# 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  $CO_2$  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.<sup>1</sup> 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.<sup>2</sup> 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.

<sup>&</sup>lt;sup>1</sup> 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." <sup>2</sup> In Annex I of the Threshold Program Agreement, it says that "the Government shall establish a reform team (the

<sup>&</sup>lt;sup>2</sup> 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.

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.<sup>3</sup> 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

<sup>&</sup>lt;sup>3</sup> 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. 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.

Assumptions:

### **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<br>Beneficiaries  | Description of Beneficiary<br>Calculations  | Number of<br>Beneficiaries<br>(estimate) |
|-------------------------------------|---|---|--|
| Project 1:<br>Governance<br>Project | Gambian residents receiving<br>relatively lower long term<br>power costs or increased<br>power reliability due to<br>improved governance of the<br>sector when compared to a<br>counterfactual without MCC<br>involvement | The benefits will spread throughout all<br>energy users in the economy which,<br>over a 20-year period, is estimated to be<br>95% of the population. A population<br>growth rate of 2.25% is assumed. | 3,822,000                                |
| Project 2:<br>Operations Project    | Gambian residents receiving<br>relatively lower long term<br>power costs or increased<br>power reliability due to<br>improved operations of the<br>sector when compared to a<br>counterfactual without MCC<br>involvement | The benefits will spread throughout all<br>energy users in the economy which,<br>over a 20-year period, is estimated to be<br>95% of the population. A population<br>growth rate of 2.25% is assumed. | 3,822,000                                |
| Total <sup>4</sup>                  |   |   | 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:

<sup>&</sup>lt;sup>4</sup> 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 <u>Guidance to Accountable Entities on the</u> <u>Quarterly Disbursement Request Package</u> and <u>Indicator Tracking Table Guidance</u>.

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 <u>Evaluation Management Guidance</u>.

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<br>Type | Evaluator        | Primary/<br>Secondary<br>Methodology | Final Report<br>Date |
|----------------------------------|--------------------|------------------|--------------------------------------|----------------------|
| Governance Project<br>Evaluation | Performance        | TBD <sup>5</sup> | TBD                                  | TBD                  |
| Operations Project<br>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.

<sup>&</sup>lt;sup>5</sup> 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<br>Timing | Report Name  | Report<br>Publication<br>Timing |
|---------------------------------|---------------------------|--------------|---------------------------------|
| PSTSC (Implementation           | Quarterly through         |              |                                 |
| Contractor) Administrative Data | June 2026                 |              |                                 |
| MOFEA, MOPE, NAWEC              | Annual through            | Final Report | TBD                             |
| Administrative Data             | 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<br>Timing | Report Name  | Report<br>Publication<br>Timing |
|---------------------------------|---------------------------|--------------|---------------------------------|
| PSTSC (Implementation           | Quarterly through         |              |                                 |
| Contractor) Administrative Data | June 2026                 |              |                                 |
| MOFEA, MOPE, NAWEC              | Annual through            |              |                                 |
| Administrative Data             | 2026                      | Final Report | TBD                             |
| Customer Perception Survey      | 2023                      |              |                                 |
| (conducted by NAWEC)            |                           |              |                                 |
| 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 abovementioned 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
  - $\circ$   $\,$  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 a 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 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 structure and governing environment, 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.

 $\rightarrow$  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 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.

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

 $\rightarrow$  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.

 $\rightarrow$  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.

 $\rightarrow$  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

## ANNEX I: INDICATOR DOCUMENTATION TABLE

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

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

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

|   |        |   |   |            | 1     | Γ                                      |            |           | 1             |  |
|---|--------|---|---|------------|-------|--|------------|-----------|---------------|--|
| Problem analysis conducted by<br>Governance Project Teams | Output | Relevance of<br>governance problems<br>analyzed                                       | Percentage of problem<br>analyses completed by<br>Governance Project<br>Teams that are logically<br>linked to the outcomes in<br>the Governance Project<br>Logic.   | Percentage | Input | MCA-Gambia<br>Assessment               | MCA-Gambia | Quarterly | ITT indicator |  |
| Problem analysis conducted by<br>Governance Project Teams | Output | Governance problem<br>analyses logically linked<br>to the Governance<br>Project Logic | Number of problem<br>analyses completed by<br>the Governance Project<br>Teams logically linked to<br>the Governance Project<br>Logic.   | Number     |       | PSTSC<br>Contractor<br>Progress Report | PSTSC      | Quarterly | ITT indicator |  |
| Problem analysis conducted by<br>Governance Project Teams | Output | Problems identified by<br>the Governance Project<br>Teams                             | Number of problems<br>identified by the<br>Governance Project<br>Teams.   | Number     |       | PSTSC<br>Contractor<br>Progress Report | PSTSC      | Quarterly | ITT indicator |  |
| Potential solutions tested by<br>Governance Project Teams | Output | Time for Governance<br>Project Teams to<br>complete the initial PDIA<br>cycle         | Average number of<br>calendar days it takes for<br>Governance Project<br>Teams to complete their<br>initial PDIA cycle. The<br>initial PDIA cycle is from<br>the team's first meeting<br>to their first check-<br>in/reflection point.<br>Numerator would be the<br>number of calendar days<br>each team takes to<br>complete the initial PDIA<br>cycle. Denominator<br>would be teams that<br>completed their initial<br>PDIA cycle. | Days       |       | PSTSC<br>Contractor<br>Progress Report | PSTSC      | Quarterly | ITT indicator |  |
| Potential solutions tested by<br>Governance Project Teams | Output | Governance Project<br>Team workplan actions<br>completed                              | Percentage of<br>Governance Project<br>Team workplan actions<br>completed as planned.   | Percentage |       | PSTSC<br>Contractor<br>Progress Report | PSTSC      | Quarterly | ITT indicator | This indicator will track the percentage of<br>actions that were planned to be<br>completed that were actually completed<br>by each Project Team.  |
| Potential solutions tested by<br>Governance Project Teams | Output | Problems "solved" by<br>the Governance Project<br>Teams                               | Percentage of problems<br>"solved" by the<br>Governance Project<br>Teams. Numerator is the<br>number of problems<br>"solved" by the<br>Governance Project<br>Teams. Denominator is<br>the number of problems<br>identified by the<br>Governance Project<br>Teams.   | Percentage |       | PSTSC<br>Contractor<br>Progress Report | PSTSC      | Quarterly | ITT indicator | Relevant Reform Team agrees evidence<br>exists that shows the problem has been<br>resolved. Work on this problem will<br>discontinue or shift into a<br>maintenance/monitoring mode. This is<br>considered the aspirational end state of a<br>successful PDIA cycle. Time on the<br>Threshold permitting, Project Teams will<br>resume the PDIA process to tackle other<br>problems. |

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

|  |        |   |   |            |                                |  |            |           | r             |   |
|--|--------|---|---|------------|--------------------------------|--|------------|-----------|---------------|---|
| Accountability Project Teams<br>established and supported    | Output | Accountability Project<br>Teams in the Problem<br>Driven Iterative<br>Adaptation process  | Number of<br>Accountability Project<br>Teams in each step of the<br>PDIA process at the end<br>of the quarter.  | Number     | PDIA Steps                     | PSTSC<br>Contractor<br>Progress Report | PSTSC      | Quarterly | ITT indicator | The indicator would track the total<br>number of project teams established;<br>whereas the disaggregations would track<br>the number of project teams in each<br>PDIA step at the end of each quarter.<br>PDIA Steps: (1) Team established; (2)<br>Initial PDIA Cycle (Initial Problem<br>Analysis; Identify Action Steps; Take<br>Action; Check-in and Reflect; Sustain<br>Authority & Legitimacy); (3) First<br>Iteration; (4) Subsequent Iterations; (5)<br>Team Disbanded.<br>Note that the PDIA process is not linear. |
| Accountability Project Teams<br>established and supported    | Output | Accountability Reform<br>Team reflection points<br>completed  | The number of<br>Accountability Reform<br>Team reflection point<br>meetings held that have<br>met quorum.   | Number     |                                | PSTSC<br>Contractor<br>Progress Report | PSTSC      | Quarterly | ITT indicator |   |
| Accountability Project Teams<br>established and supported    | Output | Accountability<br>participants in the<br>Problem Driven Iterative<br>Adaptation process   | Number of unique<br>members of the<br>Accountability Reform<br>and Project Teams.<br>Participants are counted<br>if they have participated<br>in at least one meeting.                        | Number     | Sex<br>Type of<br>Organization | PSTSC<br>Contractor<br>Progress Report | PSTSC      | Quarterly | ITT indicator | Note the number of participants should<br>not be added across the Governance,<br>Accountability, and Operations teams<br>unless one accounts for possible double-<br>counting in case individuals have served<br>on more than one team.   |
| Accountability Project Teams established and supported       | Output | Accountability Project<br>Team satisfaction with<br>the Problem Driven<br>Iterative Adaptation<br>process and facilitation<br>support | The percentage of<br>Accountability Project<br>Team members who are<br>satisfied or very satisfied<br>with the Problem Driven<br>Iterative Adaptation<br>process and facilitation<br>support. | Percentage |                                | PDIA Feedback<br>Survey                | MCA-Gambia | Annual    | ITT indicator | 'Satisfied' and 'very satisfied' will be<br>determined through a brief survey<br>instrument to be developed and<br>administered by MCA-Gambia.  |
| Problem analysis conducted by<br>Accountability Project Team | Output | Relevance of<br>accountability problems<br>analyzed   | Percentage of problem<br>analyses completed by<br>Accountability Project<br>Teams that are logically<br>linked to the outcomes in<br>the Governance Project<br>Logic.                         | Percentage | Input                          | MCA-Gambia<br>Assessment               | MCA-Gambia | Quarterly | ITT indicator |   |
| Problem analysis conducted by<br>Accountability Project Team | Output | Accountability problem<br>analyses logically linked<br>to the Governance<br>Project Logic   | Number of problem<br>analyses completed by<br>the Accountability<br>Project Teams logically<br>linked to the Governance<br>Project Logic.   | Number     |                                | PSTSC<br>Contractor<br>Progress Report | PSTSC      | Quarterly | ITT indicator |   |
| Problem analysis conducted by<br>Accountability Project Team                           | Output | Problems identified by<br>the Accountability<br>Project Teams                     | Number of problems<br>identified by the<br>Accountability Project<br>Teams.  | Number     |                      | PSTSC<br>Contractor<br>Progress Report | PSTSC | Quarterly | ITT indicator |  |
|--|--------|---|--|------------|----------------------|--|-------|-----------|---------------|--|
| Potential solutions tested by<br>Accountability Project Teams                          | Output | Time for Accountability<br>Project Teams to<br>complete the initial PDIA<br>cycle | Average number of<br>calendar days it takes for<br>Accountability Project<br>Teams to complete their<br>initial PDIA cycle. The<br>initial PDIA cycle. The<br>initial PDIA cycle is from<br>the team's first meeting<br>to their first check-<br>in/reflection point.<br>Numerator would be the<br>number of calendar days<br>each team takes to<br>complete the initial PDIA<br>cycle. Denominator<br>would be teams that<br>completed their initial<br>PDIA cycle. | Days       |                      | PSTSC<br>Contractor<br>Progress Report | PSTSC | Quarterly | ITT indicator |  |
| Potential solutions tested by<br>Accountability Project Teams                          | Output | Accountability Project<br>Team workplan actions<br>completed                      | Percentage of<br>Accountability Project<br>Team workplan actions<br>completed as planned.  | Percentage |                      | PSTSC<br>Contractor<br>Progress Report | PSTSC | Quarterly | ITT indicator | This indicator will track the percentage of<br>actions that were planned to be<br>completed that were actually completed<br>by each Project Team.  |
| Potential solutions tested by<br>Accountability Project Teams                          | Output | Problems "solved" by<br>the Accountability<br>Project Teams                       | Percentage of problems<br>"solved" by the<br>Accountability Project<br>Teams.  | Percentage |                      | PSTSC<br>Contractor<br>Progress Report | PSTSC | Quarterly | ITT indicator | Relevant Reform Team agrees evidence<br>exists that shows the problem has been<br>resolved. Work on this problem will<br>discontinue or shift into a<br>maintenance/monitoring mode. This is<br>considered the aspirational end state of a<br>successful PDIA cycle. Time on the<br>Threshold permitting, Project Teams will<br>resume the PDIA process to tackle other<br>problems. |
| Accountability Action Requests<br>funded   | Output | Action Requests<br>approved for<br>Accountability Activity                        | Number of Action<br>Requests approved for<br>the Accountability<br>Activity.   | Number     |                      | PSTSC<br>Contractor<br>Progress Report | PSTSC | Quarterly | ITT indicator |  |
| Accountability Action Requests<br>funded   | Output | Amount of Action<br>Requests disbursed for<br>Accountability Activity             | Amount in USD that MCA-<br>Gambia has disbursed for<br>Action Requests for the<br>Accountability Activity.   | Number     |                      | PSTSC<br>Contractor<br>Progress Report | PSTSC | Quarterly | ITT indicator |  |
| Grants provided to civil society<br>organizations, media, and academic<br>institutions | Output | Accountability grants<br>awarded  | Number of grants<br>awarded to civil society<br>organizations, media,<br>and academic<br>institutions.   | Number     | Type of organization | PSTSC<br>Contractor<br>Progress Report | PSTSC | Quarterly | ITT indicator |  |

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

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

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

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

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

|  | <br>                 |   | 1   | -             | 1 |  |            |           |               |   |
|--|----------------------|---|---|---------------|---|--|------------|-----------|---------------|---|
| Potential solutions tested by<br>Operations Project Teams  | Output               | Time for Operations<br>Project Teams to<br>complete the initial PDIA<br>cycle | Average number of<br>calendar days it takes for<br>Operations Project<br>Teams to complete their<br>initial PDIA cycle. The<br>initial PDIA cycle is from<br>the team's first meeting<br>to their first check-<br>in/reflection point.<br>Numerator would be the<br>number of calendar days<br>each team takes to<br>complete the initial PDIA<br>cycle. Denominator<br>would be teams that<br>completed their initial<br>PDIA cycle. | Days          |   | PSTSC<br>Contractor<br>Progress Report | PSTSC      | Quarterly | ITT indicator |   |
| Potential solutions tested by<br>Operations Project Teams  | Output               | Operations Project<br>Team workplan actions<br>completed                      | Percentage of<br>Operations Project Team<br>workplan actions<br>completed as planned.   | Percentage    |   | PSTSC<br>Contractor<br>Progress Report | PSTSC      | Quarterly | ITT indicator | This indicator will track the percentage of<br>actions that were planned to be<br>completed that were actually completed<br>by each Project Team.   |
| Potential solutions tested by<br>Operations Project Teams  | Output               | Problems "solved" by<br>the Operations Project<br>Teams                       | Percentage of problems<br>"solved" by the<br>Operations Project<br>Teams.   | Percentage    |   | PSTSC<br>Contractor<br>Progress Report | PSTSC      | Quarterly | ITT indicator | Transformation Team agrees evidence<br>exists that shows the problem has been<br>resolved. Work on this problem will<br>discontinue or shift into a<br>maintenance/monitoring mode. This is<br>considered the aspirational end state of a<br>successful PDIA cycle. Time on the<br>Threshold permitting, Project Teams will<br>resume the PDIA process to tackle other<br>problems. |
| Assumption: Operations Project<br>Teams are convened, take ownership<br>of the process, and the majority of<br>the teams complete their planned<br>work in time to make meaningful<br>progress | Risk /<br>Assumption | Operations Project<br>Team meetings held as<br>planned                        | Percentage of<br>Operations Project Team<br>meetings held as planned<br>with quorum.  | Percentage    |   | PSTSC<br>Contractor<br>Progress Report | PSTSC      | Annual    | ITT indicator | The Project Team will decide how often<br>they will meet and meetings held will be<br>tracked against that plan. Quorum is<br>defined in the Reform Operations<br>Manual.   |
|  |                      | Fundamental Cha   | ange and Building Commit  | ment Activity |   |  |            |           |               |   |
| Phase I priority studies completed   | Output               | NAWEC Utility Process<br>Maps completed                                       | Date the NAWEC Utility<br>Process Map deliverable<br>is approved by MCA-<br>Gambia.   | Date          |   | Approval letter                        | MCA-Gambia | Once      | ITT indicator |   |
| Phase I priority studies completed   | Output               | Energy Forecast Model<br>completed  | Date the Energy Forecast<br>Model deliverable is<br>approved by MCA-<br>Gambia.   | Date          |   | Approval letter                        | MCA-Gambia | Once      | ITT indicator |   |
| Phase I priority studies completed   | Output               | Customer Satisfaction<br>Survey completed                                     | Date the Customer<br>Satisfaction Survey Final<br>Report and Data are<br>approved by MCA-<br>Gambia.  | Date          |   | Approval letter                        | MCA-Gambia | Once      | ITT indicator |   |

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

# ANNEX II: TABLE OF INDICATOR BASELINES AND TARGETS

|                 |   | Unit of    |                       | Baseline       | Year 1                  | Year 2                  | Year 3                  | Year 4                  |   |   |
|-----------------|---|------------|-----------------------|----------------|-------------------------|-------------------------|-------------------------|-------------------------|---|---|
| Indicator Level | Indicator Name  | Measure    | Classification        | (Year)         | Jun-2022 to<br>Jun-2023 | Jul-2023 to<br>Jun-2024 | Jul-2024 to<br>Jun-2025 | Jul-2025 to<br>Jun-2026 | Baseline Documentation  | Target Documentation  |
|                 | Power Sector Governance Project   |            |                       |                | 3011 2023               | Juli 2024               | Juli 2025               | Juli 2020               |   |   |
| Outcome         | NAWEC power and water separation<br>milestones completed  | Percentage | Level                 | 0<br>(2024)    |                         |                         |                         | 100                     | Not applicable  | MCA proposed that all of the<br>milestones set out in the separation<br>implementation strategy that were<br>planned to be completed before the<br>end of the program should be<br>completed.                         |
| Outcome         | NAWEC power and water separation<br>implementation strategy approved                                | Date       | Date                  |                |                         |                         | 31-Mar-25               |                         | Not applicable  | MCA and MCC agree on this date given<br>the timeline for the PSTSC to deliver<br>the final report and then 6-7 months<br>for the government/cabinet to develop<br>a strategy with timeline and have it<br>approved.   |
| Outcome         | NAWEC Annual Reports made public  | Number     | Level                 | 2016<br>(2024) |                         |                         | 2023                    | 2024                    | As of February 6, 2024, the most recent<br>Annual Report on NAWEC's website is<br>from 2016.                                    | The target is that the annual report will<br>be made publicly available within a<br>year of closing out the year.   |
| Outcome         | NAWEC Audited Financial Statements<br>made public   | Number     | Level                 | 2020<br>(2024) |                         |                         | 2023                    | 2024                    | As of February 6, 2024, the most recent<br>Audited Financial Statement on<br>NAWEC's website is from 2020.                      | The target is that the audited financial<br>statements will be made publicly<br>available within a year of closing out<br>the year.   |
|                 | <b>Building Power Sector Governance</b>   |            |                       |                |                         |                         |                         |                         |   |   |
| Outcome         | Power sector laws created, updated, or<br>clarified   | Number     | Cumulative            | 0<br>(2022)    |                         |                         |                         |                         | Not applicable  | Targets will not be established because<br>the project is not targeting a specific<br>number of laws. The indicator will track<br>what is accomplished.   |
| Outcome         | Power sector regulations created,<br>updated, or clarified  | Number     | Cumulative            | 0<br>(2022)    |                         |                         |                         |                         | Not applicable  | Targets will not be established because<br>the project is not targeting a specific<br>number of regulations. The indicator<br>will track what is accomplished.  |
| Outcome         | Power sector policies created,<br>updated, or clarified   | Number     | Cumulative            | 0<br>(2022)    |                         |                         |                         |                         | Not applicable  | Targets will not be established because<br>the project is not targeting a specific<br>number of policies. The indicator will<br>track what is accomplished.   |
| Outcome         | TBD   | Number     | Level                 | TBD            |                         |                         | TBD                     | TBD                     | A baseline will be developed after more<br>is known about the Project Team<br>activities and an indicator has been<br>designed. | A target will be developed after more is<br>known about the Project Team<br>activities and an indicator has been<br>designed.   |
| Outcome         | Final Water and Power Separation<br>Study presented to the Ministry of<br>Petroleum and Energy      | Date       | Date                  |                |                         |                         | 30-Sep-24               |                         | Not applicable  | The final report will be presented to<br>the Ministry no later than one month<br>after it's accepted by MCA, which is<br>one month after the draft is submited<br>as expected by the PSTSC workplan<br>(Feb 2024).    |
| Outcome         | TBD   | Number     | Level                 | TBD            |                         |                         |                         | TBD                     | PSTSC will collect baseline in Year 3.  | Targets will be set after baseline  |
| Outcome         | Post-2023 performance contract<br>signed between the State-Owned<br>Enterprise Commission and NAWEC | Date       | Date                  |                |                         | TBD                     | TBD                     |                         | Not applicable  | collected.<br>The target date has not been<br>determined yet. The SOE Commission is<br>negotiating with NAWEC on the Key<br>Performance Indicators and said a date<br>cannot be set until an agreement is<br>reached. |
| Outcome         | NAWEC Board approves updated<br>Board rules and processes   | Date       | Date                  |                |                         |                         | TBD                     | TBD                     | Not applicable  | The target will be set based on Project<br>Team activity plans, no later than the<br>start of Phase II (expected January<br>2025).  |
| Outcome         | Reporting of data on NAWEC corporate<br>Key Performance Indicators to NAWEC<br>Board                | Number     | Level<br>(Cumulative) | TBD            |                         |                         | 4                       | 4                       | The relevant Project Team will determine the baseline.  | Target is 4 KPI reports per year, one per<br>quarter.   |
| Output          | Policy, legal, and regulatory gap<br>analysis completed   | Date       | Date                  |                |                         | 22-May-24               |                         |                         | Not applicable  | MCA-Gambia target based on the<br>PSTSC draft detailed workplan (Feb<br>2024) due date for the draft plus one<br>month for review and revision. This<br>deliverable is not considered a Key<br>Deliverable.           |

| Output | Water and Power Separation Study completed  | Date       | Date                  |             |     | 22-Aug-24 |         | Not applicable | MCA-Gambia target based on the<br>PSTSC workplan (Feb 2024) due date<br>for the draft plus one month for review<br>and revision. See Key Deliverable<br>timetable, Key Deliverable #9.                |
|--------|---|------------|-----------------------|-------------|-----|-----------|---------|----------------|---|
| Output | Power Sector Governance Survey<br>completed   | Date       | Date                  |             |     | 22-Jan-25 |         | Not applicable | MCA-Gambia target based on the<br>PSTSC workplan (Feb 2024) due date<br>for the draft plus one month for review<br>and revision. See Key Deliverable<br>timetable, Key Deliverable #7.                |
| Output | TBD   | TBD        | TBD                   | TBD         |     | TBD       | TBD     | Not applicable | Targets may be developed once the<br>indicator is defined.  |
|        | Governance Project Teams in the<br>Problem Driven Iterative Adaptation<br>process   |            |                       | 0<br>(2022) | 3   | 3         | 3       | Not applicable | It's expected that there will be three<br>Project Teams: (1) Policy and Planning,<br>(2) Legislation and Regulatory, and (3)<br>NAWEC Structure and Governance. See<br>PSTSC Contract pages 64 to 66. |
| Output | Team established  | Number     | Level                 | 0<br>(2022) |     |           |         | Not applicable | There will be no targets for each step in<br>the process.   |
| Output | Initial PDIA cycle  | Number     | Level                 | 0<br>(2022) |     |           |         | Not applicable | There will be no targets for each step in<br>the process.   |
|        | First iteration   |            |                       | 0<br>(2022) |     |           |         | Not applicable | There will be no targets for each step in<br>the process.   |
|        | Subsequent iterations   |            |                       | 0<br>(2022) |     |           |         | Not applicable | There will be no targets for each step in<br>the process.   |
|        | Team disbanded  |            |                       | 0 (2022)    |     |           |         | Not applicable | There will be no targets for each step in<br>the process.   |
| Output | Governance Reform Team reflection<br>points completed   | Number     | Level<br>(Cumulative) | (2022)      | 1   | 4         | 4       | Not applicable | The assumption is that Reform Teams<br>would meet quarterly for reflection<br>points.   |
|        | Governance participants in the<br>Problem Driven Iterative Adaptation<br>process  |            |                       | 0<br>(2022) |     |           |         | Not applicable | No targets for participation. Just want<br>to track the breadth of the PDIA<br>process and how many people are<br>involved.   |
|        | Male  |            |                       | 0<br>(2022) |     |           |         | Not applicable | There will be no targets for<br>participants.   |
|        | Female  |            |                       | 0 (2022)    |     |           |         | Not applicable | There will be no targets for<br>participants.   |
| Output | MOPE  | Number     | Cumulative            | 0 (2022)    |     |           |         | Not applicable | There will be no targets for<br>participants.   |
|        | PURA  |            |                       | 0 (2022)    |     |           |         | Not applicable | There will be no targets for<br>participants.   |
|        | SOE Commission  |            |                       | 0 (2022)    |     |           |         | Not applicable | There will be no targets for<br>participants.   |
|        | NAWEC   |            |                       | 0 (2022)    |     |           |         | Not applicable | There will be no targets for<br>participants.   |
|        | Other   |            |                       | 0 (2022)    |     |           |         | Not applicable | There will be no targets for<br>participants.   |
| Output | Governance Project Team satisfaction<br>with the Problem Driven Iterative<br>Adaptation process and facilitation<br>support | Percentage | Level                 | (2022)      |     | 60        | 60      | Not applicable | MCA target set based on expected satisfaction levels.   |
| Output | Relevance of governance problems<br>analyzed  | Percentage | Level                 | 0<br>(2022) | 100 | 100       | 100     | Not applicable | Assumption is that 100% of the<br>problems should be linked to the<br>outcomes in the project logic.  |
| Output | Governance problem analyses logically<br>linked to the Governance Project Logic   | Number     | Level                 | 0<br>(2022) |     |           |         | Not applicable | There is no target for the specific<br>number of problems linked to the logic   |
| Output | Problems identified by the Governance<br>Project Teams  | Number     | Level                 | 0<br>(2022) |     |           |         | Not applicable | There is no target for the specific<br>number of problems.  |
| Output | Time for Governance Project Teams to<br>complete the initial PDIA cycle   | Days       | Level                 | 0<br>(2022) | 35  | 35        | 35      | Not applicable | Target based on PSTSC estimate of how<br>long it should take to get through the<br>initial PDIA cycle.  |
| Output | Governance Project Team workplan<br>actions completed   | Percentage | Level                 | 0<br>(2022) | 75  | 75        | 75      | Not applicable | MCA target set based on expected<br>project team performance.   |
| Output | Problems "solved" by the Governance<br>Project Teams  | Percentage | Level                 | 0 (2022)    |     | 50        | 50      | Not applicable | MCA target set based on expected<br>project team timelines.   |
| Output | Action Requests approved for<br>Governance Activity   | Number     | Cumulative            | 0<br>(2022) |     |           | 5       | Not applicable | MCA target based on the number of<br>expected project teams and requests.   |
| Output | Amount of Action Requests disbursed<br>for Governance Activity  | US dollars | Cumulative            | 0<br>(2022) |     |           | 1400000 | Not applicable | PSTSC Contract, page 77   |

| Risk /     | Governance Project Team meetings  | Percentage       | Level        |             |   | 90  | 90  | 90     | Not applicable   | MCA target set based on expected   |
|------------|---|------------------|--------------|-------------|---|-----|-----|--------|--|--|
| Assumption | held as planned   |                  |              |             |   | 90  | 90  | 90     | пот аррисаріе  | project team performance.  |
|            | Accountability and Oversight for  | the Power Sector | Activity     |             | - |     |     | 1      | I  | 1  |
| Outcome    | NAWEC compliance with The Gambia<br>Access to Information Act of 2021   | Number           | Level        | TBD         |   |     | TBD | TBD    | The relevant Project Team will<br>determine the baseline with NAWEC<br>and MCA.                              | Once a baseline is established, then targets will be set.  |
| Outcome    | Process for information sharing<br>between NAWEC and civil society<br>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<br>has been collected.  |
| Output     | TBD   | Number           | Cumulative   | TBD         |   | -   | TBD | TBD    | Not applicable   | TBD  |
|            | Accountability Project Teams in the<br>Problem Driven Iterative Adaptation<br>process   |                  |              | 0<br>(2022) |   | 1   | 1   | 1      | Not applicable   | It's expected that there will be at least<br>one Project Team: (1) External<br>Oversight and Accountability. See<br><u>PSTSC Contract page 67.</u> |
|            | Team established  |                  |              | 0<br>(2022) |   |     |     |        | Not applicable   | There will be no targets for each step in<br>the process.  |
| Output     | Initial PDIA cycle  | Number           | Level        | 0<br>(2022) |   |     |     |        | Not applicable   | There will be no targets for each step in<br>the process.  |
|            | First iteration   |                  |              | 0<br>(2022) |   |     |     |        | Not applicable   | There will be no targets for each step in<br>the process.  |
|            | Subsequent iterations   |                  |              | 0<br>(2022) |   |     |     |        | Not applicable   | There will be no targets for each step in<br>the process.  |
| ľ          | Team disbanded  |                  |              | 0           |   |     |     |        | Not applicable   | There will be no targets for each step in  |
|            | Accountability Reform Team reflection   |                  | Level        | (2022)      |   |     |     |        |  | the process.<br>The assumption is that Reform Teams  |
| Output     | points completed  | Number           | (Cumulative) |             |   | 1   | 4   | 4      | Not applicable   | would meet quarterly for reflection<br>points.   |
|            | Accountability participants in the<br>Problem Driven Iterative Adaptation<br>process  |                  |              | 0<br>(2022) |   |     |     |        | Not applicable   | No targets for participation. Just want<br>to track the breadth of the PDIA<br>process and how many people are<br>involved.                        |
|            | Male  |                  |              | 0<br>(2022) |   |     |     |        | Not applicable   | There will be no targets for<br>participants.  |
| [          | Female  |                  |              | 0<br>(2022) |   |     |     |        | Not applicable   | There will be no targets for<br>participants.  |
| Output     | National Assembly   | Number           | Cumulative   | 0<br>(2022) |   |     |     |        | Not applicable   | There will be no targets for<br>participants.  |
|            | Civil society organizations   |                  |              | 0 (2022)    |   |     |     |        | Not applicable   | There will be no targets for<br>participants.  |
| -          | Media   |                  |              | 0 (2022)    |   |     |     |        | Not applicable   | There will be no targets for<br>participants.  |
|            | Academic institutions   |                  |              | 0<br>(2022) |   |     |     |        | Not applicable   | There will be no targets for<br>participants.  |
|            | Other   |                  |              | 0<br>(2022) |   |     |     |        | Not applicable   | There will be no targets for<br>participants.  |
| Output     | Accountability Project Team<br>satisfaction with the Problem Driven<br>Iterative Adaptation process and<br>facilitation support | Percentage       | Level        |             |   |     | 60  | 60     | Not applicable   | MCA target set based on expected<br>satisfaction levels.   |
| Output     | Relevance of accountability problems<br>analyzed  | Percentage       | Level        | 0<br>(2022) |   | 100 | 100 | 100    | Not applicable   | Assumption is that 100% of the<br>problems should be linked to the<br>outcomes in the project logic.   |
| Output     | Accountability problem analyses<br>logically linked to the Governance<br>Project Logic  | Number           | Level        | 0<br>(2022) |   |     |     |        | Not applicable   | There is no target for the specific<br>number of problems linked to the logic.   |
| Output     | Problems identified by the<br>Accountability Project Teams  | Number           | Level        | 0<br>(2022) |   |     |     |        | Not applicable   | There is no target for the specific<br>number of problems.   |
| Output     | Time for Accountability Project Teams<br>to complete the initial PDIA cycle   | Days             | Level        | 0<br>(2022) |   | 35  | 35  | 35     | Not applicable   | Target based on PSTSC estimate of how<br>long it should take to get through the<br>initial PDIA cycle.   |
| Output     | Accountability Project Team workplan<br>actions completed   | Percentage       | Level        | 0<br>(2022) |   | 75  | 75  | 75     | Not applicable   | MCA target set based on expected<br>project team performance.  |
| Output     | Problems "solved" by the<br>Accountability Project Teams  | Percentage       | Level        | 0 (2022)    |   |     | 50  | 50     | Not applicable   | MCA target set based on expected<br>project team timelines.  |
| Output     | Action Requests approved for<br>Accountability Activity   | Number           | Cumulative   | 0<br>(2022) |   |     |     | 2      | Not applicable   | MCA target based on the number of expected project teams and requests.   |
| Output     | Amount of Action Requests disbursed<br>for Accountability Activity  | Number           | Cumulative   | 0<br>(2022) |   |     |     | 250000 | Not applicable   | PSTSC Contract, page 68  |

|                      | 1  |            |                 |               |    |     |        | 1  |  |
|----------------------|--|------------|-----------------|---------------|----|-----|--------|--|--|
|                      | Accountability grants awarded                                    |            |                 | 0<br>(2022)   |    |     | 15     | Not applicable   | MCA target based on the types of<br>organization that can apply for grants<br>and likely demand.   |
| Output               | Civil society organizations                                      | Number     | Cumulative      | 0<br>(2022)   |    |     |        | Not applicable   | No targets by type of organization.  |
|                      | Media  |            |                 | 0<br>(2022)   |    |     |        | Not applicable   | No targets by type of organization.  |
|                      | Academic institutions  |            |                 | 0<br>(2022)   |    |     |        | Not applicable   | No targets by type of organization.  |
|                      | Accountability grants disbursed                                  |            |                 | 0<br>(2022)   |    |     | 260000 | Not applicable   | PSTSC Contract, page 79  |
| Output               | Civil society organizations                                      | US dollars | Cumulative      | 0<br>(2022)   |    |     |        | Not applicable   | Not targets for dollar value to each<br>type of organization.  |
| Output               | Media  | US dollars | Cumulative      | 0<br>(2022)   |    |     |        | Not applicable   | Not targets for dollar value to each<br>type of organization.  |
|                      | Academic institutions  |            |                 | 0<br>(2022)   |    |     |        | Not applicable   | Not targets for dollar value to each<br>type of organization.  |
| Risk /<br>Assumption | Accountability Project Team meetings<br>held as planned          | Number     | Level           |               | 90 | 90  | 90     | Not applicable   | MCA target set based on expected<br>project team performance.  |
|                      | Power Sector Operations Project                                  |            |                 |               |    |     |        |  |  |
| Outcome              | Frequency of system-wide blackouts                               | Number     | Level (Average) | 6<br>(2023)   |    |     | 4      | NAWEC Report on Total Blackouts for<br>2023  | Calculation by MCA and NAWEC that<br>over the last few years there has been<br>an annual improvement of 15%, so<br>based on the baseline and the number<br>of years, the target is calculated as 4.<br>See email from MCA dated February<br>27, 2024.  |
| Outcome              | Duration of system-wide blackouts                                | Minutes    | Level (Average) | 48<br>(2023)  |    |     | 15     | NAWEC spreadsheet on Total Blackouts<br>for 2023   | Calculation by NAWEC. See email from<br>NAWEC dated March 8, 2024.   |
| Outcome              | Percentage of households connected to the national grid          | Percentage | Level           | 61<br>(2020)  |    |     | 80     | Integrated Household Survey, Gambia<br>Bureau of Statistics, December 2023,<br>page 59.  | The Gambia National Development<br>Plan, 2023-2027, Page 167<br>"Electricity access in The Gambia on<br>average, is estimated at 60%, mainly in<br>the GBA while access in the rural areas<br>is less than 30%; hence, the goal of the<br>Government is to achieve universal<br>access to electricity, of 80% coverage,<br>nation-wide by 2025." |
| Outcome              | Electricity generation from fossil fuels                         | Percentage | Level           | 100<br>(2022) |    |     | 85     | NAWEC currently generates all<br>electricity from fossil fuels. Confirmed<br>by NAWEC in email dated February 27,<br>2024.               | NAWEC will bring on a solar plant<br>which is expected to reduce the<br>reliance on fossil fuels by 15%.<br>Confirmed by NAWEC in email dated<br>February. 27, 2024.   |
| Outcome              | Electricity connections  | Number     | Level           | TBD           |    | TBD | TBD    | MCA should get this data from NAWEC<br>and include it in the next M&E Plan<br>revision.  | Targets will be determined by the<br>relevant Project Team or the new<br>management contract.  |
| Outcome              | New electricity connection days                                  | Days       | Level           | 90<br>(2020)  |    | TBD | TBD    | NAWEC Performance Report -<br>Quarterly Q3-2022<br>PDF p.15, Table 2, NAWEC Corporate<br>KPI Indicators 2021-2023                        | Targets will be determined by the<br>relevant Project Team or the new<br>management contract.  |
| Outcome              | Faults from generation, transmission,<br>and distribution assets | Number     | Level           | TBD           |    | TBD | TBD    | MCA should get this data from NAWEC<br>and include it in the next M&E Plan<br>revision.  | Targets will be determined by the<br>relevant Project Team.  |
| Outcome              | Customer satisfaction with electricity                           | Percentage | Level           | 60<br>(2022)  |    | TBD | TBD    | Baseline comes from the NAWEC<br>report titled "NAWEC CUSTOMER<br>PERCEPTION SURVEY 2022, Final<br>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<br>relevant Project Team.   | Targets will be determined by the<br>relevant Project Team.  |
| Outcome              | Complaint resolution time  | Hours      | Level           | TBD           |    | TBD | TBD    | The baseline will be determined by the<br>relevant Project Team.   | Targets will be determined by the<br>relevant Project Team.  |
| Outcome              | Profit after tax   | Percentage | Level           | -4<br>(2020)  |    | TBD | TBD    | NAWEC Performance Report -<br>Quarterly Q3-2022<br>PDF p.15, Table 2, NAWEC Corporate<br>KPI Indicators 2021-2023                        | Targets will be determined by the<br>relevant Project Team or the new<br>management contract.  |
| Outcome              | Return on net assets   | Percentage | Level           | -5<br>(2020)  |    | TBD | TBD    | NAWEC Performance Report -<br>Quarterly Q3-2022<br>PDF p.15, Table 2, NAWEC Corporate<br>KPI Indicators 2021-2023                        | Targets will be determined by the<br>relevant Project Team or the new<br>management contract.  |

| Outcome | Current ratio   | Ratio      | Level                 | 1.13<br>(2020) |     | TBD | TBD | NAWEC Performance Report -<br>Quarterly Q3-2022<br>PDF p.15, Table 2, NAWEC Corporate<br>KPI Indicators 2021-2023 | Targets will be determined by the<br>relevant Project Team or the new<br>management contract.   |
|---------|---|------------|-----------------------|----------------|-----|-----|-----|---|---|
| Outcome | Debtor days   | Days       | Level                 | 143<br>(2020)  |     | TBD | TBD | NAWEC Performance Report -<br>Quarterly Q3-2022<br>PDF p.15, Table 2, NAWEC Corporate<br>KPI Indicators 2021-2023 | Targets will be determined by the<br>relevant Project Team or the new<br>management contract.   |
| Outcome | Debt equity ratio   | Ratio      | Level                 | 9<br>(2020)    |     | TBD | TBD | NAWEC Performance Report -<br>Quarterly Q3-2022<br>PDF p.15, Table 2, NAWEC Corporate<br>KPI Indicators 2021-2023 | Targets will be determined by the<br>relevant Project Team or the new<br>management contract.   |
| Outcome | Reporting of NAWEC corporate Key<br>Performance Indicators to NAWEC<br>senior management team                               | Number     | Level<br>(Cumulative) | TBD            |     | 12  | 12  | The baseline will be determined by the relevant Project Team.   | The target is to report on the KPIs to<br>senior management once a month.   |
| Outcome | Report with Key Performance<br>Indicators is discussed at NAWEC<br>senior management team meeting                           | Number     | Level<br>(Cumulative) | TBD            |     | 12  | 12  | The baseline will be determined by the relevant Project Team.   | The target is to report on the KPIs to<br>senior management once a month and<br>to have those reports discussed<br>monthly.   |
| Output  | TBD   | Number     | Cumulative            | TBD            |     | TBD | TBD | Not applicable  | TBD   |
|         | Operations Project Teams in the<br>Problem Driven Iterative Adaptation<br>process   |            |                       | 0<br>(2022)    | 4   | 4   | 4   | Not applicable  | It's expected that there will be four<br>Project Teams: (1) Generation, (2)<br>Transmission & Distribution, (3)<br>Customer Services, and (4) Finance. See<br>PSTSC Contract page 72. |
|         | Team established  |            |                       | 0<br>(2022)    |     |     |     | Not applicable  | There will be no targets for each step in<br>the process.   |
| Output  | Initial PDIA cycle  | Number     | Level                 | 0 (2022)       |     |     |     | Not applicable  | There will be no targets for each step in<br>the process.   |
|         | First iteration   |            |                       | 0<br>(2022)    |     |     |     | Not applicable  | There will be no targets for each step in<br>the process.   |
|         | Subsequent iterations   |            |                       | 0 (2022)       |     |     |     | Not applicable  | There will be no targets for each step in<br>the process.   |
|         | Team disbanded  |            |                       | 0 (2022)       |     |     |     | Not applicable  | There will be no targets for each step in<br>the process.   |
| Output  | Operations Transformation Team<br>reflection points completed   | Number     | Level<br>(Cumulative) | (1022)         | 1   | 4   | 4   | Not applicable  | The assumption is that the<br>Transformation Team would meet<br>quarterly for reflection points.  |
|         | Operations participants in the Problem<br>Driven Iterative Adaptation process   |            |                       | 0<br>(2022)    |     |     |     | Not applicable  | No targets for participation. Just want<br>to track the breadth of the PDIA<br>process and how many people are<br>involved.   |
|         | Male  |            |                       | 0<br>(2022)    |     |     |     | Not applicable  | There will be no targets for<br>participants.   |
|         | Female  |            |                       | 0<br>(2022)    |     |     |     | Not applicable  | There will be no targets for<br>participants.   |
| Output  | NAWEC   | Number     | Cumulative            | 0 (2022)       |     |     |     | Not applicable  | There will be no targets for  |
|         | MOPE  |            |                       | 0              |     |     |     | Not applicable  | participants.<br>There will be no targets for   |
|         | SOE Commission  |            |                       | (2022)<br>0    |     |     |     |   | participants.<br>There will be no targets for   |
|         |   |            |                       | (2022)         |     |     |     | Not applicable  | participants.<br>There will be no targets for   |
|         | Unspecified   |            |                       | (2022)         |     |     |     | Not applicable  | participants.   |
| Output  | Operations Project Team satisfaction<br>with the Problem Driven Iterative<br>Adaptation process and facilitation<br>support | Percentage | Level                 |                |     | 60  | 60  | Not applicable  | MCA target set based on expected<br>satisfaction levels.  |
| Output  | Relevance of operations problems<br>analyzed  | Percentage | Level                 | 0<br>(2022)    | 100 | 100 | 100 | Not applicable  | Assumption is that 100% of the<br>problems should be linked to the<br>outcomes in the project logic.  |
| Output  | Operations problem analyses logically<br>linked to the Operations Project Logic   | Number     | Level                 | 0<br>(2022)    |     |     |     | Not applicable  | There is no target for the specific<br>number of problems linked to the logic.  |
| Output  | Problems identified by the Operations<br>Project Teams  | Number     | Level                 | 0<br>(2022)    |     |     |     | Not applicable  | There is no target for the specific<br>number of problems.  |
| Output  | Time for Operations Project Teams to<br>complete the initial PDIA cycle   | Days       | Level                 | 0<br>(2022)    | 35  | 35  | 35  | Not applicable  | Target based on PSTSC estimate of how<br>long it should take to get through the<br>initial PDIA cycle.  |
| Output  | Operations Project Team workplan<br>actions completed   | Percentage | Level                 | 0<br>(2022)    | 75  | 75  | 75  | Not applicable  | MCA target set based on expected<br>project team performance.   |

| Output               | Problems "solved" by the Operations<br>Project Teams  | Percentage | Level      | 0<br>(2022) |  |           | 50        | 50      | Not applicable | MCA target set based on expected<br>project team timelines.   |
|----------------------|---|------------|------------|-------------|--|-----------|-----------|---------|----------------|---|
| Risk /<br>Assumption | Operations Project Team meetings<br>held as planned   | Percentage | Level      |             |  | 90        | 90        | 90      | Not applicable | MCA target set based on expected<br>project team performance.   |
|                      | ental Change and Building Commitment                  | Activity   |            |             |  |           |           |         |                |   |
| Output               | NAWEC Utility Process Maps<br>completed               | Date       | Date       |             |  |           | 22-Nov-24 |         | Not applicable | MCA-Gambia target based on the<br>PSTSC workplan (Feb 2024) due date<br>for the draft plus one month for review<br>and revision. See Key Deliverable<br>timetable, Key Deliverable #13. |
| Output               | Energy Forecast Model completed                       | Date       | Date       |             |  |           | 22-Nov-24 |         | Not applicable | MCA-Gambia target based on the<br>PSTSC workplan (Feb 2024) due date<br>for the draft plus one month for review<br>and revision. See Key Deliverable<br>timetable, Key Deliverable #14. |
| Output               | Customer Satisfaction Survey<br>completed             | Date       | Date       |             |  |           | 22-Nov-24 |         | Not applicable | MCA-Gambia target based on the<br>PSTSC workplan (Feb 2024) due date<br>for the draft plus one month for review<br>and revision. See Key Deliverable<br>timetable, Key Deliverable #15. |
| Output               | Phase I Progress Assessment<br>completed              | Date       | Date       |             |  | 31-Dec-23 |           |         | Not applicable | The target was established as the end<br>of year 1.5 in the Threshold<br>Agreement.   |
| Output               | Phase II Plan completed                               | Date       | Date       |             |  | 31-Dec-23 |           |         | Not applicable | The target was established as the end<br>of year 1.5 in the Threshold<br>Agreement.   |
|                      | Investment Support Activity                           |            |            |             |  |           |           |         |                |   |
| Output               | TBD   | TBD        | TBD        | TBD         |  |           | TBD       | TBD     | Not applicable | TBD   |
| Output               | Action Requests approved for<br>Operations            | Number     | Cumulative | 0<br>(2022) |  |           |           | 10      | Not applicable | MCA target based on the number of expected project teams and requests.  |
| Output               | Amount of Action Requests disbursed<br>for Operations | US dollars | Cumulative | 0<br>(2022) |  |           |           | 3000000 | Not applicable | PSTSC Contract, page 76   |

# ANNEX III: M&E PLAN MODIFICATIONS

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

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

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

| Annual updat  | e of sector investment pl     | an completed  |
|---------------|-------------------------------|---|
| Project:      | Power Sector Governa          | nce Project   |
| Activity:     | Building Power Sector         | Governance Capacity Activity  |
| Sub-Activity: |                               |   |
|               | ·                             |   |
|               | Modification<br>Description:  | Indicator Retired   |
| M&E Plan      | Modification:                 | Retired "Annual update of sector investment plan completed"<br>Indicator                    |
| Version 1     | Justification:                | Indicator quality is determined poorer than initially thought<br>when included in the plan. |
|               | Justification<br>Description: | There is no sector investment plan.   |

| Share of Sector Investment Plan expended |                                 |  |  |  |
|--|---------------------------------|--|--|--|
| Project:                                 | Power Sector Operations Project |  |  |  |

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

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

| Operating cost-recovery ratio |                                 |  |  |  |
|-------------------------------|---------------------------------|--|--|--|
| Project:                      | Power Sector Operations Project |  |  |  |
| Activity:                     |                                 |  |  |  |
| Sub-Activity:                 |                                 |  |  |  |

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

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

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

|               | Justification<br>Description:   | Sufficient indicators were not identified in the Threshold<br>Program Agreement, so this indicator was identified to help<br>measure the result in the project logic. |
|---------------|---------------------------------|---|
| NAWEC powe    | r and water separation i        | mplementation strategy approved   |
| Project:      | Power Sector Governat           | nce Project   |
| Activity:     |                                 |   |
| Sub-Activity: |                                 |   |
|               | 1                               |   |
|               | Modification<br>Description:    | Indicator Created   |
| M&E Plan      | Modification:                   | Created "NAWEC power and water separation<br>implementation strategy approved" Indicator  |
| Version 1     | Justification:                  | Existing indicators do not sufficiently measure project logic.  |
|               | Justification<br>Description:   | Sufficient indicators were not identified in the Threshold<br>Program Agreement, so this indicator was identified to help<br>measure the result in the project logic. |
| NAWEC Anni    | al Reports made public          |   |
| Project:      | Power Sector Governance Project |   |
| Activity:     |                                 |   |
| Sub-Activity: |                                 |   |
|               |                                 |   |
|               | Modification<br>Description:    | Indicator Created   |
| M&E Plan      | Modification:                   | Created "NAWEC Annual Reports made public" Indicator  |
| Version 1     | Justification:                  | Existing indicators do not sufficiently measure project logic.  |
|               | Justification<br>Description:   | Sufficient indicators were not identified in the Threshold<br>Program Agreement, so this indicator was identified to help<br>measure the result in the project logic. |
| NAWEC Audi    | ted Financial Statement         | s made public   |
| Project:      | Power Sector Governat           | nce Project   |
| Activity:     |                                 |   |
| Sub-Activity: |                                 |   |

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

| Justification<br>Description | Targets will not be established because the project is not<br>targeting a specific number of laws. The indicator will track<br>what is accomplished. |
|------------------------------|--|
|------------------------------|--|

| Power sector regulations created, updated, or clarified |  |   |
|---|--|---|
| Project:  | Power Sector Governance Project                    |   |
| Activity:   | Building Power Sector Governance Capacity Activity |   |
| Sub-Activity:   |  |   |
|   | •  |   |
| M&E Plan<br>Version 1                                   | Modification<br>Description:                       | Updated Definition  |
|   | Modification:                                      | Changed from "Number of regulations created, updated, or clarified"   |
|   | Justification:                                     | Additional clarity required to accurately measure or interpret an indicator.  |
|   | Justification<br>Description:                      | "with support from the Threshold Program" was added to<br>clarify that we are counting regulations that have been<br>created, updated, or clarified as part of the project. |

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

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

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

 Post-2023 performance contract signed between the State-Owned Enterprise Commission and NAWEC

 Project:
 Power Sector Governance Project

 Activity:
 Building Power Sector Governance Capacity Activity

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

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

| Policy, legal, and regulatory gap analysis completed |  |  |
|--|--|--|
| Project:   | Power Sector Governance Project                    |  |
| Activity:  | Building Power Sector Governance Capacity Activity |  |
| Sub-Activity:  |  |  |
|  |  |  |

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

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

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

| Justification | Target provided by MCA based on the PSTSC workplan |
|---------------|--|
| Description:  | delivered in Feb 2024.                             |

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

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

Governance participants in the Problem Driven Iterative Adaptation process

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

Governance Project Team satisfaction with the Problem Driven Iterative Adaptation process and facilitation support

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

| Relevance of governance problems analyzed |  |
|---|--|
| Project:                                  | Power Sector Governance Project                    |
| Activity:                                 | Building Power Sector Governance Capacity Activity |

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

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

| Problems identified by the Governance Project Teams |                              |                             |
|---|------------------------------|-----------------------------|
| Project:  | Power Sector Governand       | ce Project                  |
| Activity:   | Building Power Sector G      | overnance Capacity Activity |
| Sub-Activity:                                       |                              |                             |
|   |                              |                             |
| M&E Plan<br>Version 1                               | Modification<br>Description: | Indicator Created           |

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

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

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

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

| Amount of Action Requests disbursed for Governance Activity |  |  |
|---|--|--|
| Project:  | Power Sector Governance Project                    |  |
| Activity:   | Building Power Sector Governance Capacity Activity |  |

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

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

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

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

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

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

| Justification<br>Description: | Sufficient indicators were not identified in the Threshold<br>Program Agreement, so this indicator was identified to help<br>measure the result in the project logic. |
|-------------------------------|---|
|-------------------------------|---|

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

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

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

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

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

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

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

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

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

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

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

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

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

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

| Accountability Project Team meetings held as planned |                                 |
|--|---------------------------------|
| Project:   | Power Sector Governance Project |

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

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

| Duration of system-wide blackouts |                              |                   |
|-----------------------------------|------------------------------|-------------------|
| Project:                          | Power Sector Operation       | s Project         |
| Activity:                         |                              |                   |
| Sub-Activity:                     |                              |                   |
|                                   |                              |                   |
| M&E Plan<br>Version 1             | Modification<br>Description: | Indicator Created |

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

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

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

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

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

| Faults from generation, transmission, and distribution assets |                                 |
|---|---------------------------------|
| Project:  | Power Sector Operations Project |
| Activity:   |                                 |

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

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

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

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

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

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

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

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

| Debt equity ratio |                                 |  |
|-------------------|---------------------------------|--|
| Project:          | Power Sector Operations Project |  |
| Activity:         |                                 |  |
| Sub-Activity:     |                                 |  |
|                   |                                 |  |

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

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

| Report with K         | ey Performance Indic            | ators is discussed at NAWEC senior management team meeting  |
|-----------------------|---------------------------------|---|
| Project:              | Power Sector Operations Project |   |
| Activity:             |                                 |   |
| Sub-Activity:         |                                 |   |
|                       |                                 |   |
| M&E Plan<br>Version 1 | Modification<br>Description:    | Indicator Created   |
|                       | Modification:                   | Created "Report with Key Performance Indicators is<br>discussed at NAWEC senior management team meeting"<br>Indicator |

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

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

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

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

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

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

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

| Problems identified by the Operations Project Teams |                                 |  |
|---|---------------------------------|--|
| Project:  | Power Sector Operations Project |  |
| Activity:   |                                 |  |

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

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

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

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

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

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

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

| NAWEC Utili   | ty Process Maps comp                                | leted   |
|---------------|---|---|
| Project:      | Power Sector Operation                              | tions Project   |
| Activity:     | Fundamental Change and Building Commitment Activity |   |
| Sub-Activity: |   |   |
|               | 1   |   |
|               | Modification<br>Description:                        | Indicator Created   |
| M&E Plan      | Modification:                                       | Created "NAWEC Utility Process Maps completed"<br>Indicator   |
| Version 1     | Justification:                                      | Existing indicators do not sufficiently measure project logic.  |
|               | Justification<br>Description:                       | Sufficient indicators were not identified in the Threshold<br>Program Agreement, so this indicator was identified to help<br>measure the result in the project logic. |

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

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

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

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