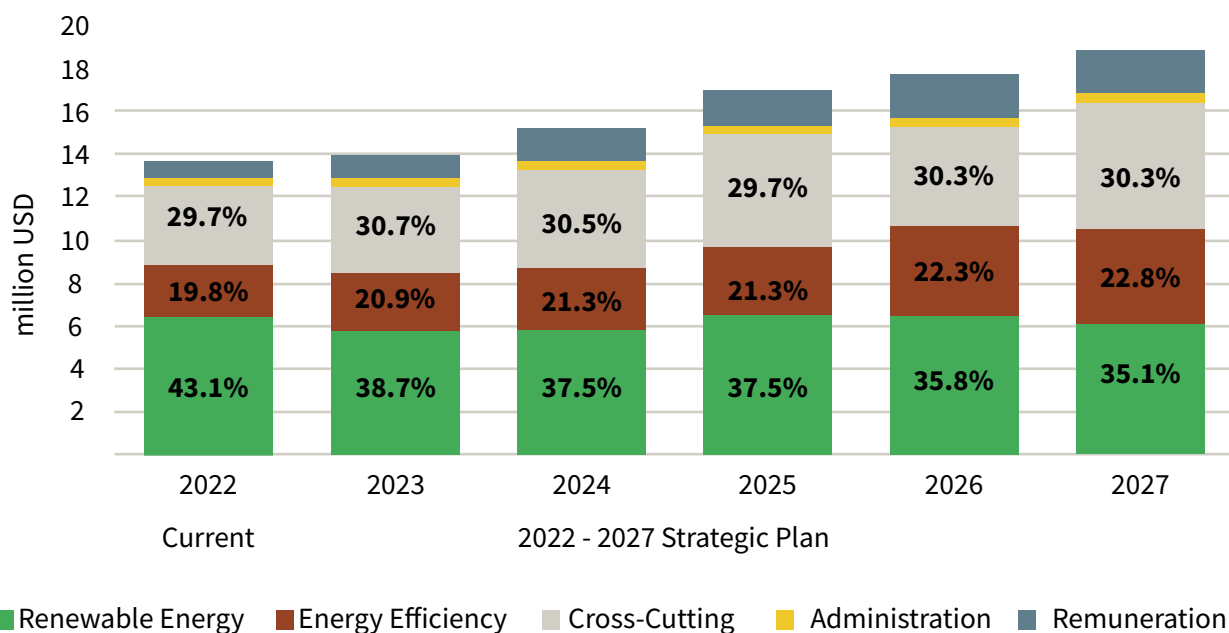


Figure 7 ECREEE's indicative budget (optimistic scenario, real terms)
Source: 2022 Work Program, assumptions



3.3.2 Resource Mobilisation

While stakeholder consultations have resulted in a wide range of views and proposals for the future of ECREEE, there is unanimous consensus on the belief that project development and resource mobilisation as one of the areas where ECREEE should take on a much more prominent role. This is not a recent phenomenon, as ECREEE already had plans to assume the fundraising facilitator function in the Resource Mobilisation Strategy. ECREEE's efforts will focus on bringing the proposals outlined in the Strategy to the implementation stage. In the first instance, this would require the program officer to update the strategy by aligning the workplan with the new timelines and providing a high-level review of the proposed activities.

With regard to strategic interventions for the upcoming years, the ECOWAS Renewable Energy Facility (EREF) has the potential to provide the means to bridge the gap between project developers and investors. The facility is designed to support small to medium-sized renewable energy and energy efficiency businesses through grant funding. During stakeholder consultations, it was evident that project developers and the private sector need more guidance to increase the bankability of projects and attract investors. The facility could increase its support in technical assistance and capacity building in project appraisal, prefeasibility and feasibility studies, and project bankability.

ECREEE will also aim to provide the much-needed link between investors and entrepreneurs by providing a roster of available funding to entrepreneurs and showcasing potential projects to lenders. In recent years, the scope of actions undertaken by the Facility was limited by the funding it was able to raise. In early 2022, in a meeting between ECREEE and EBID, the latter confirmed its interest in co-financing the capitalization of the EREF. Therefore, there is a primary role for ECREEE to engage with international finance institutions (IFIs) to source the remaining financing needs. ECREEE may also consider engaging with the SADC Secretariat and the sister institution SACREEE which has set up a similar facility (the SADC Renewable Energy Entrepreneurship Support Facility) for renewable energy SMEs.

The successful establishment of WASEF would be an immense achievement that would distinguish ECREEE from other institutions with similar mandates. However, bringing the fund to the operationalization stage will only make sense if there are sufficient potential bankable projects. In the first instance, ECREEE's efforts will therefore be focused on improving the financial viability of projects by strengthening business planning capabilities in the sector and providing assistance in pre-feasibility and feasibility studies. ECREEE could then facilitate access to financing by creating linkages between entrepreneurs, project developers, and financial institutions.

WASEF, project developers, and SMEs are all most likely to target development finance



institutions in the initial funding stages due to their development mandate, longer-term lending horizon, and lower required rate of return compared to commercial finance institutions. If WASEF is designed with a long-term horizon in mind, it will need to ensure the projects it commits to financing achieve at least a similar rate of return as required by the development finance institutions (which are likely to provide the majority of funding). The initial efforts will therefore focus on improving the viability of projects and strengthening the capability to manage and maintain businesses successfully.

A cross-cutting intervention spanning two areas (Project Development and Finance and Dialogue and Awareness) involves marketing the ECOWAS Sustainable Energy Forum (ESEF). The event previously targeted policymakers, officials, and thought leaders who discussed the barriers to attain sustainable energy targets in ECOWAS. While ESEF participants included private sector participants, the event was not marketed as a platform allowing entrepreneurs and project developers to pitch their projects to potential investors. Therefore, the focus of ESEF may need to be revisited and could be followed with further stakeholder consultations to explore if there would be an appetite for such an event. Regarding funding, EBID has recently confirmed its interest in being a permanent partner and sponsor of the event. The Alliance sponsored past ESEF events for Rural Electrification (ARE) and the EU program GET.invest.

In summary, in the 2023-2027 Strategic Plan, ECREEE commits to the following:

- Strengthen the mandate of the ECOWAS Renewable Energy Facility in preparation for the operationalization phase of the West Africa Sustainable Energy Fund.
- Redesign the ECOWAS Sustainable Energy Forum to provide a platform between entrepreneurs, project developers, and lenders.

3.4 Implementation Plan

Table 6 shows that ECREEE has responded to numerous key EE/RE issues in the region. ECREEE's work in the ProCEM2, ROGEAP, and WACCP initiatives and its continuous support to provide advisory services and studies have placed ECREEE at the forefront of issues such as Energy Efficiency, clean cooking, and RE integration. However, there is substantial scope for growth. By improving ECREEE's institutional capacity, ECREEE will become more involved in EE certification and standardization, capacity building, increasing the financial viability of off-grid solutions, and mobilizing finance to attract private sector investment.



#	RE / EE key issue	ECREEE's Interventions and next steps
1	Fuel used for cooking remains predominantly firewood and charcoal, threatening environmental sustainability.	<p>Biomass Policy and the Bioenergy and West Africa Clean Cooking Program were established directly to address these issues. ECREEE can further support this program by:</p> <ul style="list-style-type: none"> • Intensification of training and capacity building • Attracting more funds for entrepreneurship support and helping de-risk financing in the clean cooking sector • Continuing advocacy and awareness campaigns • Supporting data availability in the bioenergy and clean cooking sector • Supporting the development and implementation of National Bioenergy and clean cooking action plans
2	There is a strong imperative for expanding national power systems to predominantly use renewable energy (in line with NDC commitments). In the future, VRE integration will be facilitated by on-grid storage.	ProCEM 2, Desert-to-Power, and the Climate Change Program are relevant here. Battery Storage Systems (BESS) are being covered within ProCEM2.
3	On-grid renewable energy targets can also be achieved through regional trade in electricity. This requires the strengthening of regional interconnectors and the establishment of a regional electricity market.	West Africa Clean Energy Corridor Initiative was set up to address this. Limited activities in the 2022 Work Program. ProCEM2 works directly with APP and ERERA to lay the basis for the regional market.
4	The most significant energy savings can be achieved by reducing transmission and distribution system losses.	<p>Current EE grid intervention is NEPLAN licenses to 23 distribution companies as part of ProCEM2. ECREEE can increase its efforts in:</p> <ul style="list-style-type: none"> • EE high Electricity distribution • The introduction of Efficient Distribution transformers has been initiated and training and awareness creation workshops conducted



#	RE / EE key issue	ECREEE's Interventions and next steps
5	<p>In power system planning, energy efficiency options need to be evaluated alongside generation expansion by adopting an Integrated Resource Planning (IRP) approach. For demand to be efficient, consumers of energy need to have the right price signal through tariffs that reflect the costs of supply, and access to eco-designed energy appliances.</p>	<p>Energy Efficiency Program Area -including EE policy implementation, EE Standards and Labels and EE in buildings and industry. Member states can be encouraged to adopt the IRP approach by instituting a department of EE, while ECREEE could:</p> <ul style="list-style-type: none"> • Increase EE staff to have an officer focused on EE in buildings, one for EE in industry, and one for EE MEPS and labeling • Supporting Member States in the implementation of regional EE policies and regulations and the adoption of Integrated Resource Planning (IRP) • Reporting on progress achieved on EE in the region by, for example, holding a bi-annual summit.
6	<p>Universal access by 2030 requires a mix of grid densification and expansion, off-grid mini-grids and solar home systems / pico-solar. Donor resources have been concentrated on mini-grids involving the private sector, but this approach has proved to be problematic. Low consumption levels imply a lack of financial viability, subsidy levels are high and sustainability uncertain. The promotion of productive uses of energy (PUE) is seen as an essential part of the solution.</p>	<p>Productive uses of energy are just as important for grid-connected customers as for mini-grids. The ECOWAS Water Energy and Food (WE4F) Initiative is one of ECREEE's PUE responses, as is to an extent Energy Access and the Green Transition (ENERGICA). Components within ROGEAP are entrepreneurship technical and financial support.</p>
7	<p>Private sector investment, essential to achieve policy targets, to date has not been sufficient.</p>	<p>Policy and regulatory frameworks to facilitate private investment have been addressed through several different interventions. The Resource Mobilisation Strategy, which includes WASEF mobilisation of EUR 654.5 million would be a significant ramping up of the current Resource Mobilisation Initiative.</p>
8	<p>Distributed renewable energy generation installed on their premises by the customers of national utilities can play a role in complementing large-scale power stations and stabilising the grid. Feed-in tariffs need to be carefully designed so that the main utilities are fully compensated for providing the network and underpinning the security of supply.</p>	<p>ECREEE can expand its role in this regard by:</p> <ul style="list-style-type: none"> • Supporting the implementation of approved regional policies and regulations on distributed generation • Developing innovation financing and business models reflecting the reality in each member state • Awareness creation and capacity building for both the private and business sector • Support the promotion of Super energy service companies (ESCOs)



#	RE / EE key issue	ECREEE's Interventions and next steps
9	<p>New technologies for ECREEE to be fully informed about in order to advise member states:</p> <ul style="list-style-type: none"> • Hydrogen • Battery Energy Storage System (BESS) and other forms of on-grid storage (thermal, capacitor, gravity etc) • e-Mobility • Ocean energy 	<p>The Green hydrogen program is well advanced, while BESS and e-Mobility are included in ProCEM2. ECREEE aims to strengthen interventions related to solar heating and cooling technologies which have not been sufficiently covered. Agreement is yet to be reached on which new technologies ECREEE should plan to cover over 2023-2027</p>
10	<p>Innovative economic instruments can advance national and regional EE and RE targets:</p> <ul style="list-style-type: none"> • Carbon pricing • Import duty and VAT reductions for imported EE/RE equipment • Direct tax incentives for electricity consumers to undertake EE &/or invest in RE 	<p>The most economic green energy is energy that is currently wasted. Efforts are to be put into mechanisms such as the following (also mentioned in #8):</p> <ul style="list-style-type: none"> • Awareness creation and capacity building for both private and business sector on economic instruments to foster EE • Support the promotion of Super ESCOs

Table 6 RE/EE key issues in the ECOWAS region and ECREEE's response

Considering the gaps still present in the responses to these EE/RE issues, the priorities and goals of NFIs, ECREEE's goals and Theory of Change, the views of ECREEE's staff as well as key stakeholders, and ECREEE's unique standing for EE/RE in the region; the following refinements and additions are proposed to ECREEE's existing strategic interventions:

3.4.1 Productive Use of Energy

ECREEE will be more active in the productive use of energy (PUE) issues. The COVID-19 pandemic severely affected the ECOWAS population's incomes, increasing the extreme poverty rate (i.e., those living on less than \$1.90 per day) by 2.3% in 2020 and 2.9% in 2021, reaching an overall rate of 34.4% in 2021⁵. Overcoming this and improving the quality of life of all its citizens is the most fundamental challenge for the region. As part of this, income-generating activities have been severely disrupted, limiting households' access to food; in 2021, the number of people

⁵ UN Economic Commission for Africa, 2021. [Monitoring report on the impacts of COVID-19 in West Africa](#)



unable to meet their food needs to be increased by 34% to almost 25 million. At the same time, this challenges the financial sustainability of Energy Access solutions, as the average monthly electricity consumption is only 6 kWh/customer. Channelling the investment from RE programs into Local Economic Development is a role that ECREEE can play as the fundamental institution for RE and EE in the region.

It is worth noting that ECREEE has experience in expanding PUE in the region and is planning to engage further, whether through its work supporting entrepreneurs with RE solutions or through its involvement in initiatives mentioned in the 2022 WP. These include the ECOWAS Water and Energy for Food Initiative, where ECREEE is stated to assess business models of RE solutions in post-harvesting or in the Energy Access and Green Transition program. The importance of PUE has also been mentioned in consultations with ECREEE staff and EDCC members, who consider that connecting RE expansion efforts with development goals is necessary for the success of these initiatives. For the period of this SP, ECREEE is committed to building upon these experiences and expanding its operations on PUE in other strategic interventions with the following:

Program Development and Finance:

- Establishing connections between RE/EE programs and international development initiatives
- Incorporating PUE into small-scale RE programs

Capacity Development/Building:

- Training on the opportunities for electricity used for income-generating activities tailored to each community.
- Training on the handling and basic maintenance of electrical equipment for business owners

Data and Knowledge Management:

- Building a repository of information with best practices on how to incentivize PUE in different settings across the region,
- Collecting data on electricity use by connection and anchor loads to be used by RE solutions' developers.

3.4.2 Dissemination of Research and Technological Developments

Research and Development (R&D) in RE and EE has seen an exponential increase in the last years, a trend set to continue (and accelerate) in the next decade. ECREEE is constrained from



becoming an R&D center of the ECOWAS region by its internal capacity and the broad range of activities it covers. However, just as ECREEE is at the centre of resource mobilization for RE and EE projects, it can also become the centre of knowledge mobilization to project developers and other stakeholders.

To expand this role, ECREEE will:

- Expand its network of key stakeholders to include universities, private-sector research centres, and other regional centres that undertake R&D in RE and EE.
- Establish communication channels with research institutions worldwide to ensure it remains at the forefront of cutting-edge RE and EE developments.
- Be proactive in incorporating new technological developments by proposing and implementing them in their programming.

As can be seen, this is part of ECREEE's Dialogue and Awareness interventions, as it requires ECREEE to improve its visibility to other regional actors and expand the scope of ECREEE's presence in media and specialized conferences. But it also functions as an addition to all other interventions, as remaining at the forefront of disseminating knowledge and technological developments will expand ECREEE's scope in the region.

3.4.3 Other Interventions

As highlighted by the NFIs, ECREEE's work in Capacity Building, Advisory Services, and Analytical Studies has been carried out with positive results in the last few years. ECREEE has successfully engaged with the Member States to provide training on RE technologies and EE solutions across multiple countries. Likewise, ECREEE's support in developing Member States' Action plans and the support provided to states in adopting EE frameworks is commendable, as it is ECREEE's expertise in supporting the development of Feasibility Studies. Finally, ECREEE's potential as an RE/EE knowledge hub is evident from the establishment of ECOWREX and the wide range of data and expertise from previous and ongoing projects.

As evidenced by the activities included in the 2022 WP, ECREEE's role in capacity building is set to expand. This is a welcome expansion of ECREEE's programming as it will allow ECREEE to connect its potential as a knowledge hub to the program implementation in the private and public sectors. By building this expertise, ECREEE could become a true capacity development hub for RE/EE with more ambitious certification programs, stronger bonds to academia, and more effective tools to map, assess and fill skill gaps in the Member States. However, the success



of this expansion will depend heavily on ECREEE overcoming internal capacity constraints so other existing and new activities do not suffer from a lack of personnel or funding.

Another area for improvement emphasized by ECREEE's management is ECREEE's collaboration with other Specialized Agencies in the region. Regional entities constitute natural partners for ECREEE's interventions, such as WAPP for utility-scale RE interventions and ERERA for RE technologies' regulation. In addition, some initiatives included in the 2022 Work Program, such as the Climate Change Program and the Green Hydrogen Program, require interaction with other regional entities. This type of broad collaboration will become more common in the following years as RE and EE mobilize more resources, making initiatives more ambitious. Beyond collaborating with such partners, ECREEE will become more proactive and propose new collaboration opportunities aligned with the organization's objectives. In this Strategic Plan, ECREEE will also expand its efforts in environmental management and mitigation, following associated legislations from Member States with respect to land use and environmental standards.

3.4.4 Implementation Risks

There are general and intervention-specific risks that ECREEE faces in the short and medium term. General risks have the potential to curtail ECREEE's work in numerous stages simultaneously and are often outside of the organization's control; they include:

- Political instability in the Member States. Social and political upheaval periods within Member States could diminish their capacity to implement EE/RE projects while increasing the associated risks for attracting financing. Political instability also creates the risk of Member States not complying with regional frameworks in EE/RE, causing program-wide disruption for ECREEE's work.
- Change of priorities in the Member States. While the existing commitment of ECOWAS Member States to support sustainable development through RE and EE is strong, natural (or man-made) disasters or region-wide external shocks, such as sudden increases in the international price of some commodities, might lead the Member States to reassess their priorities. In the short term, this might divert funds from EE/RE to emergency response measures or new subsidies. In the medium-term, this could mean a slowdown in supporting/approving necessary EE and RE frameworks which can affect the implementation of future interventions.
- Donor/Development Partner's funding cut. While this is unlikely, given the spotlight that clean energy has rightfully received in global development circles, it must be considered given ECREEE's high dependence on donor funding. The downside potential of these risks could occur



through specific agencies/donors that contribute significantly to ECREEE’s budget shifting priorities to other sectors or geographies; or due to Donors/Development Partners opting for implementing such programs outside of the ECOWAS/ECREEE institutional framework.

Intervention-specific risks, by contrast, are associated with ECREEE implementing a particular strategic intervention. While some of these risks are also external, most are internal and are closely related to ECREEE’s capacity at the start and during the Strategic Plan. Moreover, these risks are limited to particular interventions and are not expected to affect ECREEE’s work beyond them; they include, for example, data management risks and disconnection from academic institutions. Nonetheless, they provide substantial challenges to ECREEE’s capacity to adapt and its M&E procedures; for the strategic interventions being proposed, the Intervention-specific risks are illustrated in Figure 8:

Visibility risk
Increasing the visibility of ECREEE's work can also increase the visibility of failures, including those beyond the organization's control. Special care should be given when showcasing ECREEE's role and responsibilities within larger initiatives that have other layers of decision-making determining the overall success of the program.

Marketing constraints
For highly visible and potentially politically beneficial programmes, there might be limits being placed to how much, or how explicitly, can ECREEE communicate and promote its involvement. Effective and constant stakeholder engagement is key to reach agreements in this regard, and to negotiate marketing opportunities before programs start.

Internal communication risk
Miscommunication between program-level M&E and the marketing function at ECREEE could result in the spread of misinformation that could affect ECREEE's institutional reputation. To avoid this, it is necessary for ECREEE to reinforce its M&E function and to give it an active role in the organization's marketing decisions.

01 Dialogue and Awareness (Communication strategy)

Figure 8 Intervention-specific risks of the SP 2023-2027



Administrative/Managerial constraints

Without an active role in the operationalisation of the WASEF through the EREF, ECREEE might face constraints to mobilise resources to key programs. ECREEE must remain engaged with the EBID and other IFIs to ensure the right balance between strategic interventions and program areas.

Insufficient interest of key stakeholders

The ESEF could become ineffective as a platform if it fails to attract the private sector. ECREEE needs to increase its visibility as a potential partner of entrepreneurs and business associations in the region. This will build upon ECREEE's reputation beyond development partners and the ECOWAS governments.

02 Program Development and Finance (Resource Mobilisation)

Data management risk

Data on consumer's consumption habits might be difficult to obtain, unreliable, or not available within a reasonable timeframe or budget. ECREEE must incorporate data collection measures for PUE during programming and ensure that mechanisms to review data from authorities are in place.

Insufficient funding to incorporate PUE

While funding for RE initiatives is easily available, PUE might attract less support from donors in places where local communities are disorganized. ECREEE should be actively involved with local communities to build business cases and keep them involved for resource mobilisation for PUE programs.

03 Other strategic interventions (focus on PUE)

Figure 8 Intervention-specific risks of the SP 2023-2027



3.5 Communication and Information Technology Strategies

3.5.1 Communication Strategy

Consultations with entrepreneurs, ECREEE's private sector coordinator, and other ECREEE staff revealed that one of ECREEE's priorities for the next strategic plan is improving its communication strategy. Actors in the private sector agree that the visibility of ECREEE's work is limited, forming the wrong impression that ECREEE is not open to collaborating beyond the public sector. This perception raises concerns that might prevent entrepreneurs and firms from engaging with ECREEE altogether or engaging with some reservations. Moreover, from the point of view of ECREEE's stakeholders and NFIs, deficient communication compromises ECREEE's ability to mobilise resources and to be connected to the Member States' issues. This is evidenced by the slow progress toward publishing the 2019 and 2020 Regional Progress Reports, which allow ECREEE to remain in the spotlight during discussions of the region's main RE/EE challenges. According to the allocated budgets in the 2022 Work Program, the programs under the Dialogue and Awareness umbrella account for 20% of activities and the allocated budget. However, almost 87% of this budget is concentrated on ECREEE's work on ROGEAP and Green Hydrogen, which are more closely related to Advisory Services or a particular issue in RE/EE. While these interventions are necessary, ECREEE could do more to communicate its role and work in solving these issues; ECREEE's own Communications Program receives less than 2% of the Dialogue and Awareness budget.

The Centre will increase funding for its Communications Program, adopting accessible media to showcase its work and services to entrepreneurs, businesses, states, and development partners. This will be a cornerstone of its new Communication Strategy, which will maintain its prominent position as a pioneer Centre in the community of global centres for renewable energy and energy efficiency. Some of the objectives of this strategy will include the following:

- Define specific and measurable communication goals, the resources required, and ECREEE's view on critical issues for RE/EE in the ECOWAS region.
- Improve the Centre's marketing strategy by increasing the visibility of ongoing work.
- Schedule critical events to ensure presence in vital regional conferences, forums, and seminars.
- Disseminate timely information packaged in newsletters and bulletins through various media amongst critical stakeholders such as development partners and business associations, informing them about the agency's current and upcoming work and notable achievements.
- Develop a standardized system (such as an intranet) and processes to aid in effectively



communicating, processing, and archiving electronic information;

- Reinforce the communication media and tools to facilitate awareness raising of ECREEE interventions; and
- Redesign and revamp the website to improve its functionality. In addition, different content will be created to make it more informational, interactive, and mobile-friendly.

3.5.2 Information Technology Strategy

ECREEE will improve its IT infrastructure to keep up with technological advancements, especially in IT practices and security challenges. The Centre will align its Information Technology practices to its Policy and Procedures to ensure information confidentiality and integrity. Further, the agency will implement standard structures and processes to strengthen its information technology system by:

- Adopting best practices for quality IT service delivery;
- Adopting and implementing IT standards on Information Security Management;
- Making the IT infrastructure robust to endure downtime due to failure;
- Developing an IT Strategy and action plan to enable ECREEE to thrive in the digital space, and
- Developing tools to enhance staff collaboration and improve productivity.



4. Monitoring and Evaluation Framework

4.1 Introduction

The Theory of Change presents a comprehensive description of ECREEE’s role in developing RE and EE in the region, providing a strategic-level overview of its work. However, it does not provide program implementation-level insights on how change is achieved. To cover this gap, a Strategic Logical Framework is presented, providing a clear overview of how ECREEE achieves its goals. In addition to these, a Performance Monitoring Plan is provided to aid the process of tracking progress towards the attainment of the strategic results. This includes indicator baselines and targets that can be measured, along with how data is collected for these measures. The list of items included in both, however, is not exhaustive, as some activities and outputs will require performance management at the activity level.

4.2 Logical Framework

Table 7 illustrates the Strategic Logical framework (LogFrame). This tool follows the theory of change’s path by simplifying how ECREEE impacts the region.

	Summary	Indicators	Means of Verification	Assumptions
Goal	Energy Efficiency Goal: <ul style="list-style-type: none"> EE standards are regionally standardized, codified and implemented in all Member States 	<ul style="list-style-type: none"> Regional CO2 emissions per unit of GDP 	<ul style="list-style-type: none"> ECOWAS regional studies National Development Plans 	N/A
	Renewable Energy Goal: <ul style="list-style-type: none"> States’ grids include a substantial share of RE and legislate for their national and regional expansion 	<ul style="list-style-type: none"> Share of RE generation in the region 	<ul style="list-style-type: none"> ERERA data International organizations’ regional studies 	



	Summary	Indicators	Means of Verification	Assumptions
Outcomes	Strategic Orientation 1: <ul style="list-style-type: none"> Strengthened institutional, administrative, financial, and digital governance 	<ul style="list-style-type: none"> External evaluation of ECREEE's organizational capacity 	<ul style="list-style-type: none"> Organizational capacity Evaluation report ECREEE's annual report 	Member States under favorable political and socio-economic conditions for the implementation of RE and EE projects and associated legislation
	Strategic Orientation 2: <ul style="list-style-type: none"> Improved implementation of Programs and Projects 	<ul style="list-style-type: none"> Budget out-turn and project completion data External audit reports 	<ul style="list-style-type: none"> External audit reports ECREEE's annual report ECREEE's Financial report 	
	Strategic Orientation 3: <ul style="list-style-type: none"> Strengthened partnerships and resource mobilization 	<ul style="list-style-type: none"> Resources mobilized and key stakeholders incorporated in ECREEE's work 	<ul style="list-style-type: none"> ECOWAS Financial report ECREEE's Financial report ECREEE's annual report 	
Outputs	Strategic Orientation 1: <ul style="list-style-type: none"> Improved internal institutional governance Improved external institutional governance Improved administration and service Improved delivery of financial support services Strengthened communication, information system and digitalization Improved capacity for internal and external service delivery 	<ul style="list-style-type: none"> Standard operating procedures Service satisfaction reports Infrastructure and staffing targets Communication tools and channels provided 	<ul style="list-style-type: none"> Manuals and operating procedures documents Surveys and reports of ECREEE's service delivery Procurement and Audit reports Annual IT inventory report 	ECREEE remains the go-to organization for EE and RE matters, securing long term funding and maintaining RE and EE as a priority in all Member States



	Summary	Indicators	Means of Verification	Assumptions
Outputs	<p>Strategic Orientation 2:</p> <ul style="list-style-type: none"> • Local economic development improved through the use of RE • Utility-scale RE solutions integrated into interconnected power systems • RE off-grid solutions massively deployed in remote areas • New cutting-edge RE and EE technologies in Research & Development implemented • CO2 emissions by industry reduced • Use of energy-inefficient appliances decreased • Clean cooking technologies and fuels used at large scale • EE in buildings widely incorporated in national urban planning codes • Gender and youth issues incorporated and addressed in EE and RE programs & projects • Environmental issues incorporated and addressed in EE and RE projects • Capacity of stakeholders in RE & EE programs and projects strengthened to improve service delivery • A Regional Certification Body is established • Programs and projects monitoring, and evaluation improved • Improved dissemination of RE & EE knowledge and ECREEE's impact to stakeholders 	<ul style="list-style-type: none"> • PUE data in Member States • Share of RE in Grid electricity • EVs and BESS incorporated • Phasing-out of inefficient appliances • Emissions avoided • EE plans incorporated • Programs addressing gender and environmental issues • Technical assistance provided to improve service • Certified professionals for SHS and mini-grids • Programs with LogFrame and Performance Monitoring Plans 	<ul style="list-style-type: none"> • Energy sector data from NFIs, regional bodies, and international organizations • Project implementation/ status reports • Certification program annual reports • M&E system records • ECREEE's annual reports 	



	Summary	Indicators	Means of Verification	Assumptions
Outputs	<p>Strategic Orientation 3:</p> <ul style="list-style-type: none"> • Strengthened cooperation with networks of partners • Increased financial inflows • Increased public and private sector investments or Foreign Direct Investment in RE & EE in ECOWAS Member States as a result of ECREEE's intervention 	<ul style="list-style-type: none"> • Programs evaluated by independent external evaluator • Change in funds mobilized • Execution rate of annual budget • FDI mobilized for Member States 	<ul style="list-style-type: none"> • Budget and budget execution data • ECREEE's Financial report • FDI tracking report 	

Table 7: ECREEE's Strategic Logical Framework

4.3 Strategic Performance Monitoring Plan

The Strategic Performance Monitoring Plan focuses more on the expected outcomes from each strategic orientation. It is intended to assess an intervention's success by defining the data, frequency, baseline, and target indicators used to evaluate if the intended goal was reached. Table 8 presents ECREEE's Strategic Performance Monitoring Plan. However, this is designed to illustrate the performance monitoring approach. At an elevated level, as is the case in this Strategic Plan, some outputs can be given baseline and target indicators, and these can be monitored and assessed by the end of the Strategic Plan period. But other outputs, which are also important, will work under different timelines or with moving targets responding to ECREEE's needs. This flexibility is difficult to integrate into this approach. Thus, performance monitoring will be carried out at the activity level, dependent upon ECREEE's annual work plans, available funding, and internal capacity.

Strategic Orientation	Expected Outcomes/ Effects	Indicators	Definition	Data Source	Baseline Value	Baseline Year	Targets				Principal Responsible	Actor Implicated		
							2023	2024	2025	2026			2027	
	1.1 Improved internal institutional governance	1). Standard Operating Procedures developed to guide organizational functioning ⁶	TBD (To be done as part of the operationalization of the strategic plan)	The physical Archive and ECREE Intranet	1	2022		2	TBD	N/A	N/A	Director, Admin., Finance & ICT (DAF)	Head of Admin. & Finance (HAF) & Program Officer, Admin. & Human Resource	
		2). Types of internal controls implemented	TBD	Verification report	TBD	2022		40%	100%	N/A	N/A	DAF	HAF & PO, Admin. & HR	
		3). Percentage of annual administrative budget allotted to risk mitigation	TBD	Final Budget	0	2022		0.2	0.6	0.8	1	N/A	DAF	HAF & PO, Admin. & HR
1). Strengthened institutional, administrative, financial, and digital governance	1.2 Improved external institutional governance	1). Percentage of National Focal Institutions, National Agencies in charge of Rural Electrification, Renewable Energy and Energy Efficiency who reported improved collaboration with the ECREE	TBD	Annual stakeholders' feedback survey report	TBD	2022		TBD	TBD	TBD	TBD	Executive Director (ED)	Director of Operations (DoO)	
		2). Percentage of other Specialized Agencies of the ECOWAS Commission who reported productive engagements with ECREE	TBD	Annual stakeholders' feedback survey report	TBD	2022		TBD	TBD	TBD	TBD	TBD	Executive Director (ED)	Director of Operations (DoO)
		3). Percentage of the ECREE ECOWAS - Donors Consultative Committee members who confirmed that the Centre has been implementing its recommendations	TBD	Annual stakeholders' feedback survey report	TBD	2022		TBD	TBD	TBD	TBD	TBD	Executive Director (ED)	Director of Operations (DoO)

⁶ Baseline note: Finance SOP finalized. Target rationale: Remaining SOPs include M&E, etc.

Strategic Orientation	Expected Outcomes/ Effects	Indicators	Definition	Data Source	Baseline Value	Baseline Year	Targets					Principal Responsible	Actor Implicated
							2023	2024	2025	2026	2027		
1). Strengthened institutional, administrative, financial, and digital governance	1.3 Improved administration and service	1). ECREEE headquarters with adequate offices built and functional	TBD	ECREEE website	0	2022	N/A	N/A	N/A	Completed	DAF	HAF & PO, Admin. & HR	
		2). Percentage of employees reporting satisfied with the delivery of administrative support services	TBD	Staff satisfaction survey report	0	2022	TBD	TBD	TBD	TBD	DAF	HAF & PO, Admin. & HR	
		3). Percentage of new employees (permanent staff, consultants, or interns) who reported use of staff orientation manual	TBD	Annual staff feedback survey	TBD	2022	TBD	TBD	TBD	TBD	DAF	HAF & PO, Admin. & HR	
	1.4 Improved delivery of financial support services	1). Percentage of staff reporting satisfied with the delivery of financial support services	TBD	Staff satisfaction survey report	0	2022	TBD	TBD	TBD	TBD	DAF	HAF, Finance Officer (FO)	
		2). Percentage of funding partners who reported satisfied with financial reporting	TBD	Annual stakeholders' feedback survey report	TBD	2022	TBD	TBD	TBD	TBD	DAF	HAF, Finance Officer (FO)	

Strategic Orientation	Expected Outcomes/ Effects	Indicators	Definition	Data Source	Baseline Value	Baseline Year	Targets					Principal Responsible	Actor Implicated
							2023	2024	2025	2026	2027		
1). Strengthened institutional, administrative, financial, and digital governance	1.5 Strengthened communication, information system and digitalization	1). Number of internal and external communication methods, tools, and channels provided	TBD	Annual IT inventory report	TBD	2022	TBD	TBD	TBD	TBD	TBD	DAF	Program Officer, IT
		2). Number of measures put in place to ensure transition from the current situation of Limited Insurance Information System to Substantial Assurance through Reasonable Insurance).	TBD	Annual IT inventory report	TBD	2022	TBD	TBD	TBD	TBD	TBD	DAF	Program Officer, IT
		3). Percentage of staff who reported confident in using available of ICT tools	TBD	Annual staff feedback survey report	TBD	2022	TBD	TBD	TBD	TBD	TBD	DAF	Program Officer, IT
1.6 Improved capacity for internal and external service delivery		1). Percentage of staff positions filled	TBD	Human Resource records	TBD	2022	TBD	TBD	TBD	TBD	TBD	DAF	HAF & PO, Admin. & HR
		2). Percentage of staff who have participated in a professional development training ⁷	TBD	Training Report and Intranet	TBD	2022	30%	90%	100%	N/A	N/A	DAF	HAF & PO, Admin. & HR

⁷ To be calculated based on figures from three trainings-- 3 (M&E, Budget, Office 365)

Strategic Orientation	Expected Outcomes/ Effects	Indicators	Definition	Data Source	Baseline Value	Baseline Year	Targets					Principal Responsible	Actor Implicated
							2023	2024	2025	2026	2027		
2). Improved implementation of programs and projects	2.1 Local economic development improved through the use of RE	Types of productive uses of renewable energy in the ECOWAS Member States	TBD	Programs & Projects implementation status reports, & Energy sector data from National Focal Institutions	TBD	2022	TBD	TBD	TBD	TBD	TBD	Director of Operations (DoO)	Coordinators of Sub-Programs & Projects
	2.2 Utility-scale Renewable Energy solutions integrated into interconnected power systems	Share of Renewable Energy in Grid electricity mix	TBD	ECREEE Survey data, Energy sector data from National Focal Institutions & World Bank Open Data	TBD	2022	TBD	TBD	TBD	TBD	TBD	Director of Operations (DoO)	Coordinators of Sub-Programs & Projects
	2.3 Off-grid solutions massively deployed in remote areas	Share of population with access to energy through RE off-grid solutions	TBD	ECREEE Survey data, Energy sector data from National Focal Institutions & World Bank Open Data Global Off-Grid Lighting Association report	TBD	2022	TBD	TBD	TBD	TBD	TBD	Director of Operations (DoO)	“

Strategic Orientation	Expected Outcomes/ Effects	Indicators	Definition	Data Source	Baseline Value	Baseline Year	Targets					Principal Responsible	Actor Implicated
							2023	2024	2025	2026	2027		
2.4 New cutting-edge RE technologies in Research & Development implemented	1). Types of electric vehicles in use in the ECOWAS Member States 2). Capacity of electrolyzers installed to produce green hydrogen in the ECOWAS Member States 3). Capacity of battery energy storage systems deployed	TBD	TBD	ECREEE Survey report	TBD	2022	2023	2024	2025	2026	2027	Director of Operations (DoO)	Coordinators of Sub-Programs & Projects
							TBD	TBD	TBD	TBD	TBD		
							TBD	TBD	TBD	TBD	TBD		
2.5 Carbon Dioxide (CO2) emissions by industry reduced	Quantity of CO2 emissions avoided (Metric Tons)	TBD	TBD	Energy sector data from National Focal Institutions & Project/Program Implementation Status Report	TBD	2022	2023	2024	2025	2026	2027	Director of Operations (DoO)	Coordinators of Sub-Programs & Projects
							TBD	TBD	TBD	TBD	TBD		
							TBD	TBD	TBD	TBD	TBD		
2.6 Use of energy inefficient appliances decreased	Types of inefficient appliances phased out the ECOWAS Member States	TBD	TBD	ECREEE Survey Report & National Focal Institutions	TBD	2022	2023	2024	2025	2026	2027	Director of Operations (DoO)	“
							TBD	TBD	TBD	TBD	TBD		
							TBD	TBD	TBD	TBD	TBD		
2.7 Clean cooking technologies and fuels used at large scale	Share of population using clean cooking technologies	TBD	TBD	ECREEE Survey report, National Focal Institutions, Project/Program Implementation Status Report	TBD	2022	2023	2024	2025	2026	2027	Director of Operations (DoO)	“
							TBD	TBD	TBD	TBD	TBD		
							TBD	TBD	TBD	TBD	TBD		

Strategic Orientation	Expected Outcomes/ Effects	Indicators	Definition	Data Source	Baseline Value	Baseline Year	Targets					Principal Responsible	Actor Implicated	
							2023	2024	2025	2026	2027			
2). Improved implementation of programs and projects	2.8 EE in buildings widely incorporated in national urban planning codes	Number of Member States incorporating EE in building in their urban planning codes	TBD	ECREEE Survey report & National Focal Institutions, Project/ Program	TBD	2022	TBD	TBD	TBD	TBD	TBD	15	Director of Operations (DoO)	"
	2.9 Gender and youth issues incorporated and addressed in EE and RE projects	Percentage of programs and projects that have addressed gender issues	TBD	Program & Project implementation status reports	TBD	2022	TBD	TBD	TBD	TBD	TBD	100	Director of Operations (DoO)	"
	2.10 Environmental issues incorporated and addressed in EE and RE projects	Percentage of programs and projects that have addressed environmental issues	TBD	Program & Project implementation status reports	TBD	2022	TBD	TBD	TBD	TBD	TBD	TBD	Director of Operations (DoO)	"
	2.11 Capacity of stakeholders in RE & EE programs and projects strengthened to improve service delivery	1). Number of energy sector agencies provided technical assistance to improve service delivery 2). Number of private sector actors provided technical assistance to enable them improve consumer reach	TBD	Program & Project implementation status reports & ECREEE Annual reports	TBD	2022	TBD	TBD	TBD	TBD	TBD	TBD	Director of Operations (DoO)	Coordinators of Sub-Programs & Projects
	2.12 A Regional Certification Body is established	Number persons certified as designers, installers or inspectors of Solar Home Systems or Clean Mini-Grids	TBD	Certification Program Implementation Status Reports & ECREEE Annual Reports	TBD	2022	TBD	TBD	TBD	TBD	TBD	TBD	Director of Operations (DoO)	"

Strategic Orientation	Expected Outcomes/ Effects	Indicators	Definition	Data Source	Baseline Value	Baseline Year	Targets					Principal Responsible	Actor Implicated		
							2023	2024	2025	2026	2027				
	2.13 Programs and projects monitoring, and evaluation improved	1). Percentage of programs and projects with logical framework and performance monitoring plans	TBD	M&E System Records	TBD	2022	TBD	TBD	TBD	TBD	TBD	100	Director of Operations (DoO)	Coordinators of Sub-Programs & Projects	
		2). Percentage of programs and projects with reported indicator data	TBD	M&E System Records	TBD	2022	TBD	TBD	TBD	TBD	TBD	TBD	100	Director of Operations (DoO)	“
		3). Percentage of programs and projects evaluated by an independent external evaluator	TBD	M&E System Records	TBD	2022	TBD	TBD	TBD	TBD	TBD	TBD	TBD	Director of Operations (DoO)	“
2). Improved implementation of programs and projects	2.14 Improved dissemination of RE & EE knowledge and ECREEE's impact to stakeholders	1). Types of communication tools utilized as part of the awareness-raising efforts about ECREEE's interventions and their impact of ECOWAS citizens	TBD	Communications Unit Inventory	TBD	2022	TBD	TBD	TBD	TBD	TBD	TBD	Director of Operations (DoO)	Coordinators of Sub-Programs & Projects	
		2). Number of communication tools utilized as part of the awareness-raising efforts about ECREEE's interventions and their impact of ECOWAS citizens	TBD	Communications Unit Inventory	TBD	2022	TBD	TBD	TBD	TBD	TBD	TBD	TBD	“	“
		3). New functionalities introduced to ECOWREX to improve its usability	TBD	ECOWREX User feedback survey	TBD	2022	TBD	TBD	TBD	TBD	TBD	TBD	TBD	“	“
		4). Number of online visits recorded on the ECOWREX platform	TBD	ECOWREX User feedback survey	TBD	2022	TBD	TBD	TBD	TBD	TBD	TBD	TBD	“	“
		5). Regional Progress Reports produced and published	TBD	ECREEE website	TBD	2022	TBD	TBD	TBD	TBD	TBD	TBD	TBD	“	“

Strategic Orientation	Expected Outcomes/ Effects	Indicators	Definition	Data Source	Baseline Value	Baseline Year	Targets					Principal Responsible	Actor Implicated
							2023	2024	2025	2026	2027		
3). Strengthened partnerships and resource mobilization	3.1 Strengthened cooperation with networks of partners	Percentage of partners reporting a satisfaction with ECREEE's implementation of partnership agreements	TBD	Partners' feedback survey report.	TBD	2023	TBD	TBD	TBD	TBD	TBD	Director of Operations (DoO)	PO, Resource Mobilization & Project Development & Coordinators of Sub-Programs & Projects
	3.2 Increased financial inflows to ECREEE	Percentage change in annual funds mobilised (committed and non-committed)	TBD	Contract/Grant Agreement signed with ECREEE	TBD	2021 & 2022	TBD	TBD	TBD	TBD	TBD	Director of Operations (DoO)	"
	3.3 Increased public and private sector investments or Foreign Direct Investment in RE & EE in ECOWAS Member States as a result of ECREEE's intervention	Amount of Foreign Direct Investment (in USD) mobilized from the private and public sectors for the ECOWAS Member States.	TBD	(1) ECREEE Annual Report; (2) FDI tracking report, including data reported by the National Focal Institutions	TBD during ESEF 2022	2022	TBD	TBD	TBD	TBD	TBD	TBD	Director of Operations (DoO)

Table 8: ECREEE's Performance Monitoring Plan
Source: ECREEE



ECREEE delegation at the ECOWAS Sustainable Energy Forum (ESEF) 2022
Abuja - Nigeria, November 2, 2022



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Abuja - Nigeria, November 2, 2022



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