

THE GAMBIA THRESHOLD PROGRAM

Monitoring and Evaluation Plan

March 2024

Version 1

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PREAMBLE

This Monitoring and Evaluation (M&E) Plan:

- is an extension of the Preliminary M&E Plan included in the Gambia Threshold Program Agreement signed on November 16, 2021, between the United States of America, acting through the Millennium Challenge Corporation (MCC), and The Gambia, acting through its government;
- will support provisions described in The Gambia Threshold Program Agreement; and
- is governed by and follows the principles stipulated in MCC's *Policy for Monitoring and Evaluation* (MCC M&E Policy).

This M&E Plan is considered a binding document, and failure to comply with its stipulations could result in suspension of disbursements. It may be modified or amended as necessary following the MCC M&E Policy, and if it is consistent with the requirements of the program agreement and any other relevant supplemental legal documents.

LIST OF ACRONYMS

CBA	Cost-Benefit Analysis
DQR	Data Quality Review
ITT	Indicator Tracking Table
M&E	Monitoring and Evaluation
MCC	Millennium Challenge Corporation
MOFEA	Ministry of Finance and Economic Affairs
MOPE	Ministry of Petroleum and Energy
NAWEC	National Water and Electricity Company
POC	Point of Contact
PSTSC	Power Sector Threshold Program Support Contractor
QDRP	Quarterly Disbursement Request Package

INTRODUCTION

This Monitoring and Evaluation Plan (M&E Plan) serves as a detailed framework for assessing progress towards and achievement of the Gambia Threshold Program's project objectives. The M&E Plan is used in conjunction with other documents such as work plans, Procurement and Grant Plan Packages, and financial plans to provide oversight for program implementation and to strive to ensure the program is on track to achieve its intended results. The M&E Plan also serves as a communications tool, so that MCA-Gambia staff and other stakeholders clearly understand the results MCA-Gambia is responsible for achieving.

This M&E Plan provides the following functions:

- *Describes the expected results.* The plan presents the program description, project logics, and economic analysis, including the results that need to be measured under the M&E Plan.
- *Establishes a monitoring framework.* The plan identifies the monitoring and data quality assessment strategies and documents the reporting plan to monitor progress against targets during program implementation.
- *Describes the evaluation plan.* The plan identifies evaluations that will be conducted and presents the plan for each including the evaluation questions, methodologies, and data collection strategies that will be employed.
- *Documents all M&E indicators to measure expected results.* The plan documents all indicators, including their baselines, targets, and data sources to assess program progress, and changes to indicators over time.
- *Includes roles and responsibilities.* The plan includes a description of the roles and responsibilities for the implementation and management of M&E activities.

PROGRAM AND OBJECTIVE OVERVIEW

Program Background

The Gambia is the smallest country on the African mainland. In 2021, the population reached approximately 2.5 million, with a majority living in urban areas in the districts surrounding the capital, Banjul. In recent years, the electrification rate has increased to over 50 percent and The Gambia has committed to an ambitious goal of achieving universal electrical access by 2025. The Gambia has also committed to reduce CO₂ emissions in alignment with the 2015 Paris Accords, with a focus on imports from Senegal, Guinea, and Côte d'Ivoire, and domestic solar generation.

In November 2021, MCC and the Government of The Gambia signed a \$25 million Threshold Program. The program entered into force on June 29, 2022. The grant will support one of The Gambia's core constraints to economic growth: the unreliable and inadequate supply of electricity. The investment will focus on two projects: the Governance Project and the Operations Project.

The Governance Project Objective is to develop more effective, accountable, and transparent power sector governance in The Gambia. The Operations Project Objective is to improve the National Water and Electricity Company's ("NAWEC") capability to operate the Gambian power system in a manner that reduces the frequency and duration of outages and is consistent with The Gambia's universal access and conditional emissions goals as put forward in its nationally determined contributions ("NDCs").

The Government of The Gambia will set up an accountable entity called MCA-Gambia to implement the program. MCA-Gambia will hire a contractor known as the Power Sector Threshold Program Support Contractor (PSTSC) to implement both projects. There is expected to be a degree of synergy between the two projects in that they will be using similar on-the-job training approaches to build capacity for improved governance and operational performance while solving problems and challenges within the power sector. The projects are not designed to provide prefabricated solutions, but rather to facilitate teams of local actors – organized into three Reform Teams – to work together to identify root causes of problems and then propose solutions that fit the local context. By funding these solutions via Action Requests, the Project will make progress toward addressing the complex problems in the power sector.

MCA-Gambia and the PSTSC will coordinate the work of three Reform Teams made up of relevant stakeholders to work on (1) governance, (2) accountability, and (3) operations in the power sector.

For each project, a logic diagram has been developed to illustrate how the project's interventions work together to achieve the Project Objective. Note that the project logic diagrams included in

this M&E Plan have been updated from the project logic diagrams in the Threshold Program Agreement to comply with MCC's latest guidance on project logics. The Threshold Program Agreement project logics can be found in Annex V for reference. Given the nature of the two projects and reflective of the inherent flexibility of employing an adaptive management approach, the project logic diagrams are less detailed than called for by the M&E Policy, especially the Operations Project logic. All the outputs have not been defined and the pathways from those outputs to the outcomes have not been laid out in detail; however, the project logics will be used to steer the design of the interventions during implementation (see Annex IV for more explanation of this). In addition, it is expected that the logic diagrams will be updated during implementation to reflect a more detailed understanding of the project interventions and how they will work to accomplish the stated project objectives.

Project Logics

Governance Project Description and Logic

The objective of the Governance Project is to develop more effective, accountable, and transparent power sector governance in The Gambia.

The Governance Project focuses on building the capacity of power sector stakeholders to identify and solve problems in the following areas: the legal and regulatory environment; the policy and planning environment; the utility's structure and governance; and external oversight and accountability. The Governance Project uses a "learning by doing" approach facilitated by expert advisors. The expert advisors will support teams of stakeholders working to identify the underlying causes of legal, policy, regulatory, administrative, access, and operational challenges, and then to solve those problems through a disciplined, iterative, and action-oriented approach.

The Governance Project comprises two Activities: (1) Building Power Sector Governance Capacity (the Governance Capacity Activity) and (2) Accountability and Oversight for the Power Sector (the Accountability Activity).

The Governance Capacity Activity supports Gambian power sector stakeholders, such as the Ministry of Petroleum and Energy (MOPE), National Water and Electricity Company (NAWEC), the Ministry of Finance and Economic Affairs (MoFEA), the Public Utility Regulatory Agency (PURA), and the Office of the President (OP), with the necessary skills and information to use appropriate government processes for solving problems and driving improved performance of the power sector. The Governance Capacity Activity will establish, monitor, and support the Governance Reform Team and three project teams to problem solve power sector governance

challenges.¹ The three project teams will cover the legal and regulatory environment; policy and planning environment; and NAWEC's structure and governance. The Activity will also provide a full-time Facilitated Change Management Advisor, technical advisors in MOPE and the OP, and support a study examining the benefits and costs of separating NAWEC's water and sewerage operations from its power operations. Finally, the Activity will support written requests from performing project teams for specific technical assistance called Action Requests.

The Accountability Activity seeks to strengthen the ability of the National Assembly and of public stakeholders, such as civil society, the media, and academia, to influence the development and operations of the power sector to better reflect and be accountable to the public's interests and needs. The Accountability Activity will establish, monitor, and support the Accountability Reform Team and one project team to strengthen external oversight and accountability of the power sector.² The Activity will also provide a full-time Facilitated Change Management Advisor and support Action Requests, like the Governance Capacity Activity. Finally, the Accountability Activity will support a grant facility to provide grants to Gambian civil society organizations, media, and academic institutions for problem solving related to improved accountability.

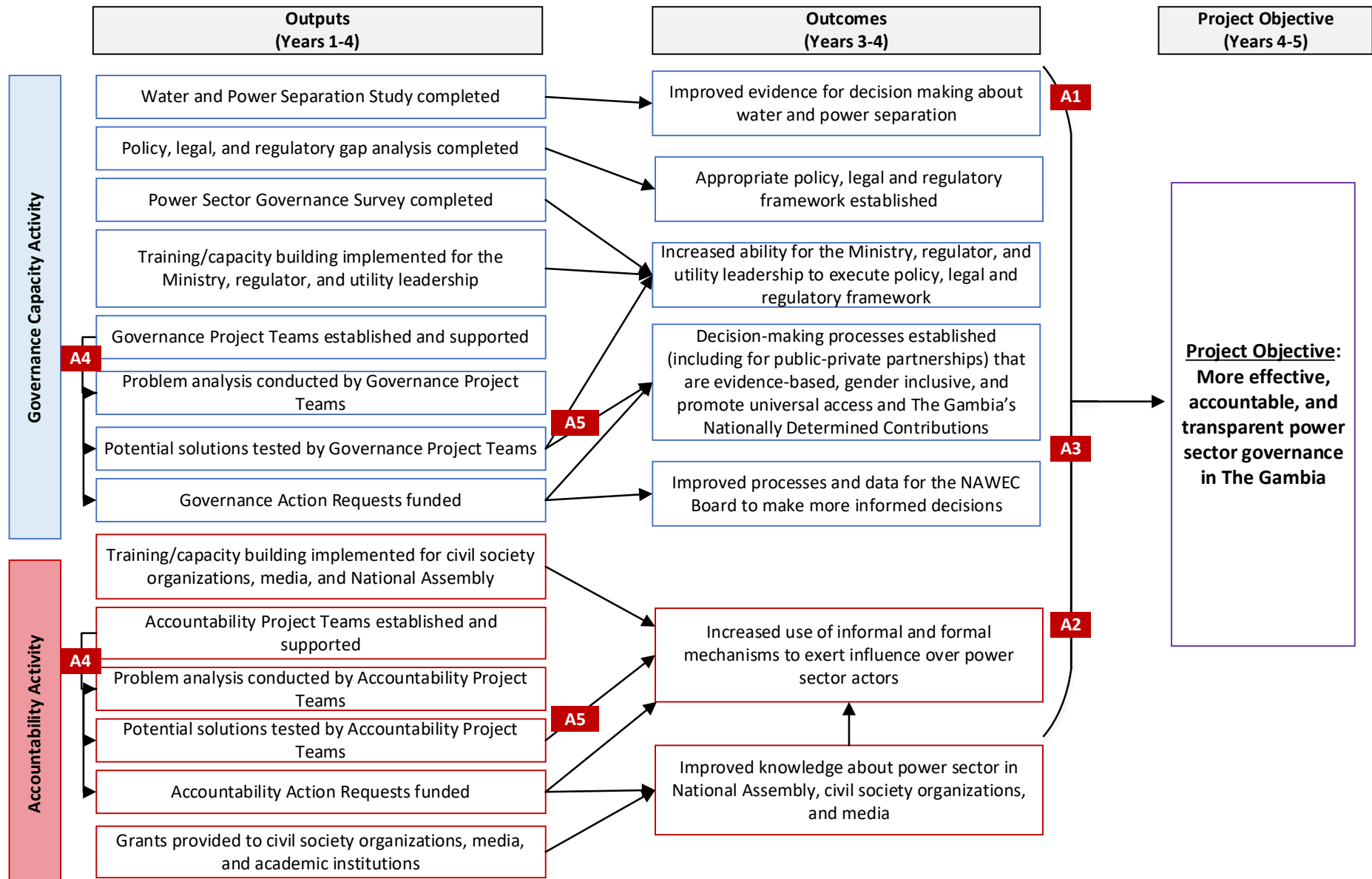
The Activities are expected to establish an appropriate legislative and regulatory framework, improve decision-making throughout the sector, and increase the use of informal and formal mechanisms by civil society to exert influence over power sector actors.

As a result, the project is expected to develop more effective, accountable, and transparent power sector governance in The Gambia.

¹ In Annex I of the Threshold Program Agreement, it says that "the Government, with the support of the Facilitated Change Management Advisor, shall establish a reform team ("Governance Reform Team") and three project teams to drive engagement and problem solving of power sector governance challenges faced by the executive branch of government and relevant agencies."

² In Annex I of the Threshold Program Agreement, it says that "the Government shall establish a reform team (the "Accountability Reform Team") and one project team to support engagement and problem solving that strengthens external oversight and accountability of the power sector."

Power Sector Governance Project Logic



Problem:

Legislative gaps, inconsistent enforcement of laws and regulations, poor policy development and implementation, and weak institutional capacity have thwarted efforts to improve power sector performance. Limited oversight of NAWEC has allowed inefficient and non-transparent management practices to persist.

Assumptions:

- A1:** Sector actors are willing and have the capacity to execute consistent and appropriate laws, policies, regulations, and plans, including implementing the least-cost system expansion plan and using public-private partnerships where appropriate.
- A2:** Power sector agencies engage with and process input from stakeholders.
- A3:** The Operations Project will improve the availability, quality and timeliness of power sector data and reports in time to improve governance.
- A4:** Governance and Accountability Project Teams are convened, take ownership of the process, and the majority of the teams complete their planned work in time to make meaningful progress.
- A5:** Governance and Accountability Project Teams are authorized by Reform Teams to experiment and lead reforms.

Operations Project Description and Logic

The objective of the Operations Project is to improve NAWEC's capability to operate the Gambian power system in a manner that reduces the frequency and duration of outages and is consistent with The Gambia's universal access and conditional emissions goals as put forward in its nationally determined contributions.

The Operations Project aims to develop critical skills, tools, and processes at NAWEC to address challenges in the following areas: power sector operations, customer operations, finance, and change management. The Operations Project is coordinated with and builds upon work financed by the Government and by other donors to ensure close alignment with NAWEC's strategic operational plans during the project lifetime, as well as The Gambia's "Electricity Roadmap." The Operations Project shall be supported by outside experts on energy sector operations procured by the project, referred to as the Operations Advisor.

To advance the work of the Operations Project, the Government shall establish a team to coordinate the Project, the membership of which shall include NAWEC staff with appropriate expertise and authority, as agreed between MCC and the Government (the Transformation Team). The Transformation Team convenes project teams focused on specific challenges or components of NAWEC operations. The number of project teams will be determined during implementation.³ The project teams (expected to be made up of staff from NAWEC's finance, commercial, transmission and distribution, and generation business units) utilize an adaptive management approach, which is a facilitation methodology like that used for the Governance Project.

The Operations Project comprises two Activities: (1) Fundamental Change and Building Commitment (the Phase I Activity) and (2) Strategic Investments and Consolidating Change (the Phase II Activity).

The Phase I Activity supports identifying, prioritizing, and analyzing weaknesses and inefficiencies in NAWEC's operations and structure, and then identifying and advancing solutions. This Activity is expected to include support for geographic information system (GIS) data gathering, energy forecast modeling, utility process mapping, operationalizing NAWEC's gender policy, and customer satisfaction surveys. This Activity also includes an analysis of opportunities to advance The Gambia's efforts to meet its nationally determined contributions and universal access goals, and to promote environmental and social performance in the power sector. A Phase I progress assessment will identify the change areas showing the greatest potential for achieving the Project Objective. Phase I culminates in the approval of a plan for Phase II. The Phase II Plan shall set forth the priority investment areas for the Project, an implementation plan, implementation

³ Annex I of the Threshold Program Agreement does not specify how many project teams there will be for the Operations Project.

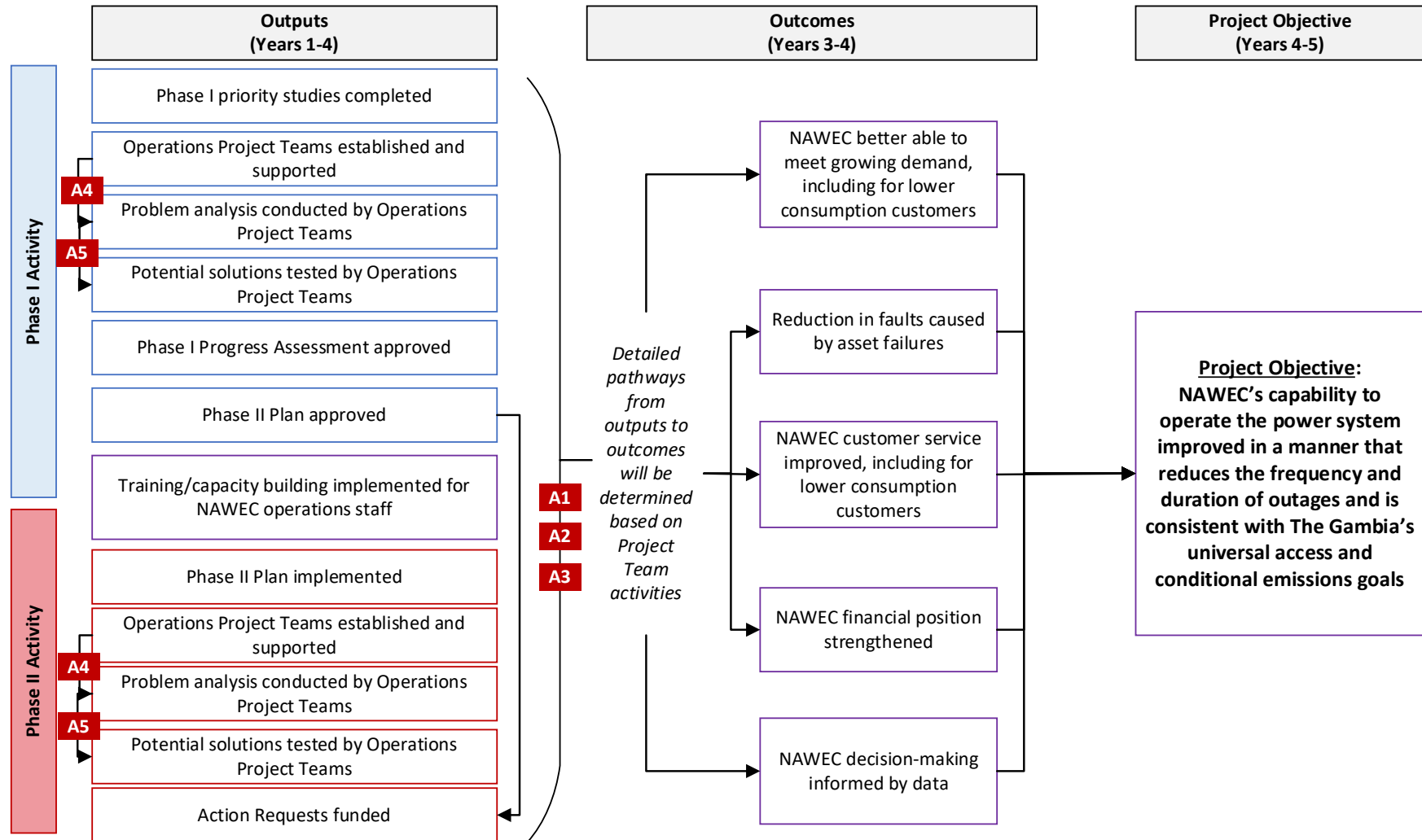
timeline, a high-level procurement plan, indicators with baselines and targets for expected outputs and outcomes, and a monitoring approach for those activities.

The Phase II Activity supports implementation of the Phase II Plan, including through Action Requests. The Phase II Activity supports the Operations Advisor's ongoing capacity development and change management activities at NAWEC. NAWEC and the Operations Advisor shall work with MCC in managing activities arising from the implementation of the Phase II Plan, including, for example, engaging with technical assistance support, enacting human resource and customer service reforms, and introducing new technology.

Together the activities under Phase I and II are expected to result in increased use of data for decision-making, improved ability to meet growing demand for electricity (including for lower consumption customers), reductions in faults caused by asset failures, increased customer satisfaction (including for lower consumption customers), and NAWEC's financial position strengthened.

Ultimately, the project should result in improving NAWEC's capability to operate the power system in a manner that reduces the frequency and duration of outages and is consistent with The Gambia's universal access and conditional emissions goals.

Power Sector Operations Project Logic



Problem:
 Gambian electricity consumers are subject to frequent outages and unresponsive customer service.

NAWEC is unprepared to meet growing demand and integrate new sources of energy.

NAWEC realizes consistent financial losses which restricts investment and creates public fiscal burden.

Assumptions:

A1: NAWEC staff and management are sufficiently motivated and committed to deploy new processes, tools, and skills and to create an inclusive, diversified workforce.

A2: NAWEC will obtain and deploy investment resources to leverage improved capacity for planning, construction, and system operations to improve electricity service, including from existing projects such as the improved dispatch center equipped with Supervisory Control and Data Acquisition (SCADA) system, transmission and distribution investments, and Gambia River Basin Development Organization interconnection.

A3: Increased funding to adequately maintain NAWEC assets will be available either through internal budget, increased tariff adjustments, reduced losses, or from other Government resources.

A4: Operations Project Teams are convened, take ownership of the process, and the majority of the teams complete their planned work in time to make meaningful progress.

A5: Operations Project Teams are authorized by the Reform Team to experiment and lead reforms.

Note: The results boxes with purple outline are expected to occur during both Phase I and II.

Economic Analysis

MCC requires economic analysis of Compact programs but does not for Threshold Programs.

The Governance and Operations Projects together are expected to accrue benefits by increasing transparency in the decision-making process at NAWEC and the Ministry of Energy & Petroleum, improving long term planning, making power sector institutions more accountable to stakeholders, reducing costs at NAWEC through efficiency gains, and improving NAWEC's financial position through operational improvements. As a result, NAWEC's capability to operate the power system will improve in a manner that reduces the frequency and duration of outages. These benefits will lead to either lower financial losses for NAWEC and a reduction in NAWEC's contribution to the government debt burden or a reduction in tariff rates as savings are passed on to consumers. The specific size of these benefit streams is not calculated for threshold programs.

Projected Beneficiaries

According to the *MCC Guidelines for Economic and Beneficiary Analysis*, beneficiaries of projects are considered individuals that are expected to experience better standards of living due to program activities. These better standards of living can be materialized as financial gains or improvements in other social outcomes, but ultimately the cost-benefit analysis (CBA) measures these in monetary terms as an increase in their real incomes. A CBA model provides details on benefit streams through which beneficiaries should experience increased income or enhanced wellbeing through improved outcomes (for instance, the value of longer, more productive lives, the value of home production, such as childcare and domestic services, and changes in future welfare associated with a country's natural assets) as a result of the intervention.

This section provides a summary of beneficiaries at the project level. *As MCC Threshold Programs do not require cost-benefit analysis, the following beneficiary descriptions and estimates are more qualitative and indicative of potential program outcomes.* Beneficiaries of The Gambia Threshold Program are expected to be 95% of the populace of The Gambia over a 20-year time frame. Improvements to both the governance of the energy sector and operations within NAWEC will have the end result of lowering the cost of buying, transmitting, and distributing electricity within the network. These benefits will impact in some way all Gambian residents over a 20-year time frame that use the energy network either at home, at school, or at work. As the Government of The Gambia expects to reach universal access by 2025, the beneficiary profile over 20 years will be the proportion of the population with access to electricity either at home or at work, which in this model is estimated at 95% of the population.

Projected Program Beneficiaries

The expected beneficiaries for The Gambia Threshold Program are presented in the table below by level of intervention. The table includes a definition of beneficiaries, the estimated number of beneficiaries, and a note on how that estimate was calculated.

Projects	Definition of Beneficiaries	Description of Beneficiary Calculations	Number of Beneficiaries (estimate)
Project 1: Governance Project	Gambian residents receiving relatively lower long term power costs or increased power reliability due to improved governance of the sector when compared to a counterfactual without MCC involvement	The benefits will spread throughout all energy users in the economy which, over a 20-year period, is estimated to be 95% of the population. A population growth rate of 2.25% is assumed.	3,822,000
Project 2: Operations Project	Gambian residents receiving relatively lower long term power costs or increased power reliability due to improved operations of the sector when compared to a counterfactual without MCC involvement	The benefits will spread throughout all energy users in the economy which, over a 20-year period, is estimated to be 95% of the population. A population growth rate of 2.25% is assumed.	3,822,000
Total⁴			3,822,000

MONITORING COMPONENT

Summary of Monitoring Strategy

The program will be monitored systematically through indicators and progress will be reported regularly during implementation. Monitoring data will be analyzed to allow managers of MCA-Gambia and MCC to make programmatic adjustments as necessary with a view towards improving the overall implementation and results of the program.

An indicator is mapped to each result in the project logic diagram to track the project logic over time. MCC M&E distinguishes between four indicator levels: outcome, output, process, and risk/assumption. They are defined below:

⁴ There is an expected overlap among beneficiaries within the program so that beneficiaries cannot simply be added across Projects to assess the total number of beneficiaries.

Outcome Indicator - An indicator that measures a targeted result of an intervention's outputs. Often many outcome indicators are not monitored during the life of the program, but rather are reported through evaluations after the program is complete.

Output Indicator - An indicator that measures the goods or services produced as the direct result of the expenditure of program funds.

Process Indicator - An indicator that measures progress toward the completion of an activity, a step toward the achievement of project outputs and serves as a way to ensure the work plan is proceeding on time.

Risk/Assumption Indicator – An indicator that measures a risk or assumption in the project logic.

To ensure that the program is on track to meet its objectives, the indicators will be measured against established baselines and targets, derived from ex-ante cost-benefit analysis, other types of analysis, and project design documents. The baseline is the value of an indicator prior to a development intervention, against which progress can be assessed or comparisons made. The target is the expected value for a particular indicator at a particular time and reflects the underlying assumptions made in project design about what the project will likely achieve.

MCC uses common indicators to consistently measure progress across programs in key sectors and report those results to internal and external stakeholders. MCC's relevant common indicators are included in this M&E Plan.

The Indicator Documentation Table defines each indicator by project and can be found in Annex I. Baselines and targets for each indicator are defined in Annex II.

The MCA-Gambia M&E Director shall consult and assist implementing entities in setting up their data collection plan and reporting templates to report on the relevant indicators included in this plan.

Standard Reporting Requirements

Reporting to MCC: Quarterly Disbursement Request Package

Performance reports serve as a vehicle by which MCA-Gambia management informs MCC of implementation progress. Currently, MCC requires that MCA-Gambia submit a Quarterly Disbursement Request Package (QDRP) each quarter. The QDRP must contain an Indicator Tracking Table (ITT). A complete ITT presents the preceding quarters' indicator actuals and current quarter indicator progress against targets set forth in this M&E Plan. The ITT is the main

source for MCC's and MCA-Gambia's internal and external reporting on indicator progress during implementation.

Additional guidance on reporting is contained in MCC's [*Guidance to Accountable Entities on the Quarterly Disbursement Request Package*](#) and [*Indicator Tracking Table Guidance*](#).

The MCA-Gambia M&E Director will develop a process for managing the quarterly ITT submissions. This document should describe how data will be collected from the responsible parties and the review and approval process within MCA-Gambia.

Reporting to MCA-Gambia and Local Stakeholders

Even though the QDRP is required to be sent to MCC, accountable entities should also use these reports and the data included in them to assess progress and performance internally.

Data Quality Reviews

As a data-driven agency, MCC is committed to ensuring all data used in the development, implementation, and evaluation of a project are of good quality. Data quality is essential for maintaining a high level of confidence in MCC's decision making as well as for transparent reporting of MCC's results.

The quality of ITT data is the primary responsibility of MCA-Gambia staff, led by the MCA-Gambia M&E Director. The M&E Director, other MCA-Gambia staff, as appropriate, and implementing entities should regularly check data quality. The M&E Director should verify that all reported data has appropriate source documentation and that calculations have been done correctly. The MCA-Gambia M&E Director will conduct site visits on a regular basis or whenever requested by MCC, to review the quality of the data gathered through this M&E Plan.

In addition to regular data quality checks by MCA-Gambia staff, Data Quality Reviews (DQRs) will be conducted in accordance with the requirements of the MCC M&E Policy. The objectives of DQRs are to assess the extent to which data meets the standards defined in the MCC M&E Policy in the areas of accuracy, consistency, timeliness, and transparency (Section 6.5.2 Data Quality Standards).

Note that evaluators are expected to conduct assessments of the quality of all data that will be used as part of the evaluation. Additional MCA-Gambia-driven data quality reviews of that data are not required.

Each internal or independent DQR will be thoroughly documented in a report that describes any noted gaps or weaknesses with respect to the data quality standards. The report should also make recommendations for remedying these issues where possible. Where a remedy is not possible or

cost-effective, the report should identify replacement indicators or data sources that will address the noted weakness.

MCA-Gambia is responsible for ensuring that recommendations produced by DQRs and approved by MCC are implemented. After the data quality report is finalized, MCA-Gambia must create an action plan that clearly identifies which of the DQR recommendations MCA-Gambia will implement, as well as an associated timeline and next steps for implementing them. This action plan must be submitted in English and reviewed by MCC. Once cleared by MCC, the implementation DQR action plan will be made publicly available on MCA-Gambia's website, either as an addendum to the M&E Plan or as an independent document.

A pre-implementation DQR was not conducted for The Gambia Threshold Program, as the program was developed before a pre-implementation DQR was required by MCC.

It is expected that the entity responsible for the implementation DQR will be hired by MCA-Gambia in Year 3 of the program to perform the DQR in Year 3. The DQR is expected to cover ITT indicators coming from administrative data, which would include the implementation contractor (PSTSC), NAWEC, and various government institutions. This section will be updated once the DQR Action Plan is complete to reflect the actual dates the DQR was completed, the materials covered, major findings, and key action steps.

EVALUATION COMPONENT

Summary of Evaluation Strategy

While good program monitoring is essential for program management, it is not sufficient for assessing the achievement of expected project results. Therefore, MCC and MCA-Gambia use evaluation as a tool to better understand the effectiveness of its projects. Evaluation is the systematic collection and analysis of information about the characteristics and outcomes of a project. Detailed guidelines and standards for the preparation, review, and dissemination of evaluations are set forth in MCC's [Evaluation Management Guidance](#).

According to the MCC M&E Policy, every project in a program must undergo an *independent* evaluation to assess whether it achieved its stated objective. For each of these evaluations, an evaluation firm is contracted by MCC. MCC and MCA-Gambia are committed to ensuring that the independent evaluations are rigorously designed to measure the expected results of each project. Each evaluation must answer the following questions:

1. To what extent was the project implemented according to plan (in terms of quantity and quality of outputs)?
2. Did the project achieve its stated objective in the timeframe and magnitude expected, as documented in the current M&E Plan? Why or why not?

MCC's evaluation review process will follow the guidelines outlined in the MCC M&E Policy.

For each independent evaluation, MCA-Gambia is responsible for building local ownership and commitment to the evaluation, oversight of the data collection firm, quality control of evaluation activities, and local dissemination of evaluation results.

In accordance with the MCC M&E Policy, the results of each evaluation will be disseminated through stakeholder report reviews and presentations. The associated reports, data collection materials, and data sets will be made publicly available on MCC’s [Evidence Platform](#).

Independent Evaluation Plans

The following table summarizes the planned independent evaluations for this program. More detail on each evaluation follows.

Evaluation Name	Evaluation Type	Evaluator	Primary/ Secondary Methodology	Final Report Date
Governance Project Evaluation	Performance	TBD ⁵	TBD	TBD
Operations Project Evaluation	Performance	TBD	TBD	TBD

Governance Project Evaluation

Scope

This evaluation will answer the following core question:

Did the project achieve its stated objective to develop more effective, accountable, and transparent power sector governance in The Gambia in the timeframe and magnitude expected, as documented in the current M&E Plan? Why or why not?

The answer to the first part of this question will be based on the objective-level indicator(s) described in Annex I and II. The second part of the question will be answered by analyzing the remaining indicators in the project logic, as also described in Annex I and II. The project team’s rationale for setting the objective targets by 2026 is documented in Annex II.

⁵ Note that the same evaluator is expected to conduct both evaluations.

Methodology

The evaluation is expected to be a performance evaluation and the methodology will be determined once an independent evaluator has been hired.

Data Sources and Timelines

The evaluation will collect and/or analyze data from the following sources and produce the following reports:

Name of Data Source	Data Collection Timing	Report Name	Report Publication Timing
PSTSC (Implementation Contractor) Administrative Data	Quarterly through June 2026	Final Report	TBD
MOFEA, MOPE, NAWEC Administrative Data	Annual through 2026		
TBD	TBD		

As noted in Annex I, much of the data for the evaluation will come from the implementer (PSTSC), existing Government of The Gambia Ministries, and the electrical company (NAWEC). A baseline Governance Survey is expected to be completed through the PSTSC in 2024. The Governance Survey methodology, sample size, and questionnaire have not been determined yet.

More detail on the design of this evaluation will be provided in the independent evaluator's Evaluation Design Report (EDR) after the evaluator is hired and the EDR is finalized.

Operations Project Evaluation

Scope

This evaluation will answer the following core question:

Did the project achieve its stated objective to improve NAWEC's capability to operate the Gambian power system in a manner that reduces the frequency and duration of outages and is consistent with The Gambia's universal access and conditional emissions goals in the timeframe and magnitude expected, as documented in the current M&E Plan? Why or why not?

The answer to the first part of this question will be based on the objective-level indicator(s) described in Annex I and II. The second part of the question will be answered by analyzing the

remaining indicators in the project logic, as also described in Annex I and II. The project team’s rationale for setting the objective targets by 2026 is documented in Annex II.

Methodology

The evaluation is expected to be a performance evaluation and the methodology will be determined once an independent evaluator has been hired.

Data Sources and Timelines

The evaluation will collect and/or analyze data from the following sources and produce the following reports:

Name of Data Source	Data Collection Timing	Report Name	Report Publication Timing
PSTSC (Implementation Contractor) Administrative Data	Quarterly through June 2026	Final Report	TBD
MOFEA, MOPE, NAWEC Administrative Data	Annual through 2026		
Customer Perception Survey (conducted by NAWEC)	2023		
TBD	TBD		

As noted in Annex I, much of the data for the evaluation will come from the implementer (PSTSC), existing Government of The Gambia Ministries, and the electrical company (NAWEC).

More detail on the design of this evaluation will be provided in the independent evaluator’s Evaluation Design Report (EDR) after the evaluator is hired and the EDR is finalized.

Projects without Evaluations

There are no projects without evaluations.

IMPLEMENTATION AND MANAGEMENT OF M&E

Responsibilities

This section describes the M&E responsibilities of the accountable entity, MCC, and the government after the program has ended.

Accountable Entity

MCA-Gambia will have a Monitoring & Evaluation (M&E) Director who will have the key responsibility of leading and managing all M&E activities. Additionally, the M&E Director may hire short-term support on an as needed basis. The MCA-Gambia M&E Director will carry out, or hire contractors to complete the following and other related activities:

- Lead the development and periodic updates of The Gambia M&E Plan, in accordance with MCC policies and guidelines and in coordination with MCC and relevant stakeholders.
- Lead the implementation of the monitoring component of The Gambia M&E Plan to provide timely and relevant input to project management and external reporting, including:
 - Define the performance indicators to be monitored along with their baselines and targets in collaboration with project teams.
 - Identify critical data gaps or data quality issues related to the M&E Plan indicators and design and implement a plan to resolve these issues and build capacity with the party that produces the data (e.g., government entities or project implementers).
 - Work with implementers and Implementing Entities (if relevant) to ensure M&E requirements are appropriately incorporated in their contracts and Implementing Entity Agreements (if relevant), and that there is a shared understanding of relevant indicators and other requirements.
 - Produce the ITT. This should include reviewing all the ITT data on a quarterly basis, checking inconsistent values with the MCA-Gambia project lead and reporting entities, and submitting supporting documentation for all data that is reported.
 - Conduct a Data Quality Review of monitoring data reported by MCA-Gambia as well as likely sources of future monitoring data (i.e., data sources identified in the M&E Plan) and implement a plan to address any identified weaknesses.
 - Design and implement field assessments of progress towards the achievement of outputs and intermediate outcomes, especially in situations where concerns have been raised regarding data quality or validity.
 - Disseminate information from the approved ITT to relevant stakeholders in The Gambia and to MCC.
- Support the design and implementation of the evaluation component of The Gambia M&E Plan to promote accountability and learning, including:
 - Provide data and documentation required to inform the design and implementation of evaluations to MCC and independent evaluators.
 - Monitor adherence to the project design and implementation plans and report any deviations to the independent evaluator.
 - Review evaluation reports, survey instruments, and other materials produced by the evaluator hired by MCC to conduct independent evaluations.

- Manage local stakeholder reviews of evaluation reports and materials.
- Contract survey firms to undertake interim data collection for independent evaluations and supervise work in coordination with the independent evaluator.
- Organize meetings/events for the dissemination of findings for each evaluation report.
- Maintain close collaboration and integration between M&E and the electricity reform team to ensure that M&E's data and analysis is accurate, up-to-date, and supports evidence-based project design and management.
- Maintain regular communication with MCA-Gambia leadership, MCC M&E staff to provide updates on the status of M&E activities and to communicate risks related to the progress of implementation or the achievement of results.
- Manage the M&E budget and provide updates to MCC on commitments and disbursements on a quarterly basis.
- Manage the procurements and contracts funded by the M&E budget and report progress to MCC on a quarterly basis.

Collaboration with the procurement team will be very important to prepare and conduct timely procurement of M&E related contracts as well as ensuring that other implementation contracts contain necessary data reporting provisions.

Seminars, workshops, elaboration and distribution and dissemination of M&E materials shall be conducted in close cooperation with the MCA-Gambia Press and Communications Specialist.

Millennium Challenge Corporation

MCC will carry out the following aspects of M&E:

- Support the MCA-Gambia M&E Director by providing technical assistance on the above-mentioned tasks, notably:
 - Support in the development and updating of the M&E Plan, including facilitating discussions with the MCC country team, and drafting and maintaining the following sections: Economic Analysis, Projected Beneficiaries, and the Evaluation Component.
 - Participate in all Data Quality Reviews, including attending associated workshops and providing technical expertise on all deliverables.
- Manage high-quality independent evaluations
 - Develop the scope of work and procure the independent evaluator.
 - Fund and manage the evaluator contract.
 - Convene MCC's Evaluation Management Committee to review key evaluation deliverables and make decisions about the evaluation design and implementation.
 - Facilitate evaluation coordination with the accountable entity, implementers, and other local stakeholders.

- Review and clear on ITTs as part of the Quarterly Disbursement Request Packages, plus flag for the MCC country team any risks to results found in ITT data.
- Maintain close collaboration and integration between M&E and the MCC country team to ensure that M&E's data and analysis is accurate, up-to-date, and supports evidence-based project design and management.
- Clear on the use of M&E program funds and procurements.
- Package ITT data and evaluation results for learning and lead dissemination efforts to inform MCC decisions.

Government Post-Program

To prepare for post-program evaluation, MCA-Gambia should identify a post-program point of contact (POC) for MCC at least one year before the program ends and work with that POC to build understanding of the MCC program and evaluation process. This POC should be part of the Government entity that will support post-program evaluation. Specifically, post-program the Government will:

- support the collection of primary data or efforts to obtain secondary data from other stakeholders;
- commit to reviewing evaluation deliverables that are submitted post-program;
- facilitate review of post-program evaluation deliverables by relevant project stakeholders; and
- support dissemination of evaluation results.

This section will be updated with Government commitments related to dissemination (such as providing venues for and organizing dissemination presentations) before closure.

Review and Revision of the M&E Plan

The M&E Plan is designed to evolve over time, to ensure the plan remains up to date and consistent with design documents and project work plans, and to incorporate lessons learned for improved performance monitoring and measurement. The M&E Plan must be kept as current as possible, including conducting revisions as needed and feasible. At a minimum, one comprehensive review of the M&E Plan, with related updates and revisions, must take place during the life of the program. MCC may withhold disbursements of program funding if the M&E Plan is not being kept up to date.

MCC M&E distinguishes between major and minor changes to the M&E Plan (i.e., modifications) and major and minor M&E Plan revisions. Major modifications are limited to changes to the project logics, baselines, targets, and indicator definitions, adding new indicators and retiring existing indicators. All other modifications are considered minor. Those major modifications, as well as a justification for why the change was made (for changes to indicators only), must be documented in Annex III of this M&E Plan. This Annex summarizes all major modifications between program signing and the current version of the M&E Plan. Minor

modifications are not required to be tracked in Annex III. The revision and approval process must follow the MCC M&E Policy.

It is expected that this M&E Plan will undergo at least one revision at the end of Phase I and the start of Phase II to ensure that the Phase II portion of the plan is sufficient to provide meaningful monitoring of progress through the end of the program.

M&E BUDGET

The budget for the implementation of the proposed M&E activities for the term of The Gambia Threshold Program is \$1 million. The M&E budget does not include the M&E staff in MCA-Gambia whose salaries and field trips are included in the administrative budget of the program.

During the life of the program, surveys will be funded through the M&E budget in The Gambia Threshold Program. However, evaluation design, post-program data collection, and analysis are funded directly by MCC. MCC will commit additional funds for the external evaluators and post-program data collection. Future versions of the M&E Plan will include an estimate of this figure.

ANNEX I: INDICATOR DOCUMENTATION TABLE

Program Logic Result	CI Code	Indicator Level	Indicator Name	Definition	Unit of Measure	Disaggregation Type	Primary Data Source	Responsible Party	Frequency of Reporting	Indicator Type	Additional Information
Power Sector Governance Project											
Objective: More effective, accountable, and transparent power sector governance in The Gambia		Outcome	NAWEC power and water separation milestones completed	Percentage of the NAWEC power and water separation milestones completed from the approved implementation strategy that were planned to be completed before the end of the Threshold Program.	Percentage		Separation progress status reports	NAWEC	Once	ITT indicator	The Threshold Program is scheduled to end June 2026. This indicator will show power sector governance as more effective and accountable.
Objective: More effective, accountable, and transparent power sector governance in The Gambia		Outcome	NAWEC power and water separation implementation strategy approved	Date a complete NAWEC power and water separation implementation strategy with timeline is approved by the Cabinet.	Date		Separation implementation strategy	NAWEC	Once	ITT indicator	This indicator will show power sector governance moving towards being more effective and accountable.
Objective: More effective, accountable, and transparent power sector governance in The Gambia		Outcome	NAWEC Annual Reports made public	The latest year for which NAWEC Annual Reports are published publicly on NAWEC's website.	Number		NAWEC Website	MCA-Gambia	Annual	ITT indicator	This indicator will show power sector governance as more accountable and transparent.
Objective: More effective, accountable, and transparent power sector governance in The Gambia		Outcome	NAWEC Audited Financial Statements made public	The latest year for which NAWEC Audited Financial Statements are published publicly on NAWEC's website after National Assembly review.	Number		NAWEC Website	MCA-Gambia	Annual	ITT indicator	This indicator will show power sector governance as more accountable and transparent.
Building Power Sector Governance Capacity Activity											
Appropriate policy, legal, and regulatory framework established		Outcome	Power sector laws created, updated, or clarified	Number of laws created, updated, or clarified with support from the Threshold Program.	Number		PSTSC Contractor Progress Report	PSTSC	Quarterly	ITT indicator	The next version of the M&E Plan should specify how laws created, updated or clarified will be measured (i.e. does a revised law have to be included in the official registry of laws or be done through decree).
Appropriate policy, legal, and regulatory framework established		Outcome	Power sector regulations created, updated, or clarified	Number of regulations created, updated, or clarified with support from the Threshold Program.	Number		PSTSC Contractor Progress Report	PSTSC	Quarterly	ITT indicator	
Appropriate policy, legal, and regulatory framework established		Outcome	Power sector policies created, updated, or clarified	Number of policies created, updated, or clarified with support from the Threshold Program.	Number		PSTSC Contractor Progress Report	PSTSC	Quarterly	ITT indicator	

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Decision-making processes established (including for public-private partnerships) that are evidence-based, gender inclusive, and promote universal access and The Gambia's Nationally Determined Contributions		Outcome	TBD	TBD	Number		TBD	TBD	Quarterly	ITT indicator	An indicator for this result will be developed after more is known about the Project Team activities. This indicator will be established at the latest by the start of Phase II of the program (expected January 2025).
Improved evidence for decision making about water and power separation		Outcome	Final Water and Power Separation Study presented to the Ministry of Petroleum and Energy	Date that MCA-Gambia presents the Final Water and Power Separation Study to the Ministry of Petroleum and Energy.	Date		Minutes of the presentation meeting	MCA-Gambia	Once	ITT indicator	
Increased ability for the Ministry, regulator, and utility leadership to execute policy, legal and regulatory framework		Outcome	TBD	TBD	Number		TBD	PSTSC	Once	Non-ITT indicator	To be defined with the PSTSC contractor as implementation plans become clearer. This indicator will be established at the latest by the start of Phase II of the program (expected January 2025).
Increased ability to execute policy, legal and regulatory framework		Outcome	Post-2023 performance contract signed between the State-Owned Enterprise Commission and NAWEC	The date that the post-2023 performance contract is signed between NAWEC and the State-Owned Enterprise Commission.	Date		Performance Contract	State-Owned Enterprise Commission	Once	ITT indicator	
Improved processes and data for the NAWEC Board to make more informed decisions		Outcome	NAWEC Board approves updated Board rules and processes	Date when NAWEC Board approves updated Board processes in accordance with legal requirements.	Date		PSTSC Contractor Progress Report	PSTSC	Once	ITT indicator	
Improved processes and data for the NAWEC Board to make more informed decisions		Outcome	Reporting of data on NAWEC corporate Key Performance Indicators to NAWEC Board	Number of times data reflecting progress on the NAWEC corporate Key Performance Indicators (KPIs) are reported to the NAWEC Board within a year.	Number		NAWEC Board KPI Reports	NAWEC	Quarterly	ITT indicator	NAWEC Board meets quarterly.
Policy, legal, and regulatory gap analysis completed		Output	Policy, legal, and regulatory gap analysis completed	Date when the Policy, legal, and regulatory gap analysis report is accepted by MCA-Gambia.	Date		Approval letter	MCA-Gambia	Once	ITT indicator	
Water and Power Separation Study completed		Output	Water and Power Separation Study completed	Date study analyzing costs and benefits of NAWEC water and power separation is accepted by MCA-Gambia.	Date		Approval letter	MCA-Gambia	Once	ITT indicator	
Power Sector Governance Survey completed		Output	Power Sector Governance Survey completed	Date when the Power Sector Governance Survey Report is accepted by MCA-Gambia.	Date		Approval letter	MCA-Gambia	Once	ITT indicator	

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Training/capacity building implemented for the Ministry, regulator, and utility leadership		Output	TBD	TBD	Number		PSTSC Contractor Progress Report	PSTSC	Quarterly	ITT indicator	This indicator is TBD because it is unclear what training/capacity building will be provided and by whom. Once this is clearer, MCA will need to agree with GFA on how "trained" is defined. For example, it is a few hours of training or days of training or passing a test, etc.
Governance Project Teams established and supported		Output	Governance Project Teams in the Problem Driven Iterative Adaptation process	Number of Governance Project Teams in each step of the PDIA process at the end of the quarter.	Number	PDIA Steps	PSTSC Contractor Progress Report	PSTSC	Quarterly	ITT indicator	<p>There are three sets of project teams (Governance, Accountability, and Operations). Similar indicators are used to monitor each of the different types of project teams. It is not expected that the project team activities will overlap.</p> <p>The indicator would track the total number of project teams established; whereas the disaggregations would track the number of project teams in each PDIA step at the end of each quarter.</p> <p>PDIA Steps: (1) Team established; (2) Initial PDIA Cycle (Initial Problem Analysis; Identify Action Steps; Take Action; Check-in and Reflect; Sustain Authority & Legitimacy); (3) First Iteration; (4) Subsequent Iterations; (5) Team Disbanded.</p> <p>Note that the PDIA process is not linear.</p>
Governance Project Teams established and supported		Output	Governance Reform Team reflection points completed	The number of Governance Reform Team reflection point meetings held that have met quorum.	Number		PSTSC Contractor Progress Report	PSTSC	Quarterly	ITT indicator	
Governance Project Teams established and supported		Output	Governance participants in the Problem Driven Iterative Adaptation process	Number of unique members of the Governance Reform and Project Teams. Participants are counted if they have participated in at least one meeting.	Number	Sex Power Sector Institution	PSTSC Contractor Progress Report	PSTSC	Quarterly	ITT indicator	Note the number of participants should not be added across the Governance, Accountability, and Operations teams unless one accounts for possible double-counting in case individuals have served on more than one team.
Governance Project Teams established and supported		Output	Governance Project Team satisfaction with the Problem Driven Iterative Adaptation process and facilitation support	The percentage of Governance Project Team members who are satisfied or very satisfied with the Problem Driven Iterative Adaptation process and facilitation support.	Percentage		PDIA Feedback Survey	MCA-Gambia	Annual	ITT indicator	'Satisfied' and 'very satisfied' will be determined through a brief survey instrument to be developed and administered by MCA-Gambia.

Problem analysis conducted by Governance Project Teams		Output	Relevance of governance problems analyzed	Percentage of problem analyses completed by Governance Project Teams that are logically linked to the outcomes in the Governance Project Logic.	Percentage	Input	MCA-Gambia Assessment	MCA-Gambia	Quarterly	ITT indicator	
Problem analysis conducted by Governance Project Teams		Output	Governance problem analyses logically linked to the Governance Project Logic	Number of problem analyses completed by the Governance Project Teams logically linked to the Governance Project Logic.	Number		PSTSC Contractor Progress Report	PSTSC	Quarterly	ITT indicator	
Problem analysis conducted by Governance Project Teams		Output	Problems identified by the Governance Project Teams	Number of problems identified by the Governance Project Teams.	Number		PSTSC Contractor Progress Report	PSTSC	Quarterly	ITT indicator	
Potential solutions tested by Governance Project Teams		Output	Time for Governance Project Teams to complete the initial PDIA cycle	Average number of calendar days it takes for Governance Project Teams to complete their initial PDIA cycle. The initial PDIA cycle is from the team's first meeting to their first check-in/reflection point. Numerator would be the number of calendar days each team takes to complete the initial PDIA cycle. Denominator would be teams that completed their initial PDIA cycle.	Days		PSTSC Contractor Progress Report	PSTSC	Quarterly	ITT indicator	
Potential solutions tested by Governance Project Teams		Output	Governance Project Team workplan actions completed	Percentage of Governance Project Team workplan actions completed as planned.	Percentage		PSTSC Contractor Progress Report	PSTSC	Quarterly	ITT indicator	This indicator will track the percentage of actions that were planned to be completed that were actually completed by each Project Team.
Potential solutions tested by Governance Project Teams		Output	Problems "solved" by the Governance Project Teams	Percentage of problems "solved" by the Governance Project Teams. Numerator is the number of problems "solved" by the Governance Project Teams. Denominator is the number of problems identified by the Governance Project Teams.	Percentage		PSTSC Contractor Progress Report	PSTSC	Quarterly	ITT indicator	Relevant Reform Team agrees evidence exists that shows the problem has been resolved. Work on this problem will discontinue or shift into a maintenance/monitoring mode. This is considered the aspirational end state of a successful PDIA cycle. Time on the Threshold permitting, Project Teams will resume the PDIA process to tackle other problems.

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Governance Action Requests funded		Output	Action Requests approved for Governance Activity	Number of Action Requests approved for the Governance Activity.	Number		PSTSC Contractor Progress Report	PSTSC	Quarterly	ITT indicator	
Governance Action Requests funded		Output	Amount of Action Requests disbursed for Governance Activity	Amount in USD that MCA-Gambia has disbursed for Action Requests for the Governance Activity.	US dollars		PSTSC Contractor Progress Report	PSTSC	Quarterly	ITT indicator	
Assumption: Governance and Accountability Project Teams are convened, take ownership of the process, and the majority of the teams complete their planned work in time to make meaningful progress		Risk / Assumption	Governance Project Team meetings held as planned	Percentage of Governance Project Team meetings held as planned with quorum.	Percentage		PSTSC Contractor Progress Report	PSTSC	Quarterly	ITT indicator	The Project Team will decide how often they will meet and meetings held will be tracked against that plan. Quorum is defined in the Reform Operations Manual.
Accountability and Oversight for the Power Sector Activity											
Increased use of informal and formal mechanisms to exert influence over power sector actors		Outcome	NAWEC compliance with The Gambia Access to Information Act of 2021	TBD	Number		TBD	TBD	Quarterly	ITT indicator	
Increased use of informal and formal mechanisms to exert influence over power sector actors		Outcome	Process for information sharing between NAWEC and civil society adopted	Date on which a process for information sharing requests from civil society organizations adopted by NAWEC.	Date		TBD	NAWEC	Once	ITT indicator	The process will align with the Access to Information Act and it will determine who within NAWEC the request will go to, the form of the request, how it gets answered within NAWEC, and how quickly requests are answered.
Improved knowledge about power sector in National Assembly, Civil Society Organizations, and media		Outcome	TBD	TBD			Governance Survey	PSTSC	Other		The exact indicator and definition will be defined with MCA-Gambia and the PSTSC Contractor; however, this indicator should assess the knowledge of the Public Enterprise Committee (PEC) and the Finance and Public Accounts Committee (FPAC) on how to provide oversight to NAWEC, including understanding financial statements and supply sources. For CSOs, this indicator should assess the knowledge of CSOs of governance of the sector, cost, affordability, accessibility, and price increases. For media, this indicator should assess the knowledge of the media (TV, radio, newspapers, online) of how to cover events like tariff increases, how to talk to NAWEC, and ensure accurate reporting.
Training/capacity building implemented for civil society organizations, media, and the National Assembly		Output	TBD	TBD	Number		PSTSC Contractor Progress Report	PSTSC	Quarterly	ITT indicator	This indicator is TBD because it is unclear what training/capacity building will be provided and by whom.

Accountability Project Teams established and supported		Output	Accountability Project Teams in the Problem Driven Iterative Adaptation process	Number of Accountability Project Teams in each step of the PDIA process at the end of the quarter.	Number	PDIA Steps	PSTSC Contractor Progress Report	PSTSC	Quarterly	ITT indicator	<p>The indicator would track the total number of project teams established; whereas the disaggregations would track the number of project teams in each PDIA step at the end of each quarter.</p> <p>PDIA Steps: (1) Team established; (2) Initial PDIA Cycle (Initial Problem Analysis; Identify Action Steps; Take Action; Check-in and Reflect; Sustain Authority & Legitimacy); (3) First Iteration; (4) Subsequent Iterations; (5) Team Disbanded. Note that the PDIA process is not linear.</p>
Accountability Project Teams established and supported		Output	Accountability Reform Team reflection points completed	The number of Accountability Reform Team reflection point meetings held that have met quorum.	Number		PSTSC Contractor Progress Report	PSTSC	Quarterly	ITT indicator	
Accountability Project Teams established and supported		Output	Accountability participants in the Problem Driven Iterative Adaptation process	Number of unique members of the Accountability Reform and Project Teams. Participants are counted if they have participated in at least one meeting.	Number	Sex Type of Organization	PSTSC Contractor Progress Report	PSTSC	Quarterly	ITT indicator	Note the number of participants should not be added across the Governance, Accountability, and Operations teams unless one accounts for possible double-counting in case individuals have served on more than one team.
Accountability Project Teams established and supported		Output	Accountability Project Team satisfaction with the Problem Driven Iterative Adaptation process and facilitation support	The percentage of Accountability Project Team members who are satisfied or very satisfied with the Problem Driven Iterative Adaptation process and facilitation support.	Percentage		PDIA Feedback Survey	MCA-Gambia	Annual	ITT indicator	'Satisfied' and 'very satisfied' will be determined through a brief survey instrument to be developed and administered by MCA-Gambia.
Problem analysis conducted by Accountability Project Team		Output	Relevance of accountability problems analyzed	Percentage of problem analyses completed by Accountability Project Teams that are logically linked to the outcomes in the Governance Project Logic.	Percentage	Input	MCA-Gambia Assessment	MCA-Gambia	Quarterly	ITT indicator	
Problem analysis conducted by Accountability Project Team		Output	Accountability problem analyses logically linked to the Governance Project Logic	Number of problem analyses completed by the Accountability Project Teams logically linked to the Governance Project Logic.	Number		PSTSC Contractor Progress Report	PSTSC	Quarterly	ITT indicator	

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Problem analysis conducted by Accountability Project Team		Output	Problems identified by the Accountability Project Teams	Number of problems identified by the Accountability Project Teams.	Number		PSTSC Contractor Progress Report	PSTSC	Quarterly	ITT indicator	
Potential solutions tested by Accountability Project Teams		Output	Time for Accountability Project Teams to complete the initial PDIA cycle	Average number of calendar days it takes for Accountability Project Teams to complete their initial PDIA cycle. The initial PDIA cycle is from the team's first meeting to their first check-in/reflection point. Numerator would be the number of calendar days each team takes to complete the initial PDIA cycle. Denominator would be teams that completed their initial PDIA cycle.	Days		PSTSC Contractor Progress Report	PSTSC	Quarterly	ITT indicator	
Potential solutions tested by Accountability Project Teams		Output	Accountability Project Team workplan actions completed	Percentage of Accountability Project Team workplan actions completed as planned.	Percentage		PSTSC Contractor Progress Report	PSTSC	Quarterly	ITT indicator	This indicator will track the percentage of actions that were planned to be completed that were actually completed by each Project Team.
Potential solutions tested by Accountability Project Teams		Output	Problems "solved" by the Accountability Project Teams	Percentage of problems "solved" by the Accountability Project Teams.	Percentage		PSTSC Contractor Progress Report	PSTSC	Quarterly	ITT indicator	Relevant Reform Team agrees evidence exists that shows the problem has been resolved. Work on this problem will discontinue or shift into a maintenance/monitoring mode. This is considered the aspirational end state of a successful PDIA cycle. Time on the Threshold permitting, Project Teams will resume the PDIA process to tackle other problems.
Accountability Action Requests funded		Output	Action Requests approved for Accountability Activity	Number of Action Requests approved for the Accountability Activity.	Number		PSTSC Contractor Progress Report	PSTSC	Quarterly	ITT indicator	
Accountability Action Requests funded		Output	Amount of Action Requests disbursed for Accountability Activity	Amount in USD that MCA-Gambia has disbursed for Action Requests for the Accountability Activity.	Number		PSTSC Contractor Progress Report	PSTSC	Quarterly	ITT indicator	
Grants provided to civil society organizations, media, and academic institutions		Output	Accountability grants awarded	Number of grants awarded to civil society organizations, media, and academic institutions.	Number	Grant Recipients	PSTSC Contractor Progress Report	PSTSC	Quarterly	ITT indicator	

Grants provided to civil society organizations, media, and academic institutions		Output	Accountability grants disbursed	Amount in USD that MCA has disbursed as grants to civil society organizations, media, and academic institutions.	US dollars	Grant Recipients	PSTSC Contractor Progress Report	PSTSC	Quarterly	ITT indicator	
Assumption: Governance and Accountability Project Teams are convened, take ownership of the process, and the majority of the teams complete their planned work in time to make meaningful progress		Risk / Assumption	Accountability Project Team meetings held as planned	Percentage of Accountability Project Team meetings held as planned with quorum.	Number		PSTSC Contractor Progress Report	PSTSC	Annual	ITT indicator	The Project Team will decide how often they will meet and meetings held will be tracked against that plan. Quorum is defined in the Reform Operations Manual.
Power Sector Operations Project											
Objective: NAWEC's capability to operate the power system improved in a manner that reduces the frequency and duration of outages and is consistent with The Gambia's universal access and conditional emissions goals		Outcome	Frequency of system-wide blackouts	The total number of system-wide blackouts in the Gambia per month, averaged over the quarter.	Number		NAWEC Monthly Reports	NAWEC	Quarterly	ITT indicator	NAWEC is developing its capability to track Average System Interruption Frequency Index (ASIFI) which measures the frequency of outages based on load. NAWEC should have the ability to track ASIFI for 2024 and going forward. ASIFI is expected to become a NAWEC KPI and should be added to this M&E Plan once baseline data is available. NAWEC does not have the capability to track MCC's common indicator of System Average Interruption Frequency Index (SAIFI) at this time.
Objective: NAWEC's capability to operate the power system improved in a manner that reduces the frequency and duration of outages and is consistent with The Gambia's universal access and conditional emissions goals		Outcome	Duration of system-wide blackouts	The average duration in minutes of system-wide blackouts.	Minutes		NAWEC Monthly Reports	NAWEC	Quarterly	ITT indicator	NAWEC is developing its capability to track Average System Interruption Duration Index (ASIDI) which measures the duration of outages based on load. NAWEC should have the ability to track ASIDI for 2024 and going forward. ASIDI is expected to become a NAWEC KPI and should be added to this M&E Plan once baseline data is available. NAWEC does not have the capability to track MCC's common indicator of System Average Interruption Duration Index (SAIDI) at this time.
Objective: NAWEC's capability to operate the power system improved in a manner that reduces the frequency and duration of outages and is consistent with The Gambia's universal access and conditional emissions goals		Outcome	Percentage of households connected to the national grid	Percentage of households whose main source of light is electricity from NAWEC.	Percentage		Integrated Household Survey	Gambia Bureau of Statistics	Once	Non-ITT indicator	

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Objective: NAWEC's capability to operate the power system improved in a manner that reduces the frequency and duration of outages and is consistent with The Gambia's universal access and conditional emissions goals		Outcome	Electricity generation from fossil fuels	Percentage of electricity generation coming from fossil fuels.	Percentage		TBD	NAWEC	Annual	ITT indicator	This refers to utility-scale domestic generation output.
NAWEC better able to meet growing demand, including for lower consumption customers		Outcome	Electricity connections	Number of total electricity connections by NAWEC.	Number		NAWEC Information Management System	NAWEC	Annual	ITT indicator	This indicator should be disaggregated by consumption so lower consumption customers can be tracked; however it's not clear yet how NAWEC can do this. Once a methodology has been figured out, then those disaggregations will be added.
NAWEC better able to meet growing demand, including for lower consumption customers		Outcome	New electricity connection days	Average number of days between payment being made for a new supply and the effective connection to the grid.	Days		TBD	NAWEC Electricity Business Unit	Annual	ITT indicator	This indicator tracks the average number of days NAWEC takes to complete the process of connecting a new customer to the electricity grid from the time the request is made. This is a key performance indicator in the management contract between GoTG and NAWEC 2021-2023 and is expected to continue to be a KPI in the 2023-2025 management contract. (KPI-8)
Reduction in faults caused by asset failures		Outcome	Faults from generation, transmission, and distribution assets	Faults from generation, transmission, and distribution assets.	Number		TBD	NAWEC Electricity Business Unit	Quarterly	ITT indicator	Once the data source for this indicator has been clarified, disaggregations should be added to facilitate results interpretation.
NAWEC customer service improved, including for lower consumption customers		Outcome	Customer satisfaction with electricity	The percentage of survey respondents who rated NAWEC electricity service as either "Good" or "Very Good."	Percentage		Customer Perception Survey	NAWEC Customer Services Directorate	Other	Non-ITT indicator	The frequency and timing of this survey will be determined with the PSTSC Contractor and MCC's independent evaluator.
NAWEC customer service improved, including for lower consumption customers		Outcome	Complaint response time	The average time it takes to respond to a reported complaint from a customer.	Hours		TBD	NAWEC Customer Services Directorate	Quarterly	ITT indicator	Note that this is not the time to resolve the issue, just the time for a response to be provided to the customer. This indicator should be disaggregated by consumption so lower consumption customers can be tracked; however it's not clear yet how NAWEC can do this. Once a methodology has been figured out, then those disaggregations will be added.
NAWEC customer service improved, including for lower consumption customers		Outcome	Complaint resolution time	The average time it takes to resolve a complaint from a customer.	Hours		TBD	NAWEC Customer Services Directorate	Quarterly	ITT indicator	This indicator should be disaggregated by consumption so lower consumption customers can be tracked; however it's not clear yet how NAWEC can do this. Once a methodology has been figured out, then those disaggregations will be added.

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NAWEC financial position strengthened		Outcome	Profit after tax	The percentage of total amount of money a business receives from the sale of goods and services (minus costs) after tax divided by turnover. Turnover is defined as the amount of money NAWEC takes in. (Net profit after tax / Turnover)*100	Percentage		TBD	NAWEC Finance Directorate	Annual	ITT indicator	This is a key performance indicator in the management contract between GoTG and NAWEC 2021-2023 and is expected to continue to be a KPI in the 2023-2025 management contract. (KPI-1)
NAWEC financial position strengthened		Outcome	Return on net assets	The percentage of NAWEC's net income as compared to its assets in order to measure the success of NAWEC in managing the use of its assets. (Net profit after tax / Total assets)*100	Percentage		TBD	NAWEC Finance Directorate	Annual	ITT indicator	This is a key performance indicator in the management contract between GoTG and NAWEC 2021-2023 and is expected to continue to be a KPI in the 2023-2025 management contract. (KPI-2)
NAWEC financial position strengthened		Outcome	Current ratio	Current assets / Current liabilities. Current assets are resources that can be quickly converted into cash within a year's time, whilst current liabilities are business obligations owed to suppliers and creditors, and other payments that may be due within a year's time.	Ratio		TBD	NAWEC Finance Directorate	Annual	ITT indicator	This is a measure of the organization's ability to meet its short-term obligations that are due within a year as well as fund operations of the business. This is a key performance indicator in the management contract between GoTG and NAWEC 2021-2023 and is expected to continue to be a KPI in the 2023-2025 management contract. (KPI-3).
NAWEC financial position strengthened		Outcome	Debtor days	This is a measure of how long it takes to collect money owed to NAWEC. (Debtor (\$)/Sales turnover (\$))*365 where Debtor is the average account receivables	Days		TBD	NAWEC Finance Directorate	Annual	ITT indicator	A company wants to collect its debts as quickly as possible to improve cash flow and certainly to collect quicker than it pays its creditors. This is a key performance indicator in the management contract between GoTG and NAWEC 2021-2023 and is expected to continue to be a KPI in the 2023-2025 management contract. (KPI-4).

NAWEC financial position strengthened		Outcome	Debt equity ratio	Ratio that measures NAWEC's total debt relative to its equity. Total liabilities / Total shareholder equity	Ratio		TBD	NAWEC Finance Directorate	Annual	ITT indicator	This indicator is used to gauge the extent to which an organization uses debt to fund its business activities and measures to what extent the organization can cover its debt. A high D/E ratio is often associated with high risk, as it indicates that an organization may have difficulty to cover all its liabilities. This is a key performance indicator in the management contract between GoTG and NAWEC 2021-2023 and is expected to continue to be a KPI in the 2023-2025 management contract. (KPI-5).
NAWEC decision-making informed by data		Outcome	Reporting of NAWEC corporate Key Performance Indicators to NAWEC senior management team	Number of times the NAWEC corporate Key Performance Indicators (KPIs) are reported to the NAWEC senior management team per year.	Number		NAWEC Corporate KPI Reports	NAWEC Projects and Planning Directorate	Quarterly	ITT indicator	
NAWEC decision-making informed by data		Outcome	Report with Key Performance Indicators is discussed at NAWEC senior management team meeting	Number of NAWEC senior management team meetings where corporate Key Performance Indicator reports are discussed per year.	Number		Meeting minutes written by the Secretary to the Senior Management Team	NAWEC Projects and Planning Directorate	Quarterly	ITT indicator	
Training/capacity building implemented for NAWEC operations staff		Output	TBD	TBD	Number		PSTSC Contractor Progress Report	PSTSC	Quarterly	ITT indicator	This indicator is TBD because it is unclear what training/capacity building will be provided and by whom.
Operations Project Teams established and supported		Output	Operations Project Teams in the Problem Driven Iterative Adaptation process	Number of Operations Project Teams in each step of the PDIA process at the end of the quarter.	Number	PDIA Steps	PSTSC Contractor Progress Report	PSTSC	Quarterly	ITT indicator	The indicator would track the total number of project teams established; whereas the disaggregations would track the number of project teams in each PDIA step at the end of each quarter. PDIA Steps: (1) Team established; (2) Initial PDIA Cycle (Initial Problem Analysis; Identify Action Steps; Take Action; Check-in and Reflect; Sustain Authority & Legitimacy); (3) First Iteration; (4) Subsequent Iterations; (5) Team Disbanded. Note that the PDIA process is not linear.

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Operations Project Teams established and supported		Output	Operations Transformation Team reflection points completed	The number of Operations Transformation Team reflection point meetings held that have met quorum.	Number		PSTSC Contractor Progress Report	PSTSC	Quarterly	ITT indicator	
Operations Project Teams established and supported		Output	Operations participants in the Problem Driven Iterative Adaptation process	Number of unique members of the Operations Reform and Project Teams. Participants are counted if they have participated in at least one meeting.	Number	Sex Type of Organization	PSTSC Contractor Progress Report	PSTSC	Quarterly	ITT indicator	Note the number of participants should not be added across the Governance, Accountability, and Operations teams unless one accounts for possible double-counting in case individuals have served on more than one team.
Operations Project Teams established and supported		Output	Operations Project Team satisfaction with the Problem Driven Iterative Adaptation process and facilitation support	The percentage of Operations Project Team members who are satisfied or very satisfied with the Problem Driven Iterative Adaptation process and facilitation support.	Percentage		PDIA Feedback Survey	MCA-Gambia	Annual	ITT indicator	'Satisfied' and 'very satisfied' will be determined through a brief survey instrument to be developed and administered by MCA-Gambia.
Problem analysis conducted by Operations Project Teams		Output	Relevance of operations problems analyzed	Percentage of problem analyses completed by Operations Project Teams that are logically linked to the outcomes in the Operations Project Logic.	Percentage	Input	MCA-Gambia Assessment	MCA-Gambia	Quarterly	ITT indicator	
Problem analysis conducted by Operations Project Teams		Output	Operations problem analyses logically linked to the Operations Project Logic	Number of problem analyses completed by the Operations Project Teams logically linked to the Operations Project Logic.	Number		PSTSC Contractor Progress Report	PSTSC	Quarterly	ITT indicator	
Problem analysis conducted by Operations Project Teams		Output	Problems identified by the Operations Project Teams	Number of problems identified by the Operations Project Teams.	Number		PSTSC Contractor Progress Report	PSTSC	Quarterly	ITT indicator	

Potential solutions tested by Operations Project Teams		Output	Time for Operations Project Teams to complete the initial PDIA cycle	Average number of calendar days it takes for Operations Project Teams to complete their initial PDIA cycle. The initial PDIA cycle is from the team's first meeting to their first check-in/reflection point. Numerator would be the number of calendar days each team takes to complete the initial PDIA cycle. Denominator would be teams that completed their initial PDIA cycle.	Days		PSTSC Contractor Progress Report	PSTSC	Quarterly	ITT indicator	
Potential solutions tested by Operations Project Teams		Output	Operations Project Team workplan actions completed	Percentage of Operations Project Team workplan actions completed as planned.	Percentage		PSTSC Contractor Progress Report	PSTSC	Quarterly	ITT indicator	This indicator will track the percentage of actions that were planned to be completed that were actually completed by each Project Team.
Potential solutions tested by Operations Project Teams		Output	Problems "solved" by the Operations Project Teams	Percentage of problems "solved" by the Operations Project Teams.	Percentage		PSTSC Contractor Progress Report	PSTSC	Quarterly	ITT indicator	Transformation Team agrees evidence exists that shows the problem has been resolved. Work on this problem will discontinue or shift into a maintenance/monitoring mode. This is considered the aspirational end state of a successful PDIA cycle. Time on the Threshold permitting, Project Teams will resume the PDIA process to tackle other problems.
Assumption: Operations Project Teams are convened, take ownership of the process, and the majority of the teams complete their planned work in time to make meaningful progress		Risk / Assumption	Operations Project Team meetings held as planned	Percentage of Operations Project Team meetings held as planned with quorum.	Number		PSTSC Contractor Progress Report	PSTSC	Annual	ITT indicator	The Project Team will decide how often they will meet and meetings held will be tracked against that plan. Quorum is defined in the Reform Operations Manual.
Fundamental Change and Building Commitment Activity											
Phase I priority studies completed		Output	NAWEC Utility Process Maps completed	Date the NAWEC Utility Process Map deliverable is approved by MCA-Gambia.	Date		Approval letter	MCA-Gambia	Once	ITT indicator	
Phase I priority studies completed		Output	Energy Forecast Model completed	Date the Energy Forecast Model deliverable is approved by MCA-Gambia.	Date		Approval letter	MCA-Gambia	Once	ITT indicator	
Phase I priority studies completed		Output	Customer Satisfaction Survey completed	Date the Customer Satisfaction Survey Final Report and Data are approved by MCA-Gambia.	Date		Approval letter	MCA-Gambia	Once	ITT indicator	

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Phase I Progress Assessment approved		Output	Phase I Progress Assessment completed	Date the Phase I Progress Assessment is approved by MCC.	Date		Approval letter	MCA-Gambia	Once	ITT indicator	
Phase II Plan approved		Output	Phase II Plan completed	Date the Phase II Plan is approved by MCC.	Date		Approval letter	MCA-Gambia	Once	ITT indicator	
Investment Support Activity											
Phase II Plan implemented		Output	TBD	TBD							Indicators to be added once we have a Phase II Plan.
Operations Action Requests funded		Output	Action Requests approved for Operations	Number of Action Requests approved for the Operations Project.	Number		PSTSC Contractor Progress Report	PSTSC	Quarterly	ITT indicator	
Operations Action Requests funded		Output	Amount of Action Requests disbursed for Operations	Amount in USD that MCA-Gambia has disbursed for Action Requests for the Operations Project.	US dollars		PSTSC Contractor Progress Report	PSTSC	Quarterly	ITT indicator	

ANNEX II: TABLE OF INDICATOR BASELINES AND TARGETS

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Indicator Level	Indicator Name	Unit of Measure	Classification	Baseline (Year)	Year 1	Year 2	Year 3	Year 4	Baseline Documentation	Target Documentation
					Jun-2022 to Jun-2023	Jul-2023 to Jun-2024	Jul-2024 to Jun-2025	Jul-2025 to Jun-2026		
Power Sector Governance Project										
Outcome	NAWEC power and water separation milestones completed	Percentage	Level	0 (2024)				100	Not applicable	MCA proposed that all of the milestones set out in the separation implementation strategy that were planned to be completed before the end of the program should be completed.
Outcome	NAWEC power and water separation implementation strategy approved	Date	Date				31-Mar-25		Not applicable	MCA and MCC agree on this date given the timeline for the PSTSC to deliver the final report and then 6-7 months for the government/cabinet to develop a strategy with timeline and have it approved.
Outcome	NAWEC Annual Reports made public	Number	Level	2016 (2024)			2023	2024	As of February 6, 2024, the most recent Annual Report on NAWEC's website is from 2016.	The target is that the annual report will be made publicly available within a year of closing out the year.
Outcome	NAWEC Audited Financial Statements made public	Number	Level	2020 (2024)			2023	2024	As of February 6, 2024, the most recent Audited Financial Statement on NAWEC's website is from 2020.	The target is that the audited financial statements will be made publicly available within a year of closing out the year.
Building Power Sector Governance										
Outcome	Power sector laws created, updated, or clarified	Number	Cumulative	0 (2022)					Not applicable	Targets will not be established because the project is not targeting a specific number of laws. The indicator will track what is accomplished.
Outcome	Power sector regulations created, updated, or clarified	Number	Cumulative	0 (2022)					Not applicable	Targets will not be established because the project is not targeting a specific number of regulations. The indicator will track what is accomplished.
Outcome	Power sector policies created, updated, or clarified	Number	Cumulative	0 (2022)					Not applicable	Targets will not be established because the project is not targeting a specific number of policies. The indicator will track what is accomplished.
Outcome	TBD	Number	Level	TBD			TBD	TBD	A baseline will be developed after more is known about the Project Team activities and an indicator has been designed.	A target will be developed after more is known about the Project Team activities and an indicator has been designed.
Outcome	Final Water and Power Separation Study presented to the Ministry of Petroleum and Energy	Date	Date				30-Sep-24		Not applicable	The final report will be presented to the Ministry no later than one month after it's accepted by MCA, which is one month after the draft is submitted as expected by the PSTSC workplan (Feb 2024).
Outcome	TBD	Number	Level	TBD				TBD	PSTSC will collect baseline in Year 3.	Targets will be set after baseline collected.

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Outcome	Post-2023 performance contract signed between the State-Owned Enterprise Commission and NAWEC	Date	Date			TBD	TBD		Not applicable	The target date has not been determined yet. The SOE Commission is negotiating with NAWEC on the Key Performance Indicators and said a date cannot be set until an agreement is reached.	
Outcome	NAWEC Board approves updated Board rules and processes	Date	Date				TBD	TBD	Not applicable	The target will be set based on Project Team activity plans, no later than the start of Phase II (expected January 2025).	
Outcome	Reporting of data on NAWEC corporate Key Performance Indicators to NAWEC Board	Number	Level (Cumulative)	TBD			4	4	The relevant Project Team will determine the baseline.	Target is 4 KPI reports per year, one per quarter.	
Output	Policy, legal, and regulatory gap analysis completed	Date	Date			22-May-24			Not applicable	MCA-Gambia target based on the PSTSC draft detailed workplan (Feb 2024) due date for the draft plus one month for review and revision. This deliverable is not considered a Key Deliverable.	
Output	Water and Power Separation Study completed	Date	Date				22-Aug-24		Not applicable	MCA-Gambia target based on the PSTSC workplan (Feb 2024) due date for the draft plus one month for review and revision. See Key Deliverable timetable, Key Deliverable #9.	
Output	Power Sector Governance Survey completed	Date	Date				22-Jan-25		Not applicable	MCA-Gambia target based on the PSTSC workplan (Feb 2024) due date for the draft plus one month for review and revision. See Key Deliverable timetable, Key Deliverable #7.	
Output	TBD	TBD	TBD	TBD			TBD	TBD	Not applicable	Targets may be developed once the indicator is defined.	
Output	Governance Project Teams in the Problem Driven Iterative Adaptation process	Number	Level	0 (2022)		3	3	3	Not applicable	It's expected that there will be three Project Teams: (1) Policy and Planning, (2) Legislation and Regulatory, and (3) NAWEC Structure and Governance. See PSTSC Contract pages 64 to 66.	
	Team established			0 (2022)					Not applicable	There will be no targets for each step in the process.	
	Initial PDIA cycle			0 (2022)						Not applicable	There will be no targets for each step in the process.
	First iteration			0 (2022)						Not applicable	There will be no targets for each step in the process.
	Subsequent iterations			0 (2022)						Not applicable	There will be no targets for each step in the process.
	Team disbanded			0 (2022)						Not applicable	There will be no targets for each step in the process.
Output	Governance Reform Team reflection points completed	Number	Level (Cumulative)			1	4	4	Not applicable	The assumption is that Reform Teams would meet quarterly for reflection points.	
	Governance participants in the Problem Driven Iterative Adaptation process			0 (2022)					Not applicable	No targets for participation. Just want to track the breadth of the PDIA process and how many people are involved.	

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Output	Male	Number	Cumulative	0 (2022)					Not applicable	There will be no targets for participants.
	Female			0 (2022)					Not applicable	There will be no targets for participants.
	MOPE			0 (2022)					Not applicable	There will be no targets for participants.
	PURA			0 (2022)					Not applicable	There will be no targets for participants.
	SOE Commission			0 (2022)					Not applicable	There will be no targets for participants.
	NAWEC			0 (2022)					Not applicable	There will be no targets for participants.
	Other			0 (2022)					Not applicable	There will be no targets for participants.
Output	Governance Project Team satisfaction with the Problem Driven Iterative Adaptation process and facilitation support	Percentage	Level			60	60		Not applicable	MCA target set based on expected satisfaction levels.
Output	Relevance of governance problems analyzed	Percentage	Level	0 (2022)		100	100	100	Not applicable	Assumption is that 100% of the problems should be linked to the outcomes in the project logic.
Output	Governance problem analyses logically linked to the Governance Project Logic	Number	Level	0 (2022)					Not applicable	There is no target for the specific number of problems linked to the logic.
Output	Problems identified by the Governance Project Teams	Number	Level	0 (2022)					Not applicable	There is no target for the specific number of problems.
Output	Time for Governance Project Teams to complete the initial PDIA cycle	Days	Level	0 (2022)		35	35	35	Not applicable	Target based on PSTSC estimate of how long it should take to get through the initial PDIA cycle.
Output	Governance Project Team workplan actions completed	Percentage	Level	0 (2022)		75	75	75	Not applicable	MCA target set based on expected project team performance.
Output	Problems "solved" by the Governance Project Teams	Percentage	Level	0 (2022)			50	50	Not applicable	MCA target set based on expected project team timelines.
Output	Action Requests approved for Governance Activity	Number	Cumulative	0 (2022)				5	Not applicable	MCA target based on the number of expected project teams and requests.
Output	Amount of Action Requests disbursed for Governance Activity	US dollars	Cumulative	0 (2022)				1400000	Not applicable	PSTSC Contract, page 77
Risk / Assumption	Governance Project Team meetings held as planned	Percentage	Level			90	90	90	Not applicable	MCA target set based on expected project team performance.
Accountability and Oversight for the Power Sector Activity										
Outcome	NAWEC compliance with The Gambia Access to Information Act of 2021	Number	Level	TBD			TBD	TBD	The relevant Project Team will determine the baseline with NAWEC and MCA.	Once a baseline is established, then targets will be set.
Outcome	Process for information sharing between NAWEC and civil society adopted	Date	Date				TBD	TBD	Not applicable	The target date will be established by the relevant Project Team.
Outcome	TBD	TBD	TBD	TBD					The baseline will be determined by a baseline survey to be conducted by MCA-Gambia in Year 3 of the program.	Targets will be set after the baseline has been collected.
Output	TBD	Number	Cumulative	TBD			TBD	TBD	Not applicable	TBD
	Accountability Project Teams in the Problem Driven Iterative Adaptation process			0 (2022)		1	1	1	Not applicable	It's expected that there will be at least one Project Team: (1) External Oversight and Accountability. See PSTSC Contract page 67.

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Output	Team established	Number	Level	0 (2022)					Not applicable	There will be no targets for each step in the process.
	Initial PDIA cycle			0 (2022)					Not applicable	There will be no targets for each step in the process.
	First iteration			0 (2022)					Not applicable	There will be no targets for each step in the process.
	Subsequent iterations			0 (2022)					Not applicable	There will be no targets for each step in the process.
	Team disbanded			0 (2022)					Not applicable	There will be no targets for each step in the process.
Output	Accountability Reform Team reflection points completed	Number	Level (Cumulative)			1	4	4	Not applicable	The assumption is that Reform Teams would meet quarterly for reflection points.
Output	Accountability participants in the Problem Driven Iterative Adaptation process	Number	Cumulative	0 (2022)					Not applicable	No targets for participation. Just want to track the breadth of the PDIA process and how many people are involved.
	Male			0 (2022)					Not applicable	There will be no targets for participants.
	Female			0 (2022)					Not applicable	There will be no targets for participants.
	National Assembly			0 (2022)					Not applicable	There will be no targets for participants.
	Civil society organizations			0 (2022)					Not applicable	There will be no targets for participants.
	Media			0 (2022)					Not applicable	There will be no targets for participants.
	Academic institutions			0 (2022)					Not applicable	There will be no targets for participants.
	Other			0 (2022)					Not applicable	There will be no targets for participants.
Output	Accountability Project Team satisfaction with the Problem Driven Iterative Adaptation process and facilitation support	Percentage	Level				60	60	Not applicable	MCA target set based on expected satisfaction levels.
Output	Relevance of accountability problems analyzed	Percentage	Level	0 (2022)		100	100	100	Not applicable	Assumption is that 100% of the problems should be linked to the outcomes in the project logic.
Output	Accountability problem analyses logically linked to the Governance Project Logic	Number	Level	0 (2022)					Not applicable	There is no target for the specific number of problems linked to the logic.
Output	Problems identified by the Accountability Project Teams	Number	Level	0 (2022)					Not applicable	There is no target for the specific number of problems.
Output	Time for Accountability Project Teams to complete the initial PDIA cycle	Days	Level	0 (2022)		35	35	35	Not applicable	Target based on PSTSC estimate of how long it should take to get through the initial PDIA cycle.
Output	Accountability Project Team workplan actions completed	Percentage	Level	0 (2022)		75	75	75	Not applicable	MCA target set based on expected project team performance.
Output	Problems "solved" by the Accountability Project Teams	Percentage	Level	0 (2022)			50	50	Not applicable	MCA target set based on expected project team timelines.
Output	Action Requests approved for Accountability Activity	Number	Cumulative	0 (2022)				2	Not applicable	MCA target based on the number of expected project teams and requests.
Output	Amount of Action Requests disbursed for Accountability Activity	Number	Cumulative	0 (2022)				250000	Not applicable	PSTSC Contract, page 68

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Output	Accountability grants awarded	Number	Cumulative	0 (2022)				15	Not applicable	MCA target based on the types of organization that can apply for grants and likely demand.
	Civil society organizations			0 (2022)					Not applicable	No targets by type of organization.
	Media			0 (2022)					Not applicable	No targets by type of organization.
	Academic institutions			0 (2022)					Not applicable	No targets by type of organization.
Output	Accountability grants disbursed	US dollars	Cumulative	0 (2022)				260000	Not applicable	PSTSC Contract, page 79
	Civil society organizations			0 (2022)					Not applicable	Not targets for dollar value to each type of organization.
	Media			0 (2022)					Not applicable	Not targets for dollar value to each type of organization.
	Academic institutions			0 (2022)					Not applicable	Not targets for dollar value to each type of organization.
Risk / Assumption	Accountability Project Team meetings held as planned	Number	Level			90	90	90	Not applicable	MCA target set based on expected project team performance.
Power Sector Operations Project										
Outcome	Frequency of system-wide blackouts	Number	Level (Average)	6 (2023)				4	NAWEC Report on Total Blackouts for 2023	Calculation by MCA and NAWEC that over the last few years there has been an annual improvement of 15%, so based on the baseline and the number of years, the target is calculated as 4. See email from MCA dated February 27, 2024.
Outcome	Duration of system-wide blackouts	Minutes	Level (Average)	48 (2023)				15	NAWEC spreadsheet on Total Blackouts for 2023	Calculation by NAWEC. See email from NAWEC dated March 8, 2024.
Outcome	Percentage of households connected to the national grid	Percentage	Level	61 (2020)				80	Integrated Household Survey, Gambia Bureau of Statistics, December 2023, page 59.	The Gambia National Development Plan, 2023-2027, Page 167 "Electricity access in The Gambia on average, is estimated at 60%, mainly in the GBA while access in the rural areas is less than 30%; hence, the goal of the Government is to achieve universal access to electricity, of 80% coverage, nation-wide by 2025."
Outcome	Electricity generation from fossil fuels	Percentage	Level	100 (2022)				85	NAWEC currently generates all electricity from fossil fuels. Confirmed by NAWEC in email dated February 27, 2024.	NAWEC will bring on a solar plant which is expected to reduce the reliance on fossil fuels by 15%. Confirmed by NAWEC in email dated February, 27, 2024.
Outcome	Electricity connections	Number	Level	TBD				TBD	MCA should get this data from NAWEC and include it in the next M&E Plan revision.	Targets will be determined by the relevant Project Team or the new management contract.
Outcome	New electricity connection days	Days	Level	90 (2020)				TBD	NAWEC Performance Report - Quarterly Q3-2022 PDF p.15, Table 2, NAWEC Corporate KPI Indicators 2021-2023	Targets will be determined by the relevant Project Team or the new management contract.
Outcome	Faults from generation, transmission, and distribution assets	Number	Level	TBD				TBD	MCA should get this data from NAWEC and include it in the next M&E Plan revision.	Targets will be determined by the relevant Project Team.

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Outcome	Customer satisfaction with electricity	Percentage	Level	60 (2022)			TBD	TBD	Baseline comes from the NAWEC report titled "NAWEC CUSTOMER PERCEPTION SURVEY 2022, Final Report" dated June 11, 2023, page 24.	Targets will be determined by the relevant Project Team.		
Outcome	Complaint response time	Hours	Level	TBD			TBD	TBD	The baseline will be determined by the relevant Project Team.	Targets will be determined by the relevant Project Team.		
Outcome	Complaint resolution time	Hours	Level	TBD			TBD	TBD	The baseline will be determined by the relevant Project Team.	Targets will be determined by the relevant Project Team.		
Outcome	Profit after tax	Percentage	Level	-4 (2020)			TBD	TBD	NAWEC Performance Report - Quarterly Q3-2022 PDF p.15, Table 2, NAWEC Corporate KPI Indicators 2021-2023	Targets will be determined by the relevant Project Team or the new management contract.		
Outcome	Return on net assets	Percentage	Level	-5 (2020)			TBD	TBD	NAWEC Performance Report - Quarterly Q3-2022 PDF p.15, Table 2, NAWEC Corporate KPI Indicators 2021-2023	Targets will be determined by the relevant Project Team or the new management contract.		
Outcome	Current ratio	Ratio	Level	1.13 (2020)			TBD	TBD	NAWEC Performance Report - Quarterly Q3-2022 PDF p.15, Table 2, NAWEC Corporate KPI Indicators 2021-2023	Targets will be determined by the relevant Project Team or the new management contract.		
Outcome	Debtor days	Days	Level	143 (2020)			TBD	TBD	NAWEC Performance Report - Quarterly Q3-2022 PDF p.15, Table 2, NAWEC Corporate KPI Indicators 2021-2023	Targets will be determined by the relevant Project Team or the new management contract.		
Outcome	Debt equity ratio	Ratio	Level	9 (2020)			TBD	TBD	NAWEC Performance Report - Quarterly Q3-2022 PDF p.15, Table 2, NAWEC Corporate KPI Indicators 2021-2023	Targets will be determined by the relevant Project Team or the new management contract.		
Outcome	Reporting of NAWEC corporate Key Performance Indicators to NAWEC senior management team	Number	Level (Cumulative)	TBD			12	12	The baseline will be determined by the relevant Project Team.	The target is to report on the KPIs to senior management once a month.		
Outcome	Report with Key Performance Indicators is discussed at NAWEC senior management team meeting	Number	Level (Cumulative)	TBD			12	12	The baseline will be determined by the relevant Project Team.	The target is to report on the KPIs to senior management once a month and to have those reports discussed monthly.		
Output	TBD	Number	Cumulative	TBD			TBD	TBD	Not applicable	TBD		
Output	Operations Project Teams in the Problem Driven Iterative Adaptation process	Number	Level	0 (2022)			4	4	4	Not applicable	It's expected that there will be four Project Teams: (1) Generation, (2) Transmission & Distribution, (3) Customer Services, and (4) Finance. See PSTSC Contract page 72.	
	Team established			0 (2022)						Not applicable	There will be no targets for each step in the process.	
	Initial PDIA cycle			0 (2022)							Not applicable	There will be no targets for each step in the process.
	First iteration			0 (2022)							Not applicable	There will be no targets for each step in the process.
	Subsequent iterations			0 (2022)							Not applicable	There will be no targets for each step in the process.

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	Team disbanded			0 (2022)					Not applicable	There will be no targets for each step in the process.	
Output	Operations Transformation Team reflection points completed	Number	Level (Cumulative)			1	4	4	Not applicable	The assumption is that the Transformation Team would meet quarterly for reflection points.	
Output	Operations participants in the Problem Driven Iterative Adaptation process	Number	Cumulative	0 (2022)					Not applicable	No targets for participation. Just want to track the breadth of the PDIA process and how many people are involved.	
	Male			0 (2022)					Not applicable	There will be no targets for participants.	
	Female			0 (2022)						Not applicable	There will be no targets for participants.
	NAWEC			0 (2022)						Not applicable	There will be no targets for participants.
	MOPE			0 (2022)						Not applicable	There will be no targets for participants.
	SOE Commission			0 (2022)						Not applicable	There will be no targets for participants.
	Unspecified			0 (2022)							Not applicable
Output	Operations Project Team satisfaction with the Problem Driven Iterative Adaptation process and facilitation support	Percentage	Level				60	60	Not applicable	MCA target set based on expected satisfaction levels.	
Output	Relevance of operations problems analyzed	Percentage	Level	0 (2022)		100	100	100	Not applicable	Assumption is that 100% of the problems should be linked to the outcomes in the project logic.	
Output	Operations problem analyses logically linked to the Operations Project Logic	Number	Level	0 (2022)					Not applicable	There is no target for the specific number of problems linked to the logic.	
Output	Problems identified by the Operations Project Teams	Number	Level	0 (2022)					Not applicable	There is no target for the specific number of problems.	
Output	Time for Operations Project Teams to complete the initial PDIA cycle	Days	Level	0 (2022)		35	35	35	Not applicable	Target based on PSTSC estimate of how long it should take to get through the initial PDIA cycle.	
Output	Operations Project Team workplan actions completed	Percentage	Level	0 (2022)		75	75	75	Not applicable	MCA target set based on expected project team performance.	
Output	Problems "solved" by the Operations Project Teams	Percentage	Level	0 (2022)			50	50	Not applicable	MCA target set based on expected project team timelines.	
Risk / Assumption	Operations Project Team meetings held as planned	Number	Level			90	90	90	Not applicable	MCA target set based on expected project team performance.	
Fundamental Change and Building Commitment Activity											
Output	NAWEC Utility Process Maps completed	Date	Date				22-Nov-24		Not applicable	MCA-Gambia target based on the PSTSC workplan (Feb 2024) due date for the draft plus one month for review and revision. See Key Deliverable timetable, Key Deliverable #13.	
Output	Energy Forecast Model completed	Date	Date				22-Nov-24		Not applicable	MCA-Gambia target based on the PSTSC workplan (Feb 2024) due date for the draft plus one month for review and revision. See Key Deliverable timetable, Key Deliverable #14.	

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Output	Customer Satisfaction Survey completed	Date	Date				22-Nov-24		Not applicable	MCA-Gambia target based on the PSTSC workplan (Feb 2024) due date for the draft plus one month for review and revision. See Key Deliverable timetable, Key Deliverable #15.
Output	Phase I Progress Assessment completed	Date	Date			31-Dec-23			Not applicable	The target was established as the end of year 1.5 in the Threshold Agreement.
Output	Phase II Plan completed	Date	Date			31-Dec-23			Not applicable	The target was established as the end of year 1.5 in the Threshold Agreement.
Investment Support Activity										
Output	TBD	TBD	TBD	TBD			TBD	TBD	Not applicable	TBD
Output	Action Requests approved for Operations	Number	Cumulative	0 (2022)				10	Not applicable	MCA target based on the number of expected project teams and requests.
Output	Amount of Action Requests disbursed for Operations	US dollars	Cumulative	0 (2022)				3000000	Not applicable	PSTSC Contract, page 76

ANNEX III: M&E PLAN MODIFICATIONS

<i>Power sector regulatory provisions implemented</i>		
Project:	Power Sector Governance Project	
Activity:		
Sub-Activity:		
M&E Plan Version 1	Modification Description:	<i>Indicator Retired</i>
	Modification:	<i>Retired “Power sector regulatory provisions implemented” Indicator</i>
	Justification:	<i>Indicator quality is determined poorer than initially thought when included in the plan.</i>
	Justification Description:	<i>Indicator has been determined to not be very useful to measure this result. Result is already sufficiently measured by other indicators.</i>

<i>Policy, legal or operational actions taken by power sector institutions that reflect input from public stakeholders</i>		
Project:	Power Sector Governance Project	
Activity:		
Sub-Activity:		
M&E Plan Version 1	Modification Description:	<i>Indicator Retired</i>
	Modification:	<i>Retired “Policy, legal or operational actions taken by power sector institutions that reflect input from public stakeholders” Indicator</i>
	Justification:	<i>Indicator quality is determined poorer than initially thought when included in the plan.</i>
	Justification Description:	<i>There is no way to calculate this indicator and it's unclear if this will be a focus of the project teams.</i>

<i>Power sector investment projects approved according to an established process and defined criteria</i>		
Project:	Power Sector Governance Project	
Activity:		
Sub-Activity:		
M&E Plan Version 1	Modification Description:	<i>Indicator Retired</i>
	Modification:	<i>Retired “Power sector investment projects approved according to an established process and defined criteria” Indicator</i>
	Justification:	<i>Indicator quality is determined poorer than initially thought when included in the plan.</i>
	Justification Description:	<i>There is no way to calculate this indicator and it's unclear if this will be a focus of the project teams.</i>

<i>Annual update of sector investment plan completed</i>		
Project:	Power Sector Governance Project	
Activity:	Building Power Sector Governance Capacity Activity	
Sub-Activity:		
M&E Plan Version 1	Modification Description:	<i>Indicator Retired</i>
	Modification:	<i>Retired “Annual update of sector investment plan completed” Indicator</i>
	Justification:	<i>Indicator quality is determined poorer than initially thought when included in the plan.</i>
	Justification Description:	<i>There is no sector investment plan.</i>

<i>Share of Sector Investment Plan expended</i>	
Project:	Power Sector Operations Project

Activity:		
Sub-Activity:		
M&E Plan Version 1	Modification Description:	<i>Indicator Retired</i>
	Modification:	<i>Retired "Share of Sector Investment Plan expended" Indicator</i>
	Justification:	<i>Indicator quality is determined poorer than initially thought when included in the plan.</i>
	Justification Description:	<i>Indicator has been determined to not be very useful to measure this result. Result is already sufficiently measured by other indicators.</i>

<i>Percentage of households connected to the national grid</i>		
Project:	Power Sector Operations Project	
Activity:		
Sub-Activity:		
M&E Plan Version 1	Modification Description:	<i>Indicator Retired</i>
	Modification:	<i>Retired "Percentage of households connected to the national grid" Indicator</i>
	Justification:	<i>Cost of data collection for indicator outweighs usefulness.</i>
	Justification Description:	<i>NAWEC is unable to report on the number of household connections because sometimes households share connections. It isn't worth MCC's investment into gathering this data because the number of household connections is not a key outcome of the project.</i>

<i>Operating cost-recovery ratio</i>		
Project:	Power Sector Operations Project	
Activity:		
Sub-Activity:		

M&E Plan Version 1	Modification Description:	<i>Indicator Retired</i>
	Modification:	<i>Retired “Operating cost-recovery ratio” Indicator</i>
	Justification:	<i>Cost of data collection for indicator outweighs usefulness.</i>
	Justification Description:	<i>NAWEC is using other indicators as their financial KPIs that measure similar results and those indicators are in the M&E Plan.</i>

<i>Arrears as percentage of revenues</i>		
Project:	Power Sector Operations Project	
Activity:		
Sub-Activity:		
M&E Plan Version 1	Modification Description:	<i>Indicator Retired</i>
	Modification:	<i>Retired “Arrears as percentage of revenues” Indicator</i>
	Justification:	<i>Cost of data collection for indicator outweighs usefulness.</i>
	Justification Description:	<i>NAWEC is using other indicators as their financial KPIs that measure similar results and those indicators are in the M&E Plan.</i>

<i>NAWEC power and water separation milestones completed</i>		
Project:	Power Sector Governance Project	
Activity:		
Sub-Activity:		
M&E Plan Version 1	Modification Description:	<i>Indicator Created</i>
	Modification:	<i>Created “NAWEC power and water separation milestones completed” Indicator</i>
	Justification:	<i>Existing indicators do not sufficiently measure project logic.</i>

	Justification Description:	<i>Sufficient indicators were not identified in the Threshold Program Agreement, so this indicator was identified to help measure the result in the project logic.</i>
<i>NAWEC power and water separation implementation strategy approved</i>		
Project:	Power Sector Governance Project	
Activity:		
Sub-Activity:		
M&E Plan Version 1	Modification Description:	<i>Indicator Created</i>
	Modification:	<i>Created “NAWEC power and water separation implementation strategy approved” Indicator</i>
	Justification:	<i>Existing indicators do not sufficiently measure project logic.</i>
	Justification Description:	<i>Sufficient indicators were not identified in the Threshold Program Agreement, so this indicator was identified to help measure the result in the project logic.</i>
<i>NAWEC Annual Reports made public</i>		
Project:	Power Sector Governance Project	
Activity:		
Sub-Activity:		
M&E Plan Version 1	Modification Description:	<i>Indicator Created</i>
	Modification:	<i>Created “NAWEC Annual Reports made public” Indicator</i>
	Justification:	<i>Existing indicators do not sufficiently measure project logic.</i>
	Justification Description:	<i>Sufficient indicators were not identified in the Threshold Program Agreement, so this indicator was identified to help measure the result in the project logic.</i>
<i>NAWEC Audited Financial Statements made public</i>		
Project:	Power Sector Governance Project	
Activity:		
Sub-Activity:		

M&E Plan Version 1	Modification Description:	<i>Indicator Created</i>
	Modification:	<i>Created "NAWEC Audited Financial Statements made public" Indicator</i>
	Justification:	<i>Existing indicators do not sufficiently measure project logic.</i>
	Justification Description:	<i>Sufficient indicators were not identified in the Threshold Program Agreement, so this indicator was identified to help measure the result in the project logic.</i>
<i>Power sector laws created, updated, or clarified</i>		
Project:	Power Sector Governance Project	
Activity:	Building Power Sector Governance Capacity Activity	
Sub-Activity:		
M&E Plan Version 1	Modification Description:	<i>Updated Definition</i>
	Modification:	<i>Changed from "Number of laws created, updated, or clarified"</i>
	Justification:	<i>Additional clarity required to accurately measure or interpret an indicator.</i>
	Justification Description:	<i>"with support from the Threshold Program" was added to clarify that we are counting laws that have been created, updated, or clarified as part of the project.</i>
<i>Power sector laws created, updated, or clarified</i>		
Project:	Power Sector Governance Project	
Activity:	Building Power Sector Governance Capacity Activity	
Sub-Activity:		
M&E Plan Version 1	Modification Description:	<i>Modified Target</i>
	Modification:	<i>Modified Target</i>
	Justification:	<i>TBD replaced with no target.</i>

	Justification Description:	<i>Targets will not be established because the project is not targeting a specific number of laws. The indicator will track what is accomplished.</i>
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<i>Power sector regulations created, updated, or clarified</i>		
Project:	Power Sector Governance Project	
Activity:	Building Power Sector Governance Capacity Activity	
Sub-Activity:		
M&E Plan Version 1	Modification Description:	<i>Updated Definition</i>
	Modification:	<i>Changed from "Number of regulations created, updated, or clarified"</i>
	Justification:	<i>Additional clarity required to accurately measure or interpret an indicator.</i>
	Justification Description:	<i>"with support from the Threshold Program" was added to clarify that we are counting regulations that have been created, updated, or clarified as part of the project.</i>

<i>Power sector regulations created, updated, or clarified</i>		
Project:	Power Sector Governance Project	
Activity:	Building Power Sector Governance Capacity Activity	
Sub-Activity:		
M&E Plan Version 1	Modification Description:	<i>Modified Target</i>
	Modification:	<i>Modified Target</i>
	Justification:	<i>TBD replaced with no target.</i>
	Justification Description:	<i>Targets will not be established because the project is not targeting a specific number of regulations. The indicator will track what is accomplished.</i>

<i>Power sector policies created, updated, or clarified</i>		
Project:	Power Sector Governance Project	
Activity:	Building Power Sector Governance Capacity Activity	
Sub-Activity:		
M&E Plan Version 1	Modification Description:	<i>Indicator Created</i>
	Modification:	<i>Created "Power sector policies created, updated, or clarified" Indicator</i>
	Justification:	<i>Existing indicators do not sufficiently measure project logic.</i>
	Justification Description:	<i>This indicator was added because "policy" was added to the result statement and existing indicators did not measure policies.</i>

<i>Final Water and Power Separation Study presented to the Ministry of Petroleum and Energy</i>		
Project:	Power Sector Governance Project	
Activity:	Building Power Sector Governance Capacity Activity	
Sub-Activity:		
M&E Plan Version 1	Modification Description:	<i>Indicator Created</i>
	Modification:	<i>Created "Final Water and Power Separation Study presented to the Ministry of Petroleum and Energy" Indicator</i>
	Justification:	<i>Existing indicators do not sufficiently measure project logic.</i>
	Justification Description:	<i>Sufficient indicators were not identified in the Threshold Program Agreement, so this indicator was identified to help measure the result in the project logic.</i>

<i>Post-2023 performance contract signed between the State-Owned Enterprise Commission and NAWEC</i>		
Project:	Power Sector Governance Project	
Activity:	Building Power Sector Governance Capacity Activity	

Sub-Activity:		
M&E Plan Version 1	Modification Description:	<i>Indicator Created</i>
	Modification:	<i>Created “Post-2023 performance contract signed between the State-Owned Enterprise Commission and NAWEC” Indicator</i>
	Justification:	<i>Existing indicators do not sufficiently measure project logic.</i>
	Justification Description:	<i>Sufficient indicators were not identified in the Threshold Program Agreement, so this indicator was identified to help measure the result in the project logic.</i>

<i>Reporting of data on NAWEC corporate Key Performance Indicators to NAWEC Board</i>		
Project:	Power Sector Governance Project	
Activity:	Building Power Sector Governance Capacity Activity	
Sub-Activity:		
M&E Plan Version 1	Modification Description:	<i>Indicator Created</i>
	Modification:	<i>Created “Reporting of data on NAWEC corporate Key Performance Indicators to NAWEC Board” Indicator</i>
	Justification:	<i>Existing indicators do not sufficiently measure project logic.</i>
	Justification Description:	<i>Sufficient indicators were not identified in the Threshold Program Agreement, so this indicator was identified to help measure the result in the project logic.</i>

<i>Policy, legal, and regulatory gap analysis completed</i>		
Project:	Power Sector Governance Project	
Activity:	Building Power Sector Governance Capacity Activity	
Sub-Activity:		

M&E Plan Version 1	Modification Description:	<i>Indicator Created</i>
	Modification:	<i>Created “Policy, legal, and regulatory gap analysis completed” Indicator</i>
	Justification:	<i>Existing indicators do not sufficiently measure project logic.</i>
	Justification Description:	<i>Sufficient indicators were not identified in the Threshold Program Agreement, so this indicator was identified to help measure the result in the project logic.</i>

<i>Water and Power Separation Study completed</i>		
Project:	Power Sector Governance Project	
Activity:	Building Power Sector Governance Capacity Activity	
Sub-Activity:		
M&E Plan Version 1	Modification Description:	<i>Target Modified</i>
	Modification:	<i>TBD replaced with target.</i>
	Justification:	<i>TBD replaced with target.</i>
	Justification Description:	<i>Target provided by MCA based on the PSTSC workplan delivered in Feb 2024.</i>

<i>Power Sector Governance Survey completed</i>		
Project:	Power Sector Governance Project	
Activity:	Building Power Sector Governance Capacity Activity	
Sub-Activity:		
M&E Plan Version 1	Modification Description:	<i>Target Modified</i>
	Modification:	<i>TBD replaced with target.</i>
	Justification:	<i>TBD replaced with target.</i>

	Justification Description:	<i>Target provided by MCA based on the PSTSC workplan delivered in Feb 2024.</i>
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<i>Governance Project Teams in the Problem Driven Iterative Adaptation process</i>		
Project:	Power Sector Governance Project	
Activity:	Building Power Sector Governance Capacity Activity	
Sub-Activity:		
M&E Plan Version 1	Modification Description:	<i>Indicator Created</i>
	Modification:	<i>Created “Governance Project Teams in the Problem Driven Iterative Adaptation process” Indicator</i>
	Justification:	<i>Existing indicators do not sufficiently measure project logic.</i>
	Justification Description:	<i>Sufficient indicators were not identified in the Threshold Program Agreement, so this indicator was identified to help measure the result in the project logic.</i>

<i>Governance Reform Team reflection points completed</i>		
Project:	Power Sector Governance Project	
Activity:	Building Power Sector Governance Capacity Activity	
Sub-Activity:		
M&E Plan Version 1	Modification Description:	<i>Indicator Created</i>
	Modification:	<i>Created “Governance Reform Team reflection points completed” Indicator</i>
	Justification:	<i>Existing indicators do not sufficiently measure project logic.</i>
	Justification Description:	<i>Sufficient indicators were not identified in the Threshold Program Agreement, so this indicator was identified to help measure the result in the project logic.</i>

<i>Governance participants in the Problem Driven Iterative Adaptation process</i>
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Project:	Power Sector Governance Project	
Activity:	Building Power Sector Governance Capacity Activity	
Sub-Activity:		
M&E Plan Version 1	Modification Description:	<i>Indicator Created</i>
	Modification:	<i>Created “Governance participants in the Problem Driven Iterative Adaptation process” Indicator</i>
	Justification:	<i>Existing indicators do not sufficiently measure project logic.</i>
	Justification Description:	<i>Sufficient indicators were not identified in the Threshold Program Agreement, so this indicator was identified to help measure the result in the project logic.</i>

<i>Governance Project Team satisfaction with the Problem Driven Iterative Adaptation process and facilitation support</i>		
Project:	Power Sector Governance Project	
Activity:	Building Power Sector Governance Capacity Activity	
Sub-Activity:		
M&E Plan Version 1	Modification Description:	<i>Indicator Created</i>
	Modification:	<i>Created “Governance Project Team satisfaction with the Problem Driven Iterative Adaptation process and facilitation support” Indicator</i>
	Justification:	<i>Existing indicators do not sufficiently measure project logic.</i>
	Justification Description:	<i>Sufficient indicators were not identified in the Threshold Program Agreement, so this indicator was identified to help measure the result in the project logic.</i>

<i>Relevance of governance problems analyzed</i>		
Project:	Power Sector Governance Project	
Activity:	Building Power Sector Governance Capacity Activity	

Sub-Activity:		
M&E Plan Version 1	Modification Description:	<i>Indicator Created</i>
	Modification:	<i>Created "Relevance of governance problems analyzed" Indicator</i>
	Justification:	<i>Existing indicators do not sufficiently measure project logic.</i>
	Justification Description:	<i>Sufficient indicators were not identified in the Threshold Program Agreement, so this indicator was identified to help measure the result in the project logic.</i>

<i>Governance problem analyses logically linked to the Governance Project Logic</i>		
Project:	Power Sector Governance Project	
Activity:	Building Power Sector Governance Capacity Activity	
Sub-Activity:		
M&E Plan Version 1	Modification Description:	<i>Indicator Created</i>
	Modification:	<i>Created "Governance problem analyses logically linked to the Governance Project Logic" Indicator</i>
	Justification:	<i>Existing indicators do not sufficiently measure project logic.</i>
	Justification Description:	<i>Sufficient indicators were not identified in the Threshold Program Agreement, so this indicator was identified to help measure the result in the project logic.</i>

<i>Problems identified by the Governance Project Teams</i>		
Project:	Power Sector Governance Project	
Activity:	Building Power Sector Governance Capacity Activity	
Sub-Activity:		
M&E Plan Version 1	Modification Description:	<i>Indicator Created</i>

	Modification:	<i>Created “Problems identified by the Governance Project Teams” Indicator</i>
	Justification:	<i>Existing indicators do not sufficiently measure project logic.</i>
	Justification Description:	<i>Sufficient indicators were not identified in the Threshold Program Agreement, so this indicator was identified to help measure the result in the project logic.</i>
<i>Time for Governance Project Teams to complete the initial PDIA cycle</i>		
Project:	Power Sector Governance Project	
Activity:	Building Power Sector Governance Capacity Activity	
Sub-Activity:		
M&E Plan Version 1	Modification Description:	<i>Indicator Created</i>
	Modification:	<i>Created “Time for Governance Project Teams to complete the initial PDIA cycle” Indicator</i>
	Justification:	<i>Existing indicators do not sufficiently measure project logic.</i>
	Justification Description:	<i>Sufficient indicators were not identified in the Threshold Program Agreement, so this indicator was identified to help measure the result in the project logic.</i>

<i>Governance Project Team workplan actions completed</i>		
Project:	Power Sector Governance Project	
Activity:	Building Power Sector Governance Capacity Activity	
Sub-Activity:		
M&E Plan Version 1	Modification Description:	<i>Indicator Created</i>
	Modification:	<i>Created “Governance Project Team workplan actions completed” Indicator</i>
	Justification:	<i>Existing indicators do not sufficiently measure project logic.</i>
	Justification Description:	<i>Sufficient indicators were not identified in the Threshold Program Agreement, so this indicator was identified to help measure the result in the project logic.</i>

<i>Problems "solved" by the Governance Project Teams</i>		
Project:	Power Sector Governance Project	
Activity:	Building Power Sector Governance Capacity Activity	
Sub-Activity:		
M&E Plan Version 1	Modification Description:	<i>Indicator Created</i>
	Modification:	<i>Created "Problems "solved" by the Governance Project Teams" Indicator</i>
	Justification:	<i>Existing indicators do not sufficiently measure project logic.</i>
	Justification Description:	<i>Sufficient indicators were not identified in the Threshold Program Agreement, so this indicator was identified to help measure the result in the project logic.</i>

<i>Action Requests approved for Governance Activity</i>		
Project:	Power Sector Governance Project	
Activity:	Building Power Sector Governance Capacity Activity	
Sub-Activity:		
M&E Plan Version 1	Modification Description:	<i>Indicator Created</i>
	Modification:	<i>Created "Action Requests approved for Governance Activity" Indicator</i>
	Justification:	<i>Existing indicators do not sufficiently measure project logic.</i>
	Justification Description:	<i>Sufficient indicators were not identified in the Threshold Program Agreement, so this indicator was identified to help measure the result in the project logic.</i>

<i>Amount of Action Requests disbursed for Governance Activity</i>	
Project:	Power Sector Governance Project
Activity:	Building Power Sector Governance Capacity Activity

Sub-Activity:		
M&E Plan Version 1	Modification Description:	<i>Indicator Created</i>
	Modification:	<i>Created “Amount of Action Requests disbursed for Governance Activity” Indicator</i>
	Justification:	<i>Existing indicators do not sufficiently measure project logic.</i>
	Justification Description:	<i>Sufficient indicators were not identified in the Threshold Program Agreement, so this indicator was identified to help measure the result in the project logic.</i>

<i>Governance Project Team meetings held as planned</i>		
Project:	Power Sector Governance Project	
Activity:	Building Power Sector Governance Capacity Activity	
Sub-Activity:		
M&E Plan Version 1	Modification Description:	<i>Indicator Created</i>
	Modification:	<i>Created “Governance Project Team meetings held as planned” Indicator</i>
	Justification:	<i>Existing indicators do not sufficiently measure project logic.</i>
	Justification Description:	<i>Sufficient indicators were not identified in the Threshold Program Agreement, so this indicator was identified to help measure the result in the project logic.</i>

<i>NAWEC compliance with The Gambia Access to Information Act of 2021</i>		
Project:	Power Sector Governance Project	
Activity:	Accountability and Oversight for the Power Sector Activity	
Sub-Activity:		
M&E Plan Version 1	Modification Description:	<i>Indicator Created</i>

	Modification:	<i>Created “NAWEC compliance with The Gambia Access to Information Act of 2021” Indicator</i>
	Justification:	<i>Existing indicators do not sufficiently measure project logic.</i>
	Justification Description:	<i>Sufficient indicators were not identified in the Threshold Program Agreement, so this indicator was identified to help measure the result in the project logic.</i>

<i>Process for information sharing between NAWEC and civil society adopted</i>		
Project:	Power Sector Governance Project	
Activity:	Accountability and Oversight for the Power Sector Activity	
Sub-Activity:		
M&E Plan Version 1	Modification Description:	<i>Indicator Created</i>
	Modification:	<i>Created “Process for information sharing between NAWEC and civil society adopted” Indicator</i>
	Justification:	<i>Existing indicators do not sufficiently measure project logic.</i>
	Justification Description:	<i>Sufficient indicators were not identified in the Threshold Program Agreement, so this indicator was identified to help measure the result in the project logic.</i>

<i>Accountability Project Teams in the Problem Driven Iterative Adaptation process</i>		
Project:	Power Sector Governance Project	
Activity:	Accountability and Oversight for the Power Sector Activity	
Sub-Activity:		
M&E Plan Version 1	Modification Description:	<i>Indicator Created</i>
	Modification:	<i>Created “Accountability Project Teams in the Problem Driven Iterative Adaptation process” Indicator</i>
	Justification:	<i>Existing indicators do not sufficiently measure project logic.</i>

	Justification Description:	<i>Sufficient indicators were not identified in the Threshold Program Agreement, so this indicator was identified to help measure the result in the project logic.</i>
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<i>Accountability Reform Team reflection points completed</i>		
Project:	Power Sector Governance Project	
Activity:	Accountability and Oversight for the Power Sector Activity	
Sub-Activity:		
M&E Plan Version 1	Modification Description:	<i>Indicator Created</i>
	Modification:	<i>Created “Accountability Reform Team reflection points completed” Indicator</i>
	Justification:	<i>Existing indicators do not sufficiently measure project logic.</i>
	Justification Description:	<i>Sufficient indicators were not identified in the Threshold Program Agreement, so this indicator was identified to help measure the result in the project logic.</i>

<i>Accountability participants in the Problem Driven Iterative Adaptation process</i>		
Project:	Power Sector Governance Project	
Activity:	Accountability and Oversight for the Power Sector Activity	
Sub-Activity:		
M&E Plan Version 1	Modification Description:	<i>Indicator Created</i>
	Modification:	<i>Created “Accountability participants in the Problem Driven Iterative Adaptation process” Indicator</i>
	Justification:	<i>Existing indicators do not sufficiently measure project logic.</i>
	Justification Description:	<i>Sufficient indicators were not identified in the Threshold Program Agreement, so this indicator was identified to help measure the result in the project logic.</i>

<i>Accountability Project Team satisfaction with the Problem Driven Iterative Adaptation process and facilitation support</i>		
Project:	Power Sector Governance Project	
Activity:	Accountability and Oversight for the Power Sector Activity	
Sub-Activity:		
M&E Plan Version 1	Modification Description:	<i>Indicator Created</i>
	Modification:	<i>Created “Accountability Project Team satisfaction with the Problem Driven Iterative Adaptation process and facilitation support” Indicator</i>
	Justification:	<i>Existing indicators do not sufficiently measure project logic.</i>
	Justification Description:	<i>Sufficient indicators were not identified in the Threshold Program Agreement, so this indicator was identified to help measure the result in the project logic.</i>

<i>Relevance of accountability problems analyzed</i>		
Project:	Power Sector Governance Project	
Activity:	Accountability and Oversight for the Power Sector Activity	
Sub-Activity:		
M&E Plan Version 1	Modification Description:	<i>Indicator Created</i>
	Modification:	<i>Created “Relevance of accountability problems analyzed” Indicator</i>
	Justification:	<i>Existing indicators do not sufficiently measure project logic.</i>
	Justification Description:	<i>Sufficient indicators were not identified in the Threshold Program Agreement, so this indicator was identified to help measure the result in the project logic.</i>

<i>Accountability problem analyses logically linked to the Governance Project Logic</i>		
Project:	Power Sector Governance Project	
Activity:	Accountability and Oversight for the Power Sector Activity	
Sub-Activity:		
M&E Plan Version 1	Modification Description:	<i>Indicator Created</i>
	Modification:	<i>Created “Accountability problem analyses logically linked to the Governance Project Logic” Indicator</i>
	Justification:	<i>Existing indicators do not sufficiently measure project logic.</i>
	Justification Description:	<i>Sufficient indicators were not identified in the Threshold Program Agreement, so this indicator was identified to help measure the result in the project logic.</i>

<i>Problems identified by the Accountability Project Teams</i>		
Project:	Power Sector Governance Project	
Activity:	Accountability and Oversight for the Power Sector Activity	
Sub-Activity:		
M&E Plan Version 1	Modification Description:	<i>Indicator Created</i>
	Modification:	<i>Created “Problems identified by the Accountability Project Teams” Indicator</i>
	Justification:	<i>Existing indicators do not sufficiently measure project logic.</i>
	Justification Description:	<i>Sufficient indicators were not identified in the Threshold Program Agreement, so this indicator was identified to help measure the result in the project logic.</i>

<i>Time for Accountability Project Teams to complete the initial PDIA cycle</i>		
Project:	Power Sector Governance Project	
Activity:	Accountability and Oversight for the Power Sector Activity	
Sub-Activity:		

M&E Plan Version 1	Modification Description:	<i>Indicator Created</i>
	Modification:	<i>Created "Time for Accountability Project Teams to complete the initial PDIA cycle" Indicator</i>
	Justification:	<i>Existing indicators do not sufficiently measure project logic.</i>
	Justification Description:	<i>Sufficient indicators were not identified in the Threshold Program Agreement, so this indicator was identified to help measure the result in the project logic.</i>

<i>Accountability Project Team workplan actions completed</i>		
Project:	Power Sector Governance Project	
Activity:	Accountability and Oversight for the Power Sector Activity	
Sub-Activity:		
M&E Plan Version 1	Modification Description:	<i>Indicator Created</i>
	Modification:	<i>Created "Accountability Project Team workplan actions completed" Indicator</i>
	Justification:	<i>Existing indicators do not sufficiently measure project logic.</i>
	Justification Description:	<i>Sufficient indicators were not identified in the Threshold Program Agreement, so this indicator was identified to help measure the result in the project logic.</i>

<i>Problems "solved" by the Accountability Project Teams</i>		
Project:	Power Sector Governance Project	
Activity:	Accountability and Oversight for the Power Sector Activity	
Sub-Activity:		
M&E Plan Version 1	Modification Description:	<i>Indicator Created</i>

	Modification:	<i>Created “Problems "solved" by the Accountability Project Teams” Indicator</i>
	Justification:	<i>Existing indicators do not sufficiently measure project logic.</i>
	Justification Description:	<i>Sufficient indicators were not identified in the Threshold Program Agreement, so this indicator was identified to help measure the result in the project logic.</i>

<i>Action Requests approved for Accountability Activity</i>		
Project:	Power Sector Governance Project	
Activity:	Accountability and Oversight for the Power Sector Activity	
Sub-Activity:		
M&E Plan Version 1	Modification Description:	<i>Indicator Created</i>
	Modification:	<i>Created “Action Requests approved for Accountability Activity” Indicator</i>
	Justification:	<i>Existing indicators do not sufficiently measure project logic.</i>
	Justification Description:	<i>Sufficient indicators were not identified in the Threshold Program Agreement, so this indicator was identified to help measure the result in the project logic.</i>

<i>Amount of Action Requests disbursed for Accountability Activity</i>		
Project:	Power Sector Governance Project	
Activity:	Accountability and Oversight for the Power Sector Activity	
Sub-Activity:		
M&E Plan Version 1	Modification Description:	<i>Indicator Created</i>
	Modification:	<i>Created “Amount of Action Requests disbursed for Accountability Activity” Indicator</i>
	Justification:	<i>Existing indicators do not sufficiently measure project logic.</i>

	Justification Description:	<i>Sufficient indicators were not identified in the Threshold Program Agreement, so this indicator was identified to help measure the result in the project logic.</i>
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<i>Accountability grants awarded</i>		
Project:	Power Sector Governance Project	
Activity:	Accountability and Oversight for the Power Sector Activity	
Sub-Activity:		
M&E Plan Version 1	Modification Description:	<i>Indicator Created</i>
	Modification:	<i>Created "Accountability grants awarded" Indicator</i>
	Justification:	<i>Existing indicators do not sufficiently measure project logic.</i>
	Justification Description:	<i>Sufficient indicators were not identified in the Threshold Program Agreement, so this indicator was identified to help measure the result in the project logic.</i>

<i>Accountability grants disbursed</i>		
Project:	Power Sector Governance Project	
Activity:	Accountability and Oversight for the Power Sector Activity	
Sub-Activity:		
M&E Plan Version 1	Modification Description:	<i>Indicator Created</i>
	Modification:	<i>Created "Accountability grants disbursed" Indicator</i>
	Justification:	<i>Existing indicators do not sufficiently measure project logic.</i>
	Justification Description:	<i>Sufficient indicators were not identified in the Threshold Program Agreement, so this indicator was identified to help measure the result in the project logic.</i>

<i>Accountability Project Team meetings held as planned</i>	
Project:	Power Sector Governance Project

Activity:	Accountability and Oversight for the Power Sector Activity	
Sub-Activity:		
M&E Plan Version 1	Modification Description:	<i>Indicator Created</i>
	Modification:	<i>Created "Accountability Project Team meetings held as planned" Indicator</i>
	Justification:	<i>Existing indicators do not sufficiently measure project logic.</i>
	Justification Description:	<i>Sufficient indicators were not identified in the Threshold Program Agreement, so this indicator was identified to help measure the result in the project logic.</i>

<i>Frequency of system-wide blackouts</i>		
Project:	Power Sector Operations Project	
Activity:		
Sub-Activity:		
M&E Plan Version 1	Modification Description:	<i>Indicator Created</i>
	Modification:	<i>Created "Frequency of system-wide blackouts" Indicator</i>
	Justification:	<i>Existing indicators do not sufficiently measure project logic.</i>
	Justification Description:	<i>Sufficient indicators were not identified in the Threshold Program Agreement, so this indicator was identified to help measure the result in the project logic.</i>

<i>Duration of system-wide blackouts</i>		
Project:	Power Sector Operations Project	
Activity:		
Sub-Activity:		
M&E Plan Version 1	Modification Description:	<i>Indicator Created</i>

	Modification:	<i>Created “Duration of system-wide blackouts” Indicator</i>
	Justification:	<i>Existing indicators do not sufficiently measure project logic.</i>
	Justification Description:	<i>Sufficient indicators were not identified in the Threshold Program Agreement, so this indicator was identified to help measure the result in the project logic.</i>

<i>Percentage of households connected to the national grid</i>		
Project:	Power Sector Operations Project	
Activity:		
Sub-Activity:		
M&E Plan Version 1	Modification Description:	<i>Indicator Created</i>
	Modification:	<i>Created “Percentage of households connected to the national grid” Indicator</i>
	Justification:	<i>Existing indicators do not sufficiently measure project logic.</i>
	Justification Description:	<i>Sufficient indicators were not identified in the Threshold Program Agreement, so this indicator was identified to help measure the result in the project logic.</i>

<i>Electricity generation from fossil fuels</i>		
Project:	Power Sector Operations Project	
Activity:		
Sub-Activity:		
M&E Plan Version 1	Modification Description:	<i>Indicator Created</i>
	Modification:	<i>Created “Electricity generation from fossil fuels” Indicator</i>
	Justification:	<i>Existing indicators do not sufficiently measure project logic.</i>
	Justification Description:	<i>Sufficient indicators were not identified in the Threshold Program Agreement, so this indicator was identified to help measure the result in the project logic.</i>

<i>Electricity connections</i>		
Project:	Power Sector Operations Project	
Activity:		
Sub-Activity:		
M&E Plan Version 1	Modification Description:	<i>Indicator Created</i>
	Modification:	<i>Created "Electricity connections" Indicator</i>
	Justification:	<i>Existing indicators do not sufficiently measure project logic.</i>
	Justification Description:	<i>Sufficient indicators were not identified in the Threshold Program Agreement, so this indicator was identified to help measure the result in the project logic.</i>

<i>New electricity connection days</i>		
Project:	Power Sector Operations Project	
Activity:		
Sub-Activity:		
M&E Plan Version 1	Modification Description:	<i>Definition Modified</i>
	Modification:	<i>Definition modified from "Days from payment to actual energizing"</i>
	Justification:	<i>Additional clarity required to accurately measure or interpret an indicator.</i>
	Justification Description:	<i>Added detail to the definition to correspond with NAWEC's Key Performance Indicators.</i>

<i>Faults from generation, transmission, and distribution assets</i>		
Project:	Power Sector Operations Project	
Activity:		

Sub-Activity:		
M&E Plan Version 1	Modification Description:	<i>Indicator Created</i>
	Modification:	<i>Created “Faults from generation, transmission, and distribution assets” Indicator</i>
	Justification:	<i>Existing indicators do not sufficiently measure project logic.</i>
	Justification Description:	<i>Sufficient indicators were not identified in the Threshold Program Agreement, so this indicator was identified to help measure the result in the project logic.</i>

<i>Customer satisfaction with electricity</i>		
Project:	Power Sector Operations Project	
Activity:		
Sub-Activity:		
M&E Plan Version 1	Modification Description:	<i>Indicator Created</i>
	Modification:	<i>Created “Customer satisfaction with electricity” Indicator</i>
	Justification:	<i>Existing indicators do not sufficiently measure project logic.</i>
	Justification Description:	<i>Sufficient indicators were not identified in the Threshold Program Agreement, so this indicator was identified to help measure the result in the project logic.</i>

<i>Complaint response time</i>		
Project:	Power Sector Operations Project	
Activity:		
Sub-Activity:		
M&E Plan Version 1	Modification Description:	<i>Indicator Created</i>

	Modification:	<i>Created “Complaint response time” Indicator</i>
	Justification:	<i>Existing indicators do not sufficiently measure project logic.</i>
	Justification Description:	<i>Sufficient indicators were not identified in the Threshold Program Agreement, so this indicator was identified to help measure the result in the project logic.</i>

<i>Complaint resolution time</i>		
Project:	Power Sector Operations Project	
Activity:		
Sub-Activity:		
M&E Plan Version 1	Modification Description:	<i>Indicator Created</i>
	Modification:	<i>Created “Complaint resolution time” Indicator</i>
	Justification:	<i>Existing indicators do not sufficiently measure project logic.</i>
	Justification Description:	<i>Sufficient indicators were not identified in the Threshold Program Agreement, so this indicator was identified to help measure the result in the project logic.</i>

<i>Profit after tax</i>		
Project:	Power Sector Operations Project	
Activity:		
Sub-Activity:		
M&E Plan Version 1	Modification Description:	<i>Definition Modified</i>
	Modification:	<i>Definition modified from “Net profit after tax/turnover”</i>
	Justification:	<i>Additional clarity required to accurately measure or interpret an indicator.</i>
	Justification Description:	<i>Added detail to the definition to correspond with NAWEC's Key Performance Indicators.</i>

<i>Return on net assets</i>		
Project:	Power Sector Operations Project	
Activity:		
Sub-Activity:		
M&E Plan Version 1	Modification Description:	<i>Definition Modified</i>
	Modification:	<i>Definition modified from “Net profit after tax/total assets”</i>
	Justification:	<i>Additional clarity required to accurately measure or interpret an indicator.</i>
	Justification Description:	<i>Added detail to the definition to correspond with NAWEC's Key Performance Indicators.</i>

<i>Debtor days</i>		
Project:	Power Sector Operations Project	
Activity:		
Sub-Activity:		
M&E Plan Version 1	Modification Description:	<i>Indicator Created</i>
	Modification:	<i>Created “Debtor days” Indicator</i>
	Justification:	<i>Existing indicators do not sufficiently measure project logic.</i>
	Justification Description:	<i>Sufficient indicators were not identified in the Threshold Program Agreement, so this indicator was identified to help measure the result in the project logic.</i>

<i>Debt equity ratio</i>		
Project:	Power Sector Operations Project	
Activity:		
Sub-Activity:		

M&E Plan Version 1	Modification Description:	<i>Indicator Created</i>
	Modification:	<i>Created “Debt equity ratio” Indicator</i>
	Justification:	<i>Existing indicators do not sufficiently measure project logic.</i>
	Justification Description:	<i>Sufficient indicators were not identified in the Threshold Program Agreement, so this indicator was identified to help measure the result in the project logic.</i>

<i>Reporting of NAWEC corporate Key Performance Indicators to NAWEC senior management team</i>		
Project:	Power Sector Operations Project	
Activity:		
Sub-Activity:		
M&E Plan Version 1	Modification Description:	<i>Indicator Created</i>
	Modification:	<i>Created “Reporting of NAWEC corporate Key Performance Indicators to NAWEC senior management team” Indicator</i>
	Justification:	<i>Existing indicators do not sufficiently measure project logic.</i>
	Justification Description:	<i>Sufficient indicators were not identified in the Threshold Program Agreement, so this indicator was identified to help measure the result in the project logic.</i>

<i>Report with Key Performance Indicators is discussed at NAWEC senior management team meeting</i>		
Project:	Power Sector Operations Project	
Activity:		
Sub-Activity:		
M&E Plan Version 1	Modification Description:	<i>Indicator Created</i>
	Modification:	<i>Created “Report with Key Performance Indicators is discussed at NAWEC senior management team meeting” Indicator</i>

	Justification:	<i>Existing indicators do not sufficiently measure project logic.</i>
	Justification Description:	<i>Sufficient indicators were not identified in the Threshold Program Agreement, so this indicator was identified to help measure the result in the project logic.</i>

<i>Operations Project Teams in the Problem Driven Iterative Adaptation process</i>		
Project:	Power Sector Operations Project	
Activity:		
Sub-Activity:		
M&E Plan Version 1	Modification Description:	<i>Indicator Created</i>
	Modification:	<i>Created “Operations Project Teams in the Problem Driven Iterative Adaptation process” Indicator</i>
	Justification:	<i>Existing indicators do not sufficiently measure project logic.</i>
	Justification Description:	<i>Sufficient indicators were not identified in the Threshold Program Agreement, so this indicator was identified to help measure the result in the project logic.</i>

<i>Operations Transformation Team reflection points completed</i>		
Project:	Power Sector Operations Project	
Activity:		
Sub-Activity:		
M&E Plan Version 1	Modification Description:	<i>Indicator Created</i>
	Modification:	<i>Created “Operations Transformation Team reflection points completed” Indicator</i>
	Justification:	<i>Existing indicators do not sufficiently measure project logic.</i>
	Justification Description:	<i>Sufficient indicators were not identified in the Threshold Program Agreement, so this indicator was identified to help measure the result in the project logic.</i>

<i>Operations participants in the Problem Driven Iterative Adaptation process</i>		
Project:	Power Sector Operations Project	
Activity:		
Sub-Activity:		
M&E Plan Version 1	Modification Description:	<i>Indicator Created</i>
	Modification:	<i>Created “Operations participants in the Problem Driven Iterative Adaptation process” Indicator</i>
	Justification:	<i>Existing indicators do not sufficiently measure project logic.</i>
	Justification Description:	<i>Sufficient indicators were not identified in the Threshold Program Agreement, so this indicator was identified to help measure the result in the project logic.</i>

<i>Operations Project Team satisfaction with the Problem Driven Iterative Adaptation process and facilitation support</i>		
Project:	Power Sector Operations Project	
Activity:		
Sub-Activity:		
M&E Plan Version 1	Modification Description:	<i>Indicator Created</i>
	Modification:	<i>Created “Operations Project Team satisfaction with the Problem Driven Iterative Adaptation process and facilitation support” Indicator</i>
	Justification:	<i>Existing indicators do not sufficiently measure project logic.</i>
	Justification Description:	<i>Sufficient indicators were not identified in the Threshold Program Agreement, so this indicator was identified to help measure the result in the project logic.</i>

<i>Relevance of operations problems analyzed</i>		
Project:	Power Sector Operations Project	
Activity:		
Sub-Activity:		
M&E Plan Version 1	Modification Description:	<i>Indicator Created</i>
	Modification:	<i>Created “Relevance of operations problems analyzed” Indicator</i>
	Justification:	<i>Existing indicators do not sufficiently measure project logic.</i>
	Justification Description:	<i>Sufficient indicators were not identified in the Threshold Program Agreement, so this indicator was identified to help measure the result in the project logic.</i>

<i>Operations problem analyses logically linked to the Operations Project Logic</i>		
Project:	Power Sector Operations Project	
Activity:		
Sub-Activity:		
M&E Plan Version 1	Modification Description:	<i>Indicator Created</i>
	Modification:	<i>Created “Operations problem analyses logically linked to the Operations Project Logic” Indicator</i>
	Justification:	<i>Existing indicators do not sufficiently measure project logic.</i>
	Justification Description:	<i>Sufficient indicators were not identified in the Threshold Program Agreement, so this indicator was identified to help measure the result in the project logic.</i>

<i>Problems identified by the Operations Project Teams</i>	
Project:	Power Sector Operations Project
Activity:	

Sub-Activity:		
M&E Plan Version 1	Modification Description:	<i>Indicator Created</i>
	Modification:	<i>Created “Problems identified by the Operations Project Teams” Indicator</i>
	Justification:	<i>Existing indicators do not sufficiently measure project logic.</i>
	Justification Description:	<i>Sufficient indicators were not identified in the Threshold Program Agreement, so this indicator was identified to help measure the result in the project logic.</i>

<i>Time for Operations Project Teams to complete the initial PDIA cycle</i>		
Project:	Power Sector Operations Project	
Activity:		
Sub-Activity:		
M&E Plan Version 1	Modification Description:	<i>Indicator Created</i>
	Modification:	<i>Created “Time for Operations Project Teams to complete the initial PDIA cycle” Indicator</i>
	Justification:	<i>Existing indicators do not sufficiently measure project logic.</i>
	Justification Description:	<i>Sufficient indicators were not identified in the Threshold Program Agreement, so this indicator was identified to help measure the result in the project logic.</i>

<i>Operations Project Team workplan actions completed</i>		
Project:	Power Sector Operations Project	
Activity:		
Sub-Activity:		

M&E Plan Version 1	Modification Description:	<i>Indicator Created</i>
	Modification:	<i>Created "Operations Project Team workplan actions completed" Indicator</i>
	Justification:	<i>Existing indicators do not sufficiently measure project logic.</i>
	Justification Description:	<i>Sufficient indicators were not identified in the Threshold Program Agreement, so this indicator was identified to help measure the result in the project logic.</i>

<i>Problems "solved" by the Operations Project Teams</i>		
Project:	Power Sector Operations Project	
Activity:		
Sub-Activity:		
M&E Plan Version 1	Modification Description:	<i>Indicator Created</i>
	Modification:	<i>Created "Problems "solved" by the Operations Project Teams" Indicator</i>
	Justification:	<i>Existing indicators do not sufficiently measure project logic.</i>
	Justification Description:	<i>Sufficient indicators were not identified in the Threshold Program Agreement, so this indicator was identified to help measure the result in the project logic.</i>

<i>Operations Project Team meetings held as planned</i>		
Project:	Power Sector Operations Project	
Activity:		
Sub-Activity:		
M&E Plan Version 1	Modification Description:	<i>Indicator Created</i>

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	Modification:	<i>Created “Operations Project Team meetings held as planned” Indicator</i>
	Justification:	<i>Existing indicators do not sufficiently measure project logic.</i>
	Justification Description:	<i>Sufficient indicators were not identified in the Threshold Program Agreement, so this indicator was identified to help measure the result in the project logic.</i>

<i>NAWEC Utility Process Maps completed</i>		
Project:	Power Sector Operations Project	
Activity:	Fundamental Change and Building Commitment Activity	
Sub-Activity:		
M&E Plan Version 1	Modification Description:	<i>Indicator Created</i>
	Modification:	<i>Created “NAWEC Utility Process Maps completed” Indicator</i>
	Justification:	<i>Existing indicators do not sufficiently measure project logic.</i>
	Justification Description:	<i>Sufficient indicators were not identified in the Threshold Program Agreement, so this indicator was identified to help measure the result in the project logic.</i>

<i>Energy Forecast Model completed</i>		
Project:	Power Sector Operations Project	
Activity:	Fundamental Change and Building Commitment Activity	
Sub-Activity:		
M&E Plan Version 1	Modification Description:	<i>Indicator Created</i>
	Modification:	<i>Created “Energy Forecast Model completed” Indicator</i>
	Justification:	<i>Existing indicators do not sufficiently measure project logic.</i>

	Justification Description:	<i>Sufficient indicators were not identified in the Threshold Program Agreement, so this indicator was identified to help measure the result in the project logic.</i>
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<i>Customer Satisfaction Survey completed</i>		
Project:	Power Sector Operations Project	
Activity:	Fundamental Change and Building Commitment Activity	
Sub-Activity:		
M&E Plan Version 1	Modification Description:	<i>Indicator Created</i>
	Modification:	<i>Created "Customer Satisfaction Survey completed" Indicator</i>
	Justification:	<i>Existing indicators do not sufficiently measure project logic.</i>
	Justification Description:	<i>Sufficient indicators were not identified in the Threshold Program Agreement, so this indicator was identified to help measure the result in the project logic.</i>

<i>Action Requests approved for Operations</i>		
Project:	Power Sector Operations Project	
Activity:	Investment Support Activity	
Sub-Activity:		
M&E Plan Version 1	Modification Description:	<i>Indicator Created</i>
	Modification:	<i>Created "Action Requests approved for Operations" Indicator</i>
	Justification:	<i>Existing indicators do not sufficiently measure project logic.</i>
	Justification Description:	<i>Sufficient indicators were not identified in the Threshold Program Agreement, so this indicator was identified to help measure the result in the project logic.</i>

<i>Amount of Action Requests disbursed for Operations</i>		
Project:	Power Sector Operations Project	
Activity:	Investment Support Activity	
Sub-Activity:		
M&E Plan Version 1	Modification Description:	<i>Indicator Created</i>
	Modification:	<i>Created “Amount of Action Requests disbursed for Operations” Indicator</i>
	Justification:	<i>Existing indicators do not sufficiently measure project logic.</i>
	Justification Description:	<i>Sufficient indicators were not identified in the Threshold Program Agreement, so this indicator was identified to help measure the result in the project logic.</i>

ANNEX IV: M&E RESPONSIBILITIES OF REFORM TEAMS

The Gambia Threshold Program includes facilitated power sector governance reform and operations through the creation of a highly participatory problem-solving process led by three “Reform Teams.” The three teams are the Governance Reform Team (“GRT”) responsible for the Governance Activity, an Accountability Reform Team (“ART”) responsible for the Accountability Activity and the NAWEC Transformation Team (“NTT”) responsible for the Operations Activities. The GRT is expected to have project teams addressing issues related to the policy and planning environment, legal and regulatory environment, and NAWEC structure and governance. The ART will have at least one project team addressing issues related to external oversight and accountability. The NTT is expected to have project teams addressing issues related to finance, commercial, generation, transmission & distribution, finance, and customer service business units.

This implementation structure is novel for MCC programs and therefore, this annex to the M&E Plan is necessary to identify the responsibilities of the Reform Teams related to monitoring and evaluation of the program.

Developing the Initial M&E Plan

The Reform Teams provided input into the initial M&E Plan by participating in a series of virtual meetings in July 2023 to review the project logics. Then the Reform Teams participated in an M&E workshop in August 2023 to identify relevant indicators to measure outcomes in the project logics and preliminary baselines and targets for those indicators. Various Reform Team members answered questions and worked with MCA-Gambia to finalize the inputs for the initial M&E Plan.

→ The Reform Teams have been provided the opportunity to review and comment on the initial M&E Plan before it was finalized by MCA-Gambia and MCC.

Project Logics

The project logic diagrams show the outcomes and objectives to be achieved through the program. The exact outputs of the program have not been defined yet; however, as the Reform Teams and project teams work towards identifying solutions, they should design those solutions to impact the outcomes and the project objectives documented in the project logics. The causal links between the proposed interventions and the project objectives should be clearly identified and documented for future inclusion in updated project logic diagrams. If new information becomes available through the facilitated change management process, then that information could be used to update the project logics and modify this M&E Plan (as long the modifications comply with the MCC M&E Policy). The project teams will have a process for documenting implementation which allows for M&E and other external parties to understand how (intended and achieved) results and assumptions are changing. The more significant changes could get wrapped into an M&E Plan revision.

→ The Reform Teams should design project interventions to impact the outcomes and project objectives documented in the project logics.

→ The Reform Teams may propose updates to their respective project logics.

Reporting

The PSTSC will support the Reform Teams and project teams to monitor their performance. They will likely track more detailed work plans than the indicators included in this M&E Plan; however, every quarter the Reform Teams should reflect on the progress made towards the results included in this M&E Plan.

→ The Reform Teams will review progress on Indicator Tracking Table indicators (although likely in a more user-friendly format) on a quarterly basis.

Reviewing Evaluation Deliverables

MCC will hire a consultant to be the independent evaluator for the program. The Reform Team should review key evaluation deliverables to ensure that the evaluation is being designed to provide useful information for local stakeholders.

→ The Reform Teams will be provided the opportunity to review and comment on the Evaluation Design Report and any other major evaluation deliverables produced during implementation.

Revising the M&E Plan

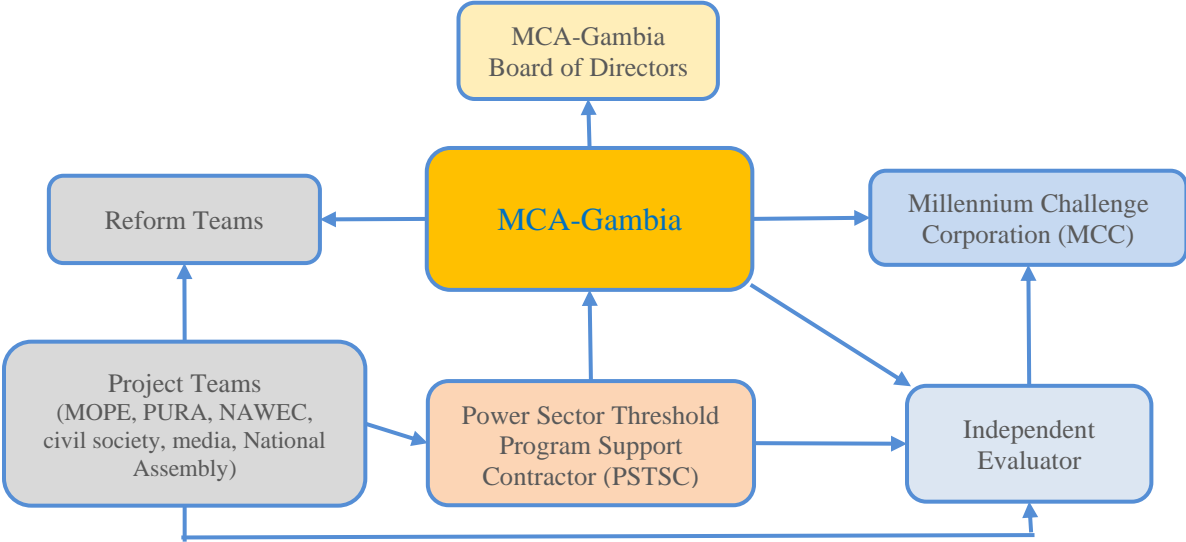
This M&E Plan will be revised at least once before the program ends. Given the importance of the project logics and indicators to the project design being done by the Reform Teams, any major modifications to the plan should be reviewed by the Reform Teams.

→ The Reform Teams will be provided the opportunity to review and comment on any major modifications to the M&E Plan before they are finalized by MCA-Gambia and MCC.

→ The Reform Teams may propose revisions to the M&E Plan as long as those modifications comply with MCC's M&E Policy.

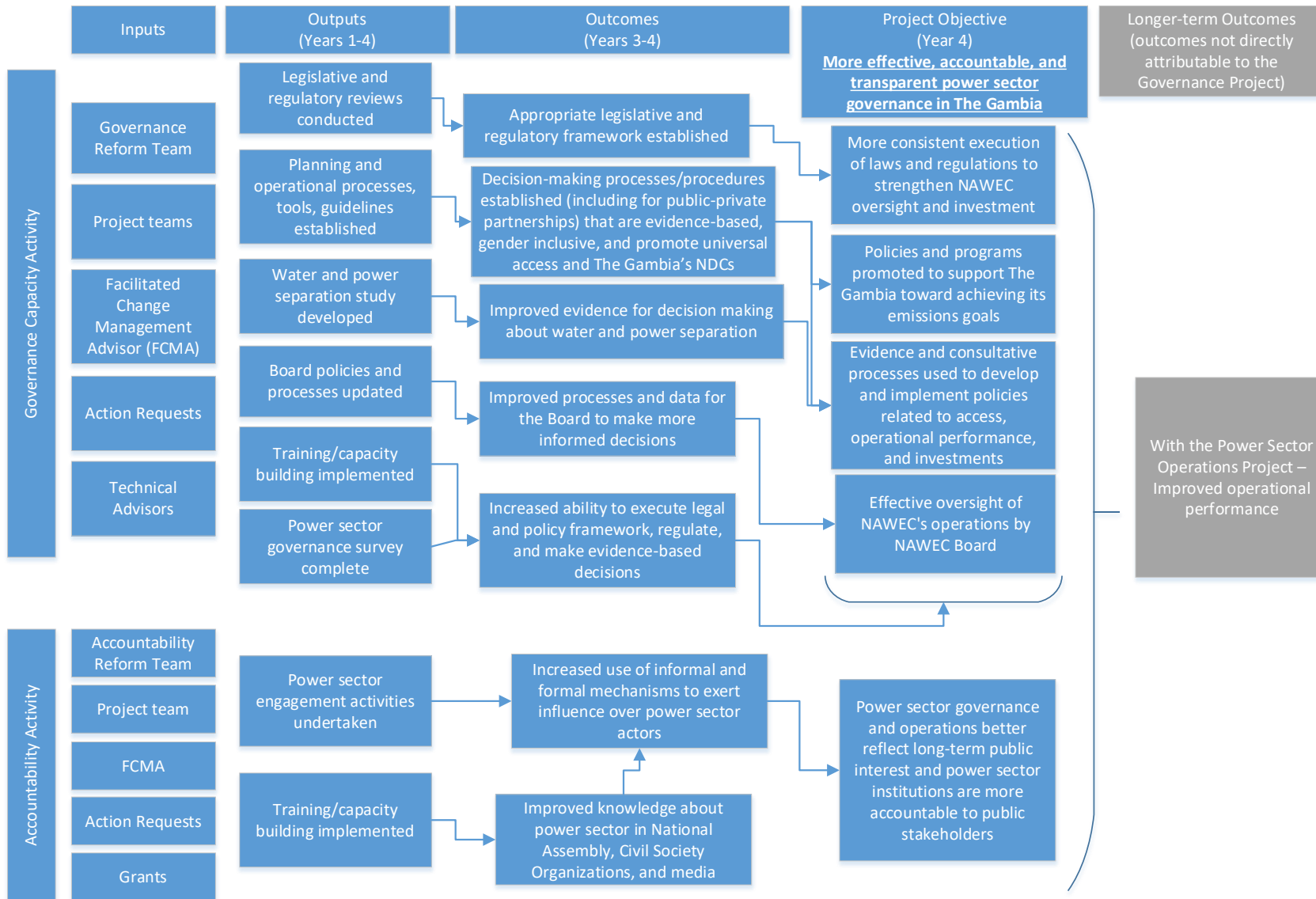
M&E Organigram

Figure 1: Data Reporting Linkages among Stakeholders



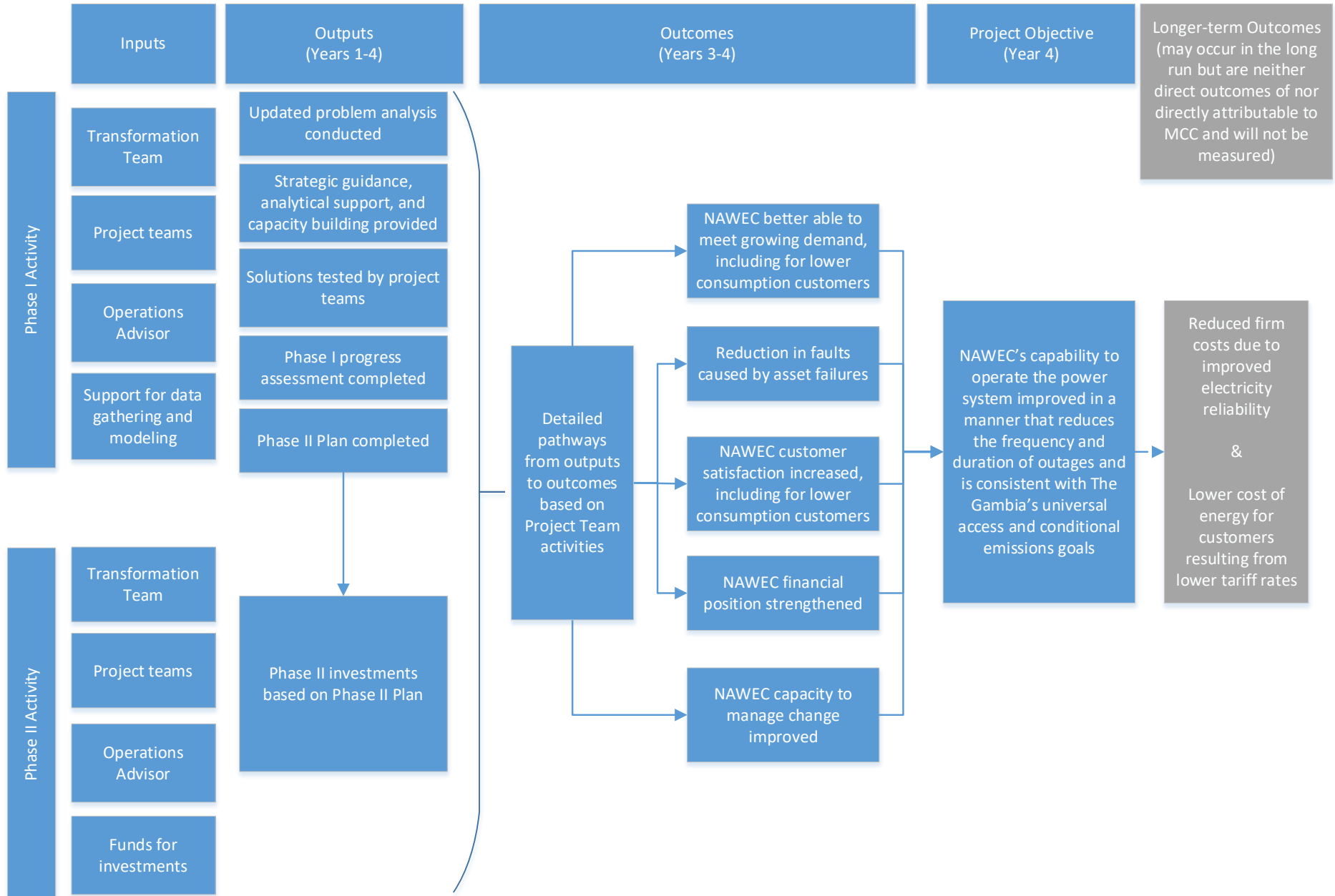
ANNEX V: THRESHOLD PROGRAM AGREEMENT PROJECT LOGICS

Power Sector Governance Project Logic



Problem: Legislative gaps, inconsistent enforcement of laws and regulations, poor policy development and implementation, and weak institutional capacity have thwarted efforts to improve power sector performance. Limited oversight of NAWEC has allowed inefficient and non-transparent management practices to persist.

Power Sector Operations Project Logic



Problem: Gambian electricity consumers are subject to frequent outages and unresponsive customer service; NAWEC is unprepared to meet growing demand and integrate new sources of energy; NAWEC realizes consistent financial losses which restricts investment and creates public fiscal burden