

## SECTION 1: PROJECTSUMMARY

**PROJECTNAME:** Scaling the Delivery of Clean Energy in Haiti through Agent Sales

ProjectNum: HA-M1052 - OperationNum: ATN/ME-14939-HA

**Purpose:** The project results will include improved business skills and access to supplier consignment financing on the street agents' side, as well as new or improved access to basic energy services on the end consumer side.

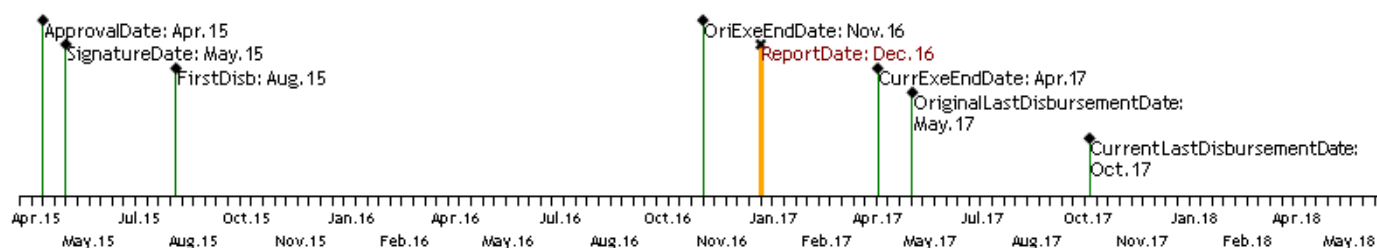
**CountryAdmin**  
UNITED STATES

**CountryBeneficiary**  
HAITI

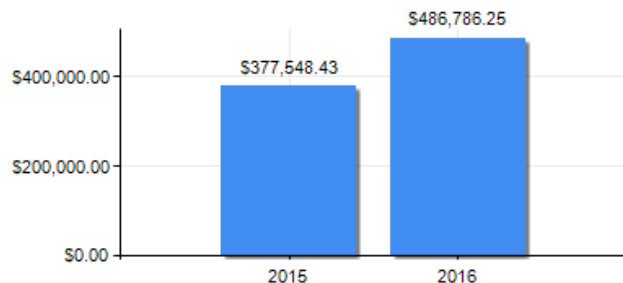
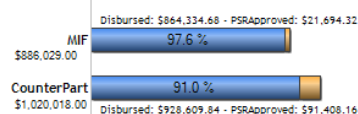
**EA:** Arc Finance Ltd

**DesignTeamLeader:** GREGORY WATSON  
**SupervisionTeamLeader:** ISABEL AUGÉ

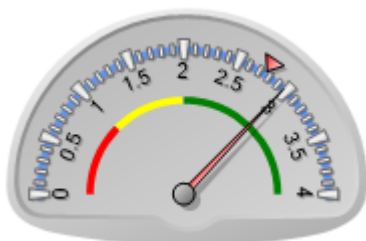
## PROJECTCYCLE



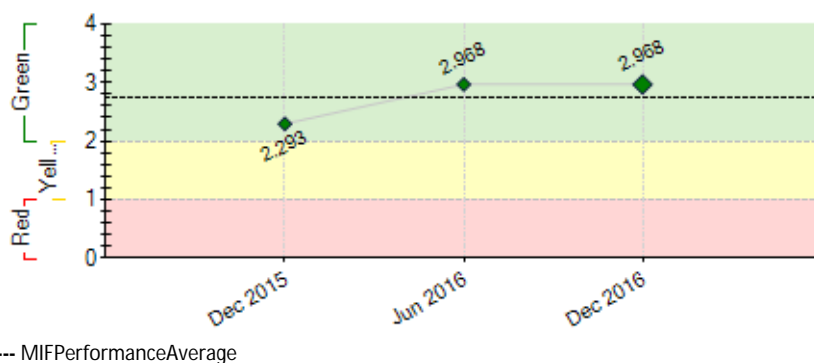
## PSRRESOURCEDISBURSED



## PERFORMANCE RATINGS



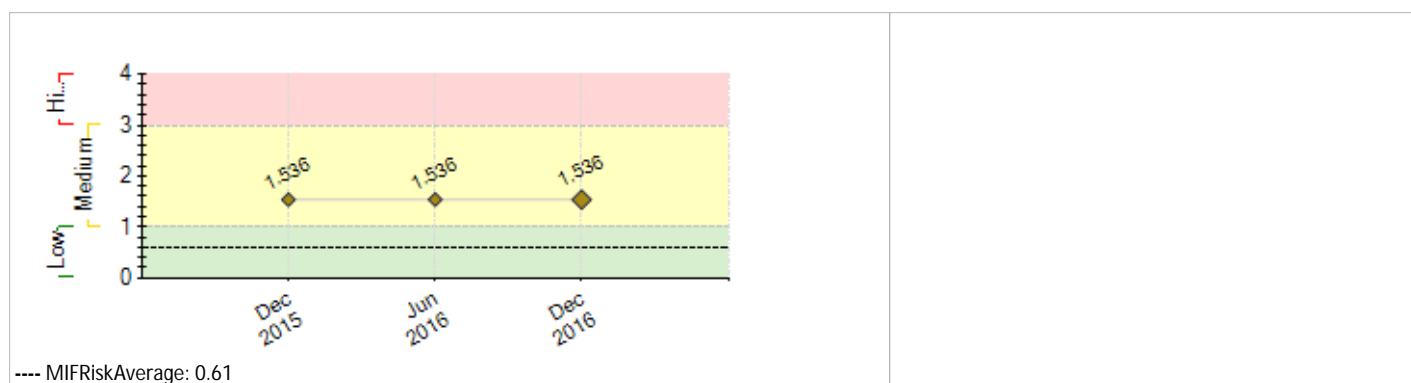
**CurrentRating:** SDesc: 2.968  
**MIFAverage:** 2.76



## EXTERNALRISK

## INSTITUTIONALCAPACITY

**Risk**  
**FinancialMngt:** Medium  
**Procurement:** Medium  
**TechnicalCapacity:** Low



## SECTION 2: PERFORMANCE

### PSRReportCumulative

**C1.**Implemented business model;86,350 households with access to clean energy;

**C2.**23 street agents received consignment ;1010 agents & staff trained; IT systems adapted;diaspora platform launched;

**C3.**Reached 6,433,664 remittance recipients and 6,475,899 senders via awareness campaign in Haiti and diaspora

**C4.**Defined baseline; selected indicators; deployed monitoring tools; configured software/hardware; trained 153 staff on M&E

**C5.**Produced 4 blogs & infographic;sent media kit to 48 media outlets; promoted project at 23 fora;conducted 2 annual surveys

Project difficulties in:1.Lack of interest in loyalty points program due to disappearance of pappadap agents & increasing interest from store owners more interested in commissions;2.Lower margins for Soge due to currency devaluation. Soge increased retail price & maintained sales; 3.Staff commission calculation simplified;4. EKOTEK products performance issue;batteries replaced by lithium early 2017

Risk level medium.Key risks are:1.Currency fluctuation & political instability, but Soge maintained constant sales; 2.Dependence of Soge on Ekotek.To mitigate,Soge drafted agreement with EKOTEK to set rules on distribution & pricing

High likelihood of achieving objective.Soge committed human resources & cash to ensure new line of business is growing & sustainable. Solar is a budget line item

Executing Unit will emphasize:ongoing staff training,agents monitoring program,adaptation of marketing strategy & sustainability

### PSRCommentsMIFSpecialist

Agree with the Executing Agency comments

### PSRReportSemester

The main achievements of the semester were:

**C3.**Implementation of the campaign in Haiti & diaspora

**C4.**Ongoing staff training and data collection

**C5.**Production of one blog and an infographic, dissemination of media kit to 2 additional media outlets; promotion of project at 1 more fora and implementation of a follow up phone survey with 350 clients.

The project hosted two evaluations, one content evaluation in Haiti and one financial evaluation in New York.

The main obstacles faced this semester was the continuing deterioration of the economic situation, the currency fluctuation, political instability and the impact of the latest hurricane. The combined effect of these factors created a challenging working environment in Haiti. For Sogexpress sales have still been constant but the profit margin has been reduced.

In the next 6 months, the Executing Unit's efforts will be concentrated on: 1. The roll out consignment model in Port-au-Prince; 2. Tracking and analysis of agents data on an ongoing basis; 3. The increase of sales on the diaspora platform by piloting an agent model in Miami and enabling payment online; 4. Preparation and execution of the closing workshop; 5. Preparation and publication of case study and first draft of project final report.

#### PSRCommentsMIFSspecialist

Agree with the Executing Agency comments

### SECTION 3: INDICATORS AND MILESTONES

Indicators	Baseline	Intermediate 1	Intermediate 2	Intermediate 3	Planned	Achieved	Status
<b>Goal:</b> The project impact for direct and indirect beneficiaries will include increased street agents' sales growth, as well as reduction in both, energy costs and GHG emissions.	I.1 Average of households' percent reduction in annual energy costs	0	5		5	46	
	I.2 Number of households with reduced annual energy costs	24000	36000	53000	75000	86350	
	I.3 Tons of CO2 in GHG emissions reduced or saved	0			1	11432	
	I.4 Average street agents' (micro businesses') annual sales growth	0	3		5	0	
	I.5 Number of street agents (micro businesses) with an average annual sales growth rate of 10% or more (disaggregated by sex and location)	0	30		100	0	
<b>Purpose:</b> The project results will include improved business skills and access to supplier consignment financing on the street agents' side, as well as new or improved access to basic energy services on the end consumer side.	R.1 Number of people who access supplier consignment financing (disaggregated by sex and location)	0	300		1000	723	
	R.2 Number of households with access to clean energy solutions	24000	36000	53000	75000	86350	
	R.3 Number of people trained in improved business skills (disaggregated by sex and location)	0	300		1000	1010	
<b>Component 1:</b> Development of Detailed Business Model <b>Weight:</b> 16% <b>Classification:</b> High Satisfactory	C1.1 Business model designed and included in business plan	0	1	1	1	1	Finished
	C1.2 Commission / incentive structures and policies designed and included in business plan	0			1	1	Finished
<b>Component 2:</b> Implementation <b>Weight:</b> 45% <b>Classification:</b> Unsatisfactory	C2.1 Number of street agents identified to participate in training (disaggregated by sex and location)	0	330		1100	1109	Finished
	C2.2 Number of street agents enrolled in the consignment program (disaggregated by sex and location)	0	300		1000	723	OnCourse
	C2.3 Number of remittance sales transactions	0	1000		2300	71	Delayed
<b>Component 3:</b> Energy Literacy Campaign <b>Weight:</b> 29% <b>Classification:</b> High Satisfactory	C3.1 Number of remittance recipients reached through direct and indirect awareness building campaigns (disaggregated by sex and location)	0	150000		500000	6433664	Finished
	C3.2 Number of remittance senders reached through direct and indirect awareness building campaigns (disaggregated by sex and location)	0	100000		300000	6475899	Finished
<b>Component 4:</b> Monitoring Systems and Evaluation <b>Weight:</b> 4% <b>Classification:</b> High Satisfactory	C4.1 Percentage of warranty requests responded to	0	50		100	100	Finished
	C4.2 Follow up surveying conducted	0	1		1	1	Finished
	C4.3 Number of Sogexpress staff trained (disaggregated by sex and location)	0	60		100	153	Finished
<b>Component 5:</b> Knowledge Management and Strategic Communication <b>Weight:</b> 6% <b>Classification:</b> High Satisfactory	C5.1 Case study, blogs and infographic produced..Scope of case study, blogs and infographic to be based on completed analysis of target audiences, knowledge objectives and required channels. Infographic to illustrate business and distribution model, including consignment modality.	0			3	5	Finished
	C5.2 Closing workshop conducted - number of participants	0			20		
	C5.3 Media outlets that receive media kit	0			25	48	Finished
	C5.4 Number of fora where project is disseminated	0	2	2	8	23	Finished

Milestones	Planned	DueDate	Achieved	DateAchieved	Status
M0 Creation and roll out of agent/vendor training	1	Sep 2015	1	Sep 2015	AchievedLate
M1 Conditions Prior	1	Nov 2015	1	Nov 2015	Achieved
M2 Create Media kit	1	Feb 2016	1	Feb 2016	Achieved
M3 [*] Draft final report	1	Jan 2017			
M4 Final version of Final report	1	Sep 2017			

[\*] Milestone Reformulated

#### PSRCRITICALISSUESTITLE

[X] Others, Which?: Political and Economic instability, currency devaluation. Remittance platform not friendly.

## SECTION 4: RISKS

## PSRRISKTITLE

	Level	MitigationAction	Responsible
1. External risks: Haiti is the least developed country in the region, and as such is particularly vulnerable to potential external shocks that could affect the normal development of the project execution.	Medium	Mitigation includes close monitoring of these aspects and suitable risk management strategies.	Project Coordinator
2. Sector risks: Potential emergence of similar, competing clean and efficient energy products, and mis-perception regarding the value for money of higher-priced products.	Medium	Mitigation measures include observation of the relevant market, as well as targeted marketing activities.	Project Coordinator
3. Sustainability risks: Due to i) varying and/or suboptimal street agents' sales performance, ii) insufficient quality of the clean and efficient energy products, iii) insufficient after-sales service, iv) insufficient availability and/or suitability of financial products for higher priced products, v) insufficient quality and/or relevance of the project's business and/or distribution model, replication/scale up aspects and/or knowledge products, vi) suboptimal functionality of any of the financ	Medium	Mitigated by training, research and quality control.	Project Coordinator
4. Potential financial risks stemming from unforeseen impacts to the operational and/or financial capacity of the counterpart.	Medium	Mitigation through due diligence and risk management.	Project Coordinator
5. Reputational and/or environmental risks potentially arising from suboptimal functionality of clean energy products to be sold, resulting in health/safety issues.	Medium	Mitigated by quality control and risk management.	Project Coordinator

OVERALLPROJECTRISK: Medium NRORISKS: 5 INEFFECTRISK: 5 NOTINEFFECTRISK: 0 MITIGATEDRISKS: 0

## SECTION 5: SUSTAINABILITY

PSRSustainabilityScore: HP - Highly Probable

## PSRCRITICALISSUESSUSTAINABILITYTITLE

[NoneReportedFactors]

## RelativeActions:

Actions taken were: 1. Second annual phone survey conducted with sample of Sogexpress clients to establish satisfaction levels; 2. Maintenance of KlereAyiti website and social media platform extended; 3. Expansion of the agent network; 4. Agreement with product manufacturer to ensure fair competition; 5. Adaptation of marketing strategy to accommodate difficult situations and customer needs (ex post hurricane campaign); 6. Incorporation of solar into the Sogexpress budget as an independent line item; 7. Create IT report to track credit history of street agents (including delinquency rates).

## SECTION 6: PRACTICALLESSONS

	RelativeTo	Author
1. Sustainability is ensured if the partner organization formally incorporates the project into its budget as an ongoing concern.	Sustainability	Akkari, Yara
2. Integrate sufficient margin for Sogexpress to cover risks (e.g. currency devaluation).	Design	Akkari, Yara
3. Facilitate payment options by people living in the diaspora to boost sales: Adding payment options such as Paypal or payment by credit card to target a larger group of people in the diaspora	Implementation	Akkari, Yara
4. Mapping small business clients by category prior to enrolling them as agents: Sogexpress found it useful to identify all categories of potential agents before recruiting them.	Implementation	Akkari, Yara
5. Manage the risk by separating consignment and sales into two different departments within the organization.	Sustainability	Akkari, Yara