PROMOTING THE ENERGY-AS-A-SERVICE MODEL TO SCALE INTEGRATED SOLAR ENERGY SOLUTIONS FOR SMALL BUSINESSES IN OFF-GRID AREAS IN SENEGAL

CALL FOR APPLICANTS

June 23, 2023
Dear Prospective Applicant,

The U.S. Agency for International Development (USAID) invites eligible organizations to respond to SURE Senegal’s grant window entitled Promoting the Energy-as-a-Service Model to Scale Solar Energy Solutions for Small Businesses in Off-Grid Areas in Senegal.

Through this grant window, SURE Senegal seeks to improve the living conditions and the livelihoods of thousands of young people and women by enhancing entrepreneurial efforts in rural Senegal. SURE Senegal will issue grants to private companies that provide solar energy solutions or technologies targeting existing off-grid entrepreneurs and whose growth targets or starting needs are blocked by the lack of access to energy service models. The estimated ceiling for this solicitation is $400,000. Subject to the availability of funds, it is anticipated that three or four individual awards will be made in the range of $75,000 to $150,000 each.

SURE Senegal is implemented by Tetra Tech ES, Inc. on behalf of USAID. The awards and disbursement of funds will be executed by Tetra Tech ES, Inc. Please bear in mind as you craft your response that all awards need to be fully implemented by December 2024, the effective end date of the program.

DUE DATE: Applications shall be received no later than August 24, 2023, 23:59 GMT via email to sureprocurement@tetratech.com

QUESTIONS: Prospective applicants who have questions concerning the contents of this solicitation must submit them in writing no later than July 5, 2023 23:59 GMT via email to sureprocurement@tetratech.com

Issuance of this solicitation does not constitute an award commitment on the part of SURE Senegal or a commitment by USAID to pay for costs incurred in the preparation and submission of proposals. Further, SURE Senegal reserves the right to reject any or all proposals received.

SURE Senegal looks forward to reviewing your application and supporting your organization’s efforts to scale integrated solar energy solutions for small businesses in off-grid areas in Senegal.

Sincerely,

Arai Monteforte
Chief of Party
Scaling Up Renewable Energy
Tetra Tech
USAID Contractor
BACKGROUND

Lack of access to energy curtails entrepreneurship in rural Senegal, where off-grid small- and medium-sized enterprises (SMEs) still face issues with access to energy and access to financing. Many entrepreneurs do not launch small businesses because of lack of access to basic machinery or appliances and the energy needed to power them. Although the government has made some major steps toward improving the electrification rate in rural areas,¹ this has mainly given access to households and basic types of infrastructure (health, education). Most rural SMEs have made their first attempts to harness modern energy through the solar companies that tried to offer quality products and services, through the pay-as-you-go (PAYG) model, which aimed not only to deconstruct the bad perceptions of off-grid populations on solar technologies, and attract rural households but also local entrepreneurs. Yet PAYG companies have struggled to find their way for two reasons. The business models of productive use (PUE) appliances still require demonstration, and the companies still face serious difficulties in raising early-stage funds from financial institutions so that they have enough working capital to roll out this model.

Efforts to solve the challenges at the energy-food nexus in rural areas have been limited to the commercialization of locally produced products in urban or peri-urban localities. Rural businesses have weak cash flow due to limited access to a variety of products and technologies, which prevents them from preserving, transforming, or storing products to reduce produce losses or avoid selling to traders at disadvantageous prices. Despite obvious energy deficits in rural areas, few private companies offer solutions for access to solar technologies that are truly tailored to the specific needs of farmers and rural businesses or that fit the repayment capacity of this business category. Their business-to-business (B2B) models are mostly limited to urban and peri-urban areas that offer a greater concentration of potential clients with higher purchasing power.

Through this grant window, SURE Senegal seeks to improve the living conditions and the livelihoods of thousands of young people and women by enhancing entrepreneurial efforts in rural Senegal. The program intends to support business models that address energy needs (and PUE machinery, where relevant) and boost local agricultural food and fisheries collection, processing, and conservation as well as general entrepreneurship. SURE Senegal intends to promote integrated solar solutions, defined as solar technologies deployed under business models that entail an energy-as-a-service on reliable renewable energy generation products backed by both good-quality aftersales management and digital solutions for payment and asset management.

SURE Senegal will issue grants to private companies that provide solar energy solutions or technologies targeting existing entrepreneurs located in the peri-urban and rural areas that are not connected to the grid. Energy service providers may also target grid-tied entrepreneurs, only if they bring evidence of the grid failure or high costs of production that needs are likely to block the growth of these entrepreneurs. These business models should target solar refrigeration-as-a-service and e-mobility, but could also include larger solar kits that power rural livelihoods (not residential use). In this grant window, SURE Senegal does not intend to subsidize models of solar pumping.

¹ Official figures indicate that the rural electrification rate is 53 percent.
GRANT DESCRIPTION

SURE Senegal will provide three to four grants in the range of $75,000 to $150,000 each and bespoke technical assistance to grantees in order to help energy services providers offer business models that are likely to scale businesses and trigger entrepreneurship in the peri-urban and rural areas in Senegal. The proposed solar solutions shall meet the needs of entrepreneurs in unelectrified coastal regions and in peri-urban and rural areas in Senegal. Applicants are expected to match grant money by mobilizing private sector resources on a 1:2 basis, with applicants providing 66 percent of the funding.

Beyond the grant, SURE Senegal will design the technical assistance to support grantees to reach the youth and women in their target market, either as potential partners or as customers.

ENERGY-AS-A-SERVICE (EaaS) MODEL TO ENERGIZE ENTREPRENEURSHIP IN PERI-URBAN AND RURAL AREAS

RATIONALE AND OBJECTIVES OF THE EaaS MODEL

SURE Senegal intends to support energy service providers with a proven EaaS model that helps local entrepreneurs access affordable and reliable energy services. While the program prefers models with a track record of deployment in Senegal, SURE Senegal recognizes the validity of deployment experience in the PUE sector elsewhere in sub-Saharan Africa, notably in business models with a limited track record in Senegal (e.g., cooling-as-a-service or e-mobility). EaaS providers are encouraged to demonstrate in their applications a deep understanding of Senegalese regulations that apply to their business model.

EaaS models have a contractual arrangement between an energy service provider and a customer, under which the company offers one or several alternatives to an outright cash purchase of assets. These models entail the following:

- A tailored payment model:
  - Rent-to-own: energy service providers allow a flexible payment method (down payments, flexible payment options/amounts/frequency) to allow the customer to take ownership of the energy equipment at the end of the contract term, with the option for a further long-term maintenance contract; or
  - Pay-as-you-go
    - The customer pays for service continuously, but does not take ownership of the system; or
    - The customer pays for the service for a limited period and then takes ownership of the system over a period of time with the option of a further long-term maintenance contract.
- Long-term system support: long-term maintenance contracts, extended warranties.
- Ancillary services: Firms go beyond power-generation assets, offering financing for appliances, tools, or vehicles powered by the generation assets. When firms offer such services to first-time users, they may offer—directly or indirectly—ancillary services so that customers can leverage the assets using best practices (e.g., production and commercialization support, trainings for motorcycle users).
More specifically, SURE Senegal will provide grants to companies proposing – one or a mix – of the following business models:

<table>
<thead>
<tr>
<th>TYPE OF SERVICE</th>
<th>BUSINESS MODELS</th>
<th>TARGET BENEFICIARIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cooling-as-a-service</td>
<td>● PAYG</td>
<td>● Post-harvest/catch</td>
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<tr>
<td></td>
<td>● Rent-to-own</td>
<td>● Processing storage</td>
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<tr>
<td></td>
<td></td>
<td>● Fishers’ groups or retailers in fisheries</td>
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<td></td>
<td></td>
<td>● Producer groups or retailers in agribusinesses</td>
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<tr>
<td>General EaaS (energy</td>
<td>● PAYG</td>
<td>Independent entrepreneurship based on ownership of one or several machines or appliances</td>
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<tr>
<td>generation)</td>
<td>● Rent-to-own</td>
<td>● Tailors,</td>
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<td></td>
<td></td>
<td>● Craftspeople,</td>
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<tr>
<td></td>
<td></td>
<td>● IT-services kiosks (cybercafes)</td>
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<td></td>
<td></td>
<td>● Rural kiosks</td>
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<tr>
<td></td>
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<td>● Barbershops</td>
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<td>● Metalworkers</td>
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<td>● Cash points</td>
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<tr>
<td>E-mobility</td>
<td>● PAYG</td>
<td>● Fresh produce collectors and aggregators</td>
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<tr>
<td></td>
<td>● Rent-to-own</td>
<td>● Storage hub facilities</td>
</tr>
</tbody>
</table>

The rationale for this grant is to invite companies to propose an innovative model that allows them to achieve the maximum number of independent entrepreneurs with the subsidy requested and the capital co-mobilized into the project (assuming of course that the products’ and services’ long-term maintenance services meet minimum standards and clients have a pathway to support the incumbent costs of assets and their financing terms).

BUILDING LONG-TERM PARTNERSHIPS THROUGH ENERGY SERVICES

While not required for a successful proposal, SURE Senegal invites applicants to consider directly—or indirectly through a consortium—building ancillary energy services, including maintenance of solar solutions, and where relevant, production or commercialization support services or other sources of revenue that can support provision of after-sales services for remote areas and/or develop the PUE sector in peri-urban and rural areas.

Other examples may include the following:

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2 SURE accepts support to entrepreneurs with multiple or diversified revenue streams, provided that these fit the other conditions (namely, no access or irregular access to electricity) and location activities in peri-urban or rural areas.
● Training and capacity-building for local technicians to be able to assist energy service providers locally and make services more sustainable
● Quality assurance in fresh product collection services
● Business management accompaniment for customers
● Digital platforms that enable pre-emptive systems of maintenance or product commercialization
● E-waste management

We encourage applicants to reach out to USAID Dekkal Geej program on sustainable fisheries for exploration of fishermen groups that are supported by the aforementioned program in Fattick, Thies and Ziguinchor that require solar power to run their chilling and processing centers. ([https://winrock.org/wp-content/uploads/2019/06/20200103-FtF-Senegal-Dekkal-Geej-Handout.pdf](https://winrock.org/wp-content/uploads/2019/06/20200103-FtF-Senegal-Dekkal-Geej-Handout.pdf)). For more information please contact:

● Chief of Party (CoP), Vaque Ndiaye; vaque.ndiaye@winrock.org  Tel: 77 653 99 41
● Operations Deputy CoP, Ndeye Fatou Guéye; ndeyefatou.gueye@winrock.org  Tel: 77 656 68 80

We encourage applicants to explore partnerships with Nafoore Warsaji for identifications of horticulture groups and entrepreneurs in their programs who are interested in adopting cold storage as a service. [https://connexuscorporation.com/feed-the-future-senegal-nafoore-warsaaji-gardens-of-abundance/](https://connexuscorporation.com/feed-the-future-senegal-nafoore-warsaaji-gardens-of-abundance/)

● Chief of Party, Mamadou Diop, mdiop@connexus.email

Finally, we also invite applicants to explore partnerships with the USAID Entrepreneurship and Investment Activity who supports cohorts of independent entrepreneurs throughout Senegal. Such partnerships could be relevant for e-mobility or cold chain but also – and perhaps more importantly– for solar inverter systems with different appliances that power the broader services industry in the peri-urban and urban areas.

● Chief of Party (CoP), Dieynaba Thiam-Ka, Dieynaba.Thiam-Ka@winrock.org
● Deputy COP, Elhadji Soumare, Elhadji.Soumare@winrock.org

**ELIGIBILITY CRITERIA**

**WHAT’S SUPPORTED**

● Companies that offer integrated solar solutions to meet the needs of small entrepreneurs in peri-urban and rural areas that are not connected to the grid, but companies may target grid-tied entrepreneurs located in peri-urban areas, where either the grid failure or high electricity production are likely to prevent the growth of those entrepreneurs.
● Energy- and mobility-as-a-service projects that begin by targeting unelectrified beneficiaries (mainly businesses) in the agribusiness and fisheries sectors but could be extended to other income-generation activities in distribution and small retail in a peri-urban and rural context.
● Companies that demonstrate understanding and a credible plan for compliance with the regulatory framework for their specific activity.
● Companies that provide energy services that stimulate women or youth entrepreneurship in off-grid regions.
Companies must have successfully implemented pilot projects in the types of services described in the table above.

WHAT’S NOT SUPPORTED

- Solar solutions that would require substantial grid (more than 50 percent of total energy need) or mini-grid power. Small levels of hybridization for back-up or cost purposes (where solar still provides the bulk of the power), with either the grid or diesel generator, are allowed (e.g., for larger cold chain units or charging stations used at night).
- Projects that target customers exclusively in urban areas (projects located in peri-urban areas can be considered if focused on processing or commercialization of dairy, horticulture, or fisheries sectors).
- Sales that consider only stand-alone appliances without embedded or attached solar generation for residential use.
- Companies that do not demonstrate a track record and/or fail to prove effective capacity in providing energy services in the off-grid context.
- Projects that do not entail distribution channel or do not seek to establish a lasting presence in the target markets.
- No construction activities are permitted under grants awarded under SURE in accordance with USAID funding requirements (IDIQ clause C.6.5).

OTHER ELIGIBILITY CRITERIA

Following are the minimum criteria for award eligibility. Applicants that do not meet the criteria will not be considered for application review.

- SURE Senegal intends to support financially sustainable for-profit businesses.
- Only businesses legally registered in Senegal are eligible.
- Successful proposals will co-mobilize at least 66 percent of the total project cost (a cost share of 1:2 grant-to-private-sector co-mobilization). Cost share may include in-kind services and assets (from the grantee company), in-kind inventory (e.g., the unsubsidized portion of the key system unit costs), own funds, outside equity, debt, supplier credit, or other grants. Applicants are expected to put forward a plan for securing the private-sector funds to be co-mobilized.
- Supported companies will have a track record in providing solar energy services that target small enterprises in either peri-urban or rural areas.
- SURE Senegal requires grantees to demonstrate established processes for financial accountability and recordkeeping of all expenses, as well as possession and application of a system of internal controls to safeguard assets and protect against fraud, waste, and conflicts of interest.
- Applications must be written in English or French.

The following organizations are NOT eligible for SURE grant funding:

- Any entity whose name appears on the U.S. Treasury Department’s “Specially Designated Nationals List,” the Excluded Parties List System (EPLS) in the System for Award Management (SAM), or the United Nations Security Resolution #1267 list.
- Any public international organization, such as an organ of the United Nations, multilateral development bank, etc.
- Political parties and their subsidiaries or affiliates.
- Any organization that fails to receive vetting eligibility from USAID.
- Faith-based organizations that are not in compliance with ADS 303.3.6.4.m, which is in accordance with Executive Order 13279, Equal Protection for the Laws of Faith-Based Community Organizations.
- Any applicant that does not operate as a legally registered entity (for-profit business or group within a nonprofit or academic institution) in Senegal.
- Applicants using activities and/or approaches that reinforce harmful gender norms.
- Any entity affiliated with Tetra Tech or its officers, directors, or employees.
- Government entities and individuals.

**EVALUATION CRITERIA**

Scoring will consider the following guidance:

- **Basic information** (unweighted)
- **Track record** (25 percent of full application score)
  - Company description: Plans will provide a high-level summary of the current development status of the business concept and business model, attaching audited accounts. This summary should include a description of current markets where the company is deploying the model submitted for SURE Senegal’s consideration. Key variables include top-line sales and revenue figures of the potential customers as well as a description of the overall business model and its approach to increase the revenues of small entrepreneurs (beneficiaries) in off-grid areas. When discussing track record, the applicant should elaborate on a) total experience as a whole, across multiple business lines where applicable, but emphasize b) concrete experience and summary high-level financial results for the specific business model that is presented to SURE Senegal.
- **Customer offer** (25 percent of full application score)
  - System integration approach: Applicants should describe the unit design and cost to the customer, including financing. Include analyses of customer capacity to pay and market size for the proposed solution. The expected service levels should explicitly describe the type of service—before, during, and after sales, the business model it entails, and the typical market segment it will affect (agribusiness, fisheries, horticulture, creative industry, and so on).
  - After-sales service; asset monitoring and tracking strategy. The company must outline its vision to build local management and operational staff. Applicants may elaborate on willingness and relevance of developing community hubs that could liaise between different market players in off-grid areas.
  - Consumer finance approach. Companies should describe the proposed customer-financing offer and the repayment approach. (Companies should highlight how their B2B model integrates one of the business models described in the table above.)
  - Scalability of the offer: Companies should demonstrate how the proposed customer business model (e.g., pricing strategy, service offering expansion, operating hours) can reach scale for peri-urban or rural consumers.
  - Repayment capacity: Companies should explain the return on investment and potential for future revenues for the average beneficiary/entrepreneur adopting the proposed solutions.
● **Target market** (15 percent of full application score)
  – Targeted customers. Companies must estimate the size of the target market for which they intend to implement their model and must demonstrate a good understanding of the commercialization challenges of prospective customers.
  – Gender considerations. Companies shall explain their approach to integrating gender and youth lenses within the target market, notably the potential impact of the proposed solutions to stimulate employment or entrepreneurship of such groups.
  – Ecosystem approach. Companies will identify and propose partnerships, if relevant, with other key service providers (e.g., NGOs, farming input distributors, insurance companies, telecoms, and consumer finance providers such as microfinance institutions) to ensure their model considers other needs that may not be satisfied by their integrated solution.

● **Budget and financing** (35 percent of full application score)
  – Budget and funding sources. Applicants must provide an indicative budget for project execution, including the top-level cost of execution as well as an appropriately detailed breakdown of costs by specific activities or assets. Specific activities to catalyze participation of women and youth, where applicable, should be budgeted too. A financing plan should identify and clarify the status of engagement with confirmed or prospective funding sources. The plan must state SURE Senegal’s requested contribution and provide details on additional funding sources, which may include equity investors, other grant funds, debt, or internal resources.
  – Overall cost share. Applicants will propose overall cost share for the project. Higher amounts of cost share will be scored more favorably.

**APPLICATION DETAILS**

**APPLICATION STAGE**

Applicants are requested to respond to a questionnaire (see Annex 1) and provide supporting documents to enable a sound evaluation of their application. Please note that each of the key sections is weighted.

**INTERVIEW STAGE**

Finalists will be invited to interview with SURE Senegal personnel and other stakeholders to present their business plan proposal. Interview presentations will provide an overview of the plan and highlight key components, risks, and support needs. Applicants will have an opportunity to address weaknesses identified by reviewers and answer follow-on questions. Applicants also will be able to ask questions of SURE Senegal staff regarding the program of assistance. Interviews will be conducted in English or French.

**PRE-AWARD STAGE**

The pre-award process serves to assess organizational capacity to determine whether the applicant is capable and qualified to manage the grant. Since grants under this window will be Fixed Amount Awards, SURE Senegal will use the Fixed Amount Award Entity Eligibility Checklist per ADS 303.
If an applicant submits an excellent application but has a history of poor performance, is not financially stable, has an insufficient management system, has not conformed to the terms and conditions of a previous award, or is not otherwise responsible, SURE Senegal may impose additional requirements as needed, provided that the applicant is notified in writing as to:

- The nature of the additional requirements;
- The reason(s) the additional requirements are being imposed;
- The nature of the corrective action needed;
- The time allowed for completing the corrective actions; and
- The method for requesting reconsideration of the additional requirements imposed.

Depending on the result of the survey, SURE Senegal has the option to deny the recommendation of the evaluation committee and reject the grantee or grant with "Specific Conditions" as detailed at 22 CFR 200.207 (See Mandatory Reference, 22 CFR 200.207) (See also ADS 303.3.9.2). In addition the grantee or grant must comply with Prohibition of Section 889 under FAR 52.204-24 is Regarding Certain Telecommunications and Video Surveillance Services or Equipment.

**SUBMISSION DETAILS**

**TIMETABLE**

SURE Senegal invites eligible companies to submit an application by August 24, 2023. SURE Senegal will evaluate applications, and finalists will be invited to interview by September 21, 2023. SURE Senegal will then hold video teleconference interviews to select three awardees. We expect to provide awardees with a mix of financial (grants) and non-financial (technical assistance and investment facilitation) support. The following table illustrates the initial review and selection process. Dates are approximate.

<table>
<thead>
<tr>
<th>DATE</th>
<th>SELECTION PROCESS</th>
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</thead>
<tbody>
<tr>
<td>June 23, 2023</td>
<td>Application window opens</td>
</tr>
<tr>
<td>July 5, 2023, 23:59 GMT</td>
<td>Clarification questions due</td>
</tr>
<tr>
<td>July 18, 2023</td>
<td>Q&amp;A and orientation webinar</td>
</tr>
<tr>
<td>August 24, 2023, 23:59 GMT</td>
<td>Applications due</td>
</tr>
<tr>
<td>September 21, 2023</td>
<td>Application evaluation completed</td>
</tr>
<tr>
<td>October 12, 2023</td>
<td>Interviews completed and awardees selected</td>
</tr>
<tr>
<td>November 9, 2023</td>
<td>Pre-award assessment and negotiation completed</td>
</tr>
</tbody>
</table>
QUESTIONS AND ANSWERS

Questions regarding this solicitation must be submitted in writing no later than **July 5, 2023 at 23:59 GMT** to sureprocurement@tetratech.com. SURE Senegal will address the questions and incorporate the questions and answers as an amendment to this solicitation (if necessary). Verbal explanations or instructions given before the issuance of an award will not be binding. Any information given to a prospective applicant concerning this solicitation will be furnished promptly to all other prospective applicants as an amendment to this solicitation if that information is necessary in submitting applications or if a lack of the information would be prejudicial to any other prospective applicant. All questions received by the deadline will be answered without attribution and disseminated among all applicants.

APPLICATION SUBMISSION

Applications must be submitted via email to sureprocurement@tetratech.com by **August 24, 2023, at 23:59 GMT**.

All proposals received by the submission deadline will be reviewed for responsiveness to the eligibility criteria. Applicants must ensure that their applications are received by SURE Senegal in their entirety. No additions or modifications to the applications will be accepted after the submission deadline. SURE Senegal bears no responsibility for data errors resulting from transmission or conversion processes associated with electronic submissions. Applicants should retain a copy of their proposals and accompanying uploaded documents for their records.

Please note that the application responses may be used for public communication after awards are made. SURE Senegal reserves the right to make minor edits to the responses in order to enhance their readability for public communication. SURE Senegal will screen any public-facing communication materials with entrepreneurs before release to ensure there are no breaches of confidentiality and that commercially sensitive information is not being released.

AWARD INFORMATION

AWARD BUDGET, PERIOD OF PERFORMANCE, AND COST SHARE REQUIREMENT

The estimated ceiling for this solicitation is $400,000. Subject to the availability of funds, it is anticipated that three or four individual awards will be made in the range of $75,000 to $150,000 each. The period of performance for support will vary depending on awardees’ proposed projects but is anticipated to be less than 1 year from completion of grant award.

All awardees receiving grant funding are required to have matching funds or “cost share.” Cost share may be in the form of cash/cash equivalent or in-kind contributions including labor and inventory. The cost share must contribute to activities undertaken in the implementation of the business plan. This grant requires a minimum cost share ratio of 1:2, i.e., matching funds amounting to double of the total grant award provided by SURE Senegal (not the total project budget). The final amount of cost share will be determined on a case-by-case basis for each applicant during the final award stage. In-kind services can be counted as part of the co-mobilization but cannot exceed 35% of the total private contribution.

The awards will be issued and administered by Tetra Tech ES, Inc. as the implementer.
FUNDING MILESTONES

SURE Senegal funding will be disbursed over the period of performance based on the achievement of performance and/or technical assistance milestones.

Grantees, together with SURE Senegal, will establish mutually agreed upon implementation milestones to assess progress in business plan implementation. SURE Senegal will verify and review milestones, then disburse funding. SURE Senegal reserves the right to withhold funding disbursement until milestones are deemed to be met as per the grant agreement.

Implementation and financial milestones may include business plan activities or achievements that signal the realization of key business plan goals or phases, such as:

- Secured matching funds from public or private sector;
- Total product sales;
- Profit margin by product;
- Launch of a marketing campaign;
- Purchase or development of business processes or assets;
- Establishment of key partnerships; and
- Customer acquisition target for women and youth.

The number of funding milestones will be limited and manageable; we do not intend for SURE Senegal to be an overly burdensome program for awardees. Failure to meet milestones will result in withheld funds and potentially an adjustment of funding milestones or the cancelation of the grant.

All awardees may receive an initial tranche of funding at the outset of the award. Initial funding will depend, in part, on the business plan’s progress and verified needs. SURE Senegal will make every attempt to distribute funding to awardees as quickly as possible, but awardees should expect to begin activities immediately after the award is signed, even if funding is delayed by one to two months. A minimum of 10 percent of the award amount must be reserved for the final milestone payment.

TECHNICAL ASSISTANCE PROGRAM

SURE Senegal will provide catalytic technical assistance to improve business performance, promote the successful implementation of the business plan, address investor concerns, ensure regulatory compliance, fully incorporate environmental and social governance (ESG) principles into business operations, or comply with the terms of the grant agreement if grant funding is provided. This may be in place of or in addition to grant funding.

Where relevant and upon request of the grantee, SURE Senegal will provide mentorship and technical assistance to the grantees’ upper management. This may relate to any of the following service areas:

- Investment readiness and facilitation;
- Business development;
- Product development/refinement;
- Gender integration;
- Youth integration;
- Base of pyramid impact;
- Environmental sustainability;
- Enabling environment;
- Organizational capacity development;
- Public relations and communications;
- Market research and analysis;
- Marketing and sales;
- Legal services and grant agreement compliance; or
- Monitoring and evaluation advisory services.

SURE Senegal will work closely with each grantee to identify specific barriers to scaling commercially while ensuring their products and/or services have a sustainable impact on target customer segments. This may be done through customized interventions implemented either by SURE Senegal personnel directly, by carefully selected third-party service providers or consultants, or a combination of the two. Other USAID programs on horticulture, fisheries, or entrepreneurship, may be invited to support SURE Senegal grantees, should the implementation of SURE projects have any overlap with the objectives of those USAID programs.

Awardees will work with SURE Senegal to create a technical assistance work plan that identifies specific services to be provided by SURE Senegal. These services should directly relate to the company’s ability to scale commercially within the target market, successfully attract outside investors for further expansion, and integrate critical ESG themes into operations and strategy.

ADMINISTRATION

REPORTING REQUIREMENTS

SURE Senegal is responsible for verifying that milestone reports are received on time, reviewing them for completeness, and monitoring progress against set benchmarks. If there are problems in implementation, a report is incomplete, and/or the verifiable program milestones have not been met, SURE Senegal will decide the appropriate action to be taken, including but not limited to termination of the grant, a financial audit, and/or legal action.

Generally, performance reports will not be required more frequently than quarterly and not less than annually. However, it may be determined necessary to require monthly reporting as a specific award condition if the grantee is determined to be medium-to-high risk as a result of the pre-award survey.

Performance reports will generally contain brief information on each of the following:

- A comparison of actual accomplishments against the goals and objectives established for the period, the findings of the implementing partner, or both. When appropriate and when the output of programs or projects can be readily quantified, such quantitative data should be related to cost data for the computation of unit costs.
- Reasons why established goals were not met, if appropriate.
- Other pertinent information including, when appropriate, analysis and explanation of cost overruns or high unit costs.
- When applicable, all data should be disaggregated by sex, and reports should portray differentiated performance for men and women.
Because all grants under this window will be Fixed Amount Awards, disbursement will be made upon presentation of a statement certifying that the milestones for which payment is being requested have been completed. This statement must be accompanied by the certification of milestone completion and required documentation, as set forth in the FAA award document. SURE Senegal staff will review the required documentation to verify that the milestone for which payment is requested has been completed in accordance with the terms set forth in the FAA. The grantee is not required to provide data on expenditures, because costs were identified, negotiated, and approved during the award stage.

**BRANDING AND MARKING**

In accordance with the marking requirements specified in 22 CFR 700.16, all awards will comply with the approved Branding Implementation Plan for the SURE Senegal Activity. The relevant sections of the SURE Senegal Branding Implementation Plan will be provided to each grantee as part of their award. If exceptions/waivers are required for a grant, they will be submitted to USAID along with the initial package for approval.

All costs associated with branding (press conferences, media and promotional materials, photography, site visits, success stories, etc.) and marking (plaques, banners, signs, stickers, etc.) are to be included in the total budget amount of the grant.

**COST SHARE**

SURE Senegal encourages grant recipients to provide as much cost matching as they reasonably can. Cost share should equal at least double the amount of the value of the requested award.

Grant cost share must adhere to applicable USAID guidance, such as ADS 303.3.10, Acquisition and Assistance Policy Directive (AAPD) 02-10, and any other applicable Standard Provision. It is USAID’s policy not to apply its source, origin, and nationality requirements or the restricted goods provision established in the Standard Provision entitled “USAID Eligibility Rules for Goods and Services” on cost share amounts. In accordance with Title 2 of CFR 200.207, program income may be used to finance the required non-U.S. government cost-share portion of the grant award. In addition the grant cost share must comply with Prohibition of Section 889 under FAR 52.204-24 Regarding Certain Telecommunications and Video Surveillance Services or Equipment.

Cost sharing or matching refers to that portion of project or program costs not borne by SURE Senegal. All contributions, including cash and third-party in-kind contributions, are acceptable as part of the recipient's cost share or match when they meet the criteria established in the Standard Provision governing recipient contributions. In-kind contributions cannot exceed 35% of the private sector contribution.

For instance, the cost share may be in the form of funds from other (non-U.S. Government) donors; it may be the labor of the grant recipient employees or volunteers; or it may be the use of a recipient's meeting room to hold a workshop for the grant activity.

Backup documentation is used to verify the source and value of the cost share contributions. The types of backup documentation required vary according to the type of cost share. Examples of backup documentation include:
• A donation letter from a donor for cash or in-kind contributions and a copy of the bank statement (for cash contributions only);
• Time sheets;
• Rate calculations;
• Valuation of donated goods and use of space; and
• Independent appraisals (for donated equipment, building, or land).

SURE Senegal encourages grant recipients to explore different cost-sharing possibilities within their organization as well as to pursue other potential donors that could contribute to project costs. SURE Senegal staff will be available to work with recipients to help identify possible sources of cost share. It is critical that all forms of cost share are documented throughout the duration of the grant.

ALLOWABLE AND UNALLOWABLE COST SHARE

All costs, whether reimbursable or contributions to cost share, must have the following three characteristics:

1. Costs must be reasonable, meaning they are generally recognized as ordinary and necessary and would be incurred by a prudent person in the conduct of normal business.
2. Costs must be allocable, meaning they are incurred specifically for the grant activity.
3. Costs must be allowable, meaning that they must conform to any limitations in SURE’s award from USAID.

Contributions, whether cash or in-kind, are acceptable as part of cost share if they meet ALL of the following criteria:

1. Cost-share contributions must be verifiable from the recipient’s records.
2. Cost-share contributions must not be included as contributions for any other U.S. Government-assisted program.
3. Cost-share contributions must be necessary and reasonable for proper and efficient accomplishment of grant activity objectives.
4. Cost-share contributions must be types of charges that would be allowable under the applicable Federal cost principles.
5. Cost-share contributions may not be paid by the U.S. Government under another grant or cooperative agreement.
6. Cost-share contributions must be provided for in the approved budget when required by USAID.
7. Cost-share contributions must conform to other provisions of USAID guidance.

REPORTING COST SHARE

SURE Senegal must submit reports of cost sharing to USAID within its financial reports. Recipients need to maintain records and backup documentation for all cost-sharing and submit them to SURE Senegal with the financial reports. The backup documentation is used to verify the source and valuation of the cost share. Once submitted, SURE Senegal will review grantee cost-share contributions and may request further information if some is missing or not sufficient.
Cost-share portions are subject to the Standard Provision titled “Cost Share” and can be audited. If a recipient does not meet its cost-share requirement, SURE Senegal may apply the difference in actual cost-share amount from the agreed-upon amount to reduce the amount of USAID funding or period of funding, require the recipient to refund the difference to USAID when this award expires or is terminated, or reduce the amount of cost share required under the award.
# ANNEX 1: APPLICATION QUESTIONNAIRE

## COMPANY BASIC INFORMATION (NON-WEIGHTED)

<p>| | |</p>
<table>
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<tbody>
<tr>
<td>1.</td>
<td>Organization name</td>
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<tr>
<td>2.</td>
<td>Country of incorporation</td>
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<tr>
<td>3.</td>
<td>Registration date</td>
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<td>4.</td>
<td>Registration number</td>
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<tr>
<td>5.</td>
<td>Contact person’s details</td>
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<tr>
<td></td>
<td>Name</td>
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<td>Title</td>
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<td>E-mail address</td>
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<td></td>
<td>Telephone number</td>
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<tr>
<td>6.</td>
<td>Name of the partner organization(s)</td>
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<tr>
<td>7.</td>
<td>Number of employees</td>
</tr>
<tr>
<td>8.</td>
<td>Audited accounts</td>
</tr>
<tr>
<td></td>
<td>Please submit the most recent audited accounts</td>
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### Current operations

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<tr>
<td>9.</td>
<td>What problem does your solution address? Why does it make sense for your customers to adopt it?</td>
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<td>10.</td>
<td>Describe your target clients and your process of tailoring your offer for different clients</td>
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<tr>
<td>11.</td>
<td>Why does your business model require a grant? What are the intended uses of the grant money? How can you ensure that the activity will continue after the grant is used?</td>
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<tr>
<td>12.</td>
<td>In which areas of Senegal are you currently operating?</td>
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<tr>
<td>13.</td>
<td>What are the high-level sales and revenue figures of your potential customers? Please include 3 previous years and 3 years of future forecasted sales</td>
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<tr>
<td>14.</td>
<td>Who are your competitors in Senegal? and companies that are testing similar approaches in other relevant countries? How is your model different from competitors’ offers.</td>
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<td>15.</td>
<td>What is your approach to procurement? What risk mitigation approaches do you have in place in distributing the targeted products?</td>
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<tr>
<td>16.</td>
<td>Do you have any special insights or formal internal expertise to capture, analyze and assess the market dynamics of your target customers? (please include studies or Voice of the customer analysis, focus groups research, etc.)</td>
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<tr>
<td>17.</td>
<td>Describe any negative environmental impacts that could be caused by the procurement and distribution process or the use of the product by your target customers. Identify how you intend to mitigate negative impacts and promote positive impacts.</td>
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<tr>
<td><strong>Customer offer</strong></td>
<td></td>
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<td>18.</td>
<td>Which of the following sectors are you offering integrated solutions and provide the range of products and how it relates to the service level, targeting the following sectors do you offer for solar: agribusiness, fisheries, independent peri-urban or rural entrepreneurs?</td>
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<tr>
<td>19.</td>
<td>Describe your approach to gender and youth integration?</td>
</tr>
<tr>
<td>20.</td>
<td>Attachment: Please provide the technical specifications and description of the range of service levels indicated above.</td>
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</tbody>
</table>
| 21. | Describe how your business model is including the following aspects:  
- assessment of issues faced by potential customers  
- ability to use the integrated system and issue any payment  
- integrated troubleshooting process  
- How long have you been offering this integrated solution? |
<p>| 22. | Attachment: service agreement template |
| 23. | What is your approach to non-paying clients, including the product reposition process? |
| <strong>Target market</strong> |   |
| 24. | What geographic areas are targeted? |
| 25. | What market customer segments are targeted? |
| 26. | How many entrepreneurs and how many jobs will you support with this grant? Please explain assumptions. |
| 27. | What is the estimated size of the target market, in terms of number of end-user customers, revenue, and profit that you intend to service? |</p>
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<tbody>
<tr>
<td>28.</td>
<td>What is your approach to consider gender aspects in your target market? What are the possible issues that may prevent women or youth to develop their current activities.</td>
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<td>29.</td>
<td>Why is the proposed approach responding to those needs or gaps?</td>
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<tr>
<td>30.</td>
<td>What is the foreseen mechanism to protect the environment and the potential users of your systems?</td>
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</table>

**Budget and financing**

| 31. | Present a high-level budget of capital and operational costs that will be supported by the grant and cost share. The budget should clearly indicate which line items will be covered by SURE grant funding. A template is provided. |
| 32. | How will the implementation plan be financed? |
| 33. | Provide names of anticipated cost-share sources, and specify their type (i.e., equity, debt, grant funding, in-kind resources). Explain the status of any ongoing financing conversation. Do any of these sources of financing promote gender lens investing? |
| 34. | If bringing in-kind contributions, please disaggregate between labor, inventory, and other assets. Describe their valuation. |
| 35. | What is the total private mobilization and the proposed overall cost share? |