



## Scaling-up Renewable Energy Program in Uganda

### JOINT MISSION AIDE MEMOIRE



THE REPUBLIC OF UGANDA

17 – 25 August 2015

Kampala

Uganda

## INTRODUCTION AND BACKGROUND

1. Uganda is one of the fourteen new pilot countries selected to benefit from the Scaling-Up Renewable Energy Program (SREP) in Low Income Countries. SREP operates under the Climate Investment Funds (CIF). The objective of the SREP is to pilot and demonstrate the economic, social and environmental viability of low carbon development pathways in the energy sector by creating new economic opportunities and increasing energy access through the use of renewable energy. The Government of Uganda (GoU) is supported by a number of multilateral development banks (MDBs) including the African Development Bank (AfDB), the World Bank (WB) and the International Finance Corporation (IFC) to prepare and implement the SREP program in Uganda. AfDB is the lead MDB for the SREP Uganda.

2. Since Uganda was selected as a new SREP pilot country, the GoU, supported by the MDBs, has undertaken a number of preparatory activities. These include: (i) the SREP Scoping Mission held in Kampala between the 19<sup>th</sup> and 23<sup>rd</sup> January 2015 to inform the national stakeholders about SREP and to get a better understanding of key issues and barriers for renewable energy development in the country with the cooperation of the MDBs, (ii) a mission from the SREP National Task Force to Hague, The Netherlands, to attend a SREP Pilot Countries Workshop in February 2015, which main objective was to assist SREP pilot countries in presenting and sharing experiences among new and existing pilot countries on progress and bottlenecks in the development and implementation of SREP IPs, (iii) with the support of AfDB, a local and an international consultant were hired to support the SREP National Task Force in developing a draft IP including project/program concept notes, (iv) a technical mission held in Kampala between 17<sup>th</sup> and 19<sup>th</sup> June 2015 to advance the preparation of the IP and to continue discussions with relevant stakeholders.

3. The GoU prepared a draft of the IP for the MDBs to review in the first week of July, and subsequently the MDB Joint Mission (“the Mission”) visited Uganda between the 17<sup>th</sup> and 25<sup>th</sup> August 2015. The objective of the Joint Mission was to: (i) define the suggested investment priorities, (ii) continue collecting and reviewing all the necessary elements to ensure the timely finalization of the IP, and (iii) start developing the concept notes of the projects that shall be implemented during phase 2 of SREP programming.

4. The Mission was led by the SREP National Focal Point, Mr. James Baanabe, Ag. Commissioner Energy Efficiency and Conservation Department, Ministry of Energy and Mineral Development, with support from the AfDB as lead MDB, the WB and IFC. The SREP National Task Force contributed actively to the meetings and to the write-up of the investment plan during the mission. Annex 1 provides the names of the Mission members and stakeholders consulted, while Annex 2 provides agenda of the Joint Mission.

5. This Aide Memoire records the Mission's findings and recommendations. They were discussed at the wrap-up meetings at the Ministry of Energy and Mineral Development, chaired by James Baanabe on 26<sup>th</sup> August 2015.

6. The Mission expresses its appreciation for the courtesies received and for the support and cooperation accorded to it by the management and staff of the agencies with whom the Mission interacted. The Mission wishes to thank the GoU and all parties consulted (national institutions, organizations representing civil society, private sector representatives, development partners, etc.) for their interest, availability, and the high quality of discussions.

## MISSION ACTIVITIES

7. The Mission has, in accordance with the TOR, undertaking the following key activities:

- i. Validation of the investment priorities;
- ii. Stakeholder Consultations (national institutions, private sector, civil society organizations and development partners);
- iii. Support to the GoU in drafting an advanced draft of the IP; and
- iv. Development of Investment Concept Notes as well as Technical Assistance Components;

### Validation of Investment Priorities

8. Two sets of criteria have been used to identify the priority strategic investments areas for the IP. These include both SREP criteria as well as criteria related to national priorities. The objective was to ensure that SREP investments focus strategically on

areas that, on the one hand, maximize transformational impact and on the other are aligned with Uganda’s priorities.

9. The SREP criteria included: (i) potential for scale up - increased installed capacity from renewable energy, (ii) increased installed capacity from renewables, (ii) increased access to energy through the use of renewables, (iii) low emission development, (iv) affordability and competitiveness of renewable sources, (v) productive use of energy, (vi) economic, social and environmental development impact, (vii) economic and financial viability, (viii) leveraging of additional resources, (ix) gender, and (x) co-benefits of renewable energy scale-up.

10. Some national criteria pertaining to GoU’s policy priorities were defined. These include: (i) new potential areas for RE to diversify the energy mix, (ii) increase capacity for technology transfer, and (iii) contribution to employment creation.

11. The National Task Force and the MDBs worked together in applying these criteria to the technologies identified as having potential in the country. The table below provides the scores for the RE technologies considered for SREP. The final version of the IP will justify each score.

	Geothermal	Solar PV - Off-grid	Solar PV - Net-metering	Wind	ICS	Hydro (<10MW)	Municipal Solid Waste	Biogas
<b>SREP Criterion</b>								
<i>Increased installed capacity from renewable energy sources</i>	3	2	2	1	0	1	1	1
<i>Increased access to energy through renewable energy sources</i>	3	3	2	1	2	1	2	3
<i>Low Emission Development</i>	3	3	3	3	2	3	2	2
<i>Affordability and competitiveness of renewable sources</i>	3	1	1	1	3	2	1	2
<i>Productive use of energy</i>	3	3	2	2	0	3	2	1
<i>Economic, social and environmental development impact</i>	3	3	2	3	2	3	2	2
<i>Economic and financial viability</i>	3	2	2	2	3	3	2	2
<i>Leveraging additional resources</i>	3	2	3	3	3	2	2	2
<i>Gender</i>	2	2	2	1	3	1	1	3

<i>Co-benefits of renewable energy scale up</i>	2	3	3	2	3	2	3	2
<b>National Criteria</b>								
<i>New potential areas for RE to diversify energy mix</i>	3	3	3	3	0	0	2	2
<i>Increases capacity for technology transfer</i>	3	2	2	2	0	0	0	0
<i>Contributes to employment creation</i>	2	3	1	1	2	1	2	2
<b>Total Score</b>	36	32	28	25	23	22	22	24

## Stakeholder Consultations

12. The SREP Stakeholder Consultations followed a comprehensive participatory process involving many institutional, national, and international actors, led by the GoU and represented by the MEMD, with support from the MDBs, particularly the AfDB, WB and IFC. The objective of the consultations was to support the GoU in prioritizing and validating the IP and projects therein through a wide consultation and dialogue process with all interested stakeholders. During the workshop, the SREP Focal Point presented the draft IP and the proposed individual projects to be supported by SREP in order to receive valuable feedback.

13. The main stages of the consultative process have been the following:

- a. Multiple technical meetings during the scoping mission with the development partners, civil society organizations, NGOs, and private sector representatives (19 - 23 January 2015);
- b. Two sets of consultations between the MDBs, the National Task Force and key national stakeholders including national institutions, private sector representatives, civil society organizations and development partners,
  - Meetings were organized with each category of stakeholders at the beginning of the mission to present the draft investment plan including the proposed investment priorities to receive their feedback (17-20 August)
  - One meeting was organized with all stakeholders to validate and present some of the proposed changes that followed the comments received (21st August 2015);

- c. The draft Investment Plan will be posted on the website of MEMD for a period of two weeks to allow all interested stakeholders to provide further comments on the proposed investments.

14. Issues related to a number of aspects relevant to the SREP Investment Plan were raised by different stakeholders. Among others, these were : (i) selections of technologies, (ii) electricity access, (iii) alignment with other initiatives by Development Partners, (iv) grid instability, (v) gender, environmental and social considerations, and (vi) productive use of energy. A detailed report presenting the main findings, suggestions and proposed actions moving forward as a result of the stakeholder consultations will be presented as an annex in the final Investment Plan.

### **Advanced Draft of the Investment Plan**

15. The working sessions supported the National Task Force in the drafting of an advanced version of the IP. During those sessions, the National Task Force together with the Mission critically reviewed the early draft IP prepared by GoU and suggested relevant amendments. Those sessions were also an opportunity for the Mission to stress the importance of the expected transformational impact of SREP and its expected leveraging effect. SREP funds should be used to mitigate additional risks associated with renewable energy technologies and to remove barriers that hinder the deployment of renewables in the country.

### **Strategic Investment Areas**

16. The approach adopted by the Mission was to prioritize three flagship investments in the priority renewable energy areas identified in table presented in paragraph 11 above. The identified investment areas were:

- a. Geothermal
- b. Wind
- c. Solar Off-grid on Islands in Lake Victoria and a Pilot Project on Solar PV Net Metering

17. Initially the GoU had considered Peat and Biomass Co-generation as two technologies that could be supported by SREP. During the consultations with the different stakeholders, these were dropped for a number of reasons. These included in the case of Peat the fact that peat is classified by the UNFCCC as non-renewable

and can in many cases emit higher greenhouse gas emissions than coal for example. In the case of bagasse co-generation, the issue was one insufficient market that on one hand did not ensure sufficient competitiveness among players for the utilization of concessional funding, and on the other hand issues related to procurement by MDBs that could potentially act as an Implementing Entity for such a project.

18. To ensure successful implementation and scaling-up of the three strategic areas, the IP will consider Technical Assistance components in each project to help advance the deployment of the identified technologies, which in the case of geothermal and wind have not yet been developed in the country and therefore require significant preparatory work. These Technical Assistance components will complement GoU's efforts to bring on board the required additional policy, regulatory and institutional instruments that would facilitate the scale-up of renewable energy deployment in partnership with the private sector across the country.

19. It should be noted that even though grid connected solar PV is ranked high in the prioritization exercise it will not be included in the SREP investment plan. This is because of the interest already shown by the private sector in grid connected Solar PV and the fact that the donor-funded GETFIT program will open another round of tariff subsidy to select project developers for 20 MW of grid connected solar PV. It has, therefore, been decided that SREP would not further support this technology because of limited transformational potential.

### Investment Concept Notes, Technical Assistance and Capacity Building

20. The Investment Concept Notes associated with the strategic investment areas referred to in the previous section are presented hereunder.

21. **Geothermal.** Uganda had always used hydropower as its main source of electricity until 2005 when thermal power plants had to be introduced to the national grid to address an acute shortage of power which had come about due to drought, inadequate planning, and insufficient investment in electricity generation. A secure and sustainable energy mix are among the central challenges which Uganda will face in the coming years and geothermal, if properly developed in Uganda, could help the country in addressing this challenge by adding to its energy mix a clean, reliable and base load source of power. At the same time, it would decrease the dependence on hydro power generation that may be affected by droughts and climatic variability.

22. Geological, geophysical and geochemical investigations have been carried out on several sites in Uganda with the support of the International Development Association of Iceland (ICEIDA), JICA, and other development partners. This has indicated the availability of the geothermal resource in Katwe-Kikorongo, Kibiro and at Buranga geothermal sites but little progress has been done since then due to lack of funding.

23. SREP resources will be used to develop geothermal resources in the country and shall be implemented in a complementary manner with other activities being financed by different development partners as follows: (i) undertake exploration drilling in two of the most promising sites by finalizing all required and outstanding preparation activities, procure rigs and all necessary equipment and expertise. The initial objective is to fund at least six exploration wells in two sites, and (ii) in parallel, provide advisory services to the country on the best way to structure the competitive bidding process to select the private sector developers the construction, operation and maintenance of the required geothermal power plants at sites where sufficient geothermal resource is ascertained.

24. One of the issues hampering geothermal exploration in the country is that most of the sites indicated to have good resource potential have been concessioned/licensed out to private companies/individuals that have failed to advance exploration and drilling to ascertain the resource. The GoU is aware of the importance of minimizing exploration risk and therefore is committed to use SREP financial resources for exploration drilling in the most promising sites, i.e. those with the most promising geophysical results. For example, the license for the Kibiro site, one of the most promising in the country, expired in July 2015. The same will apply to other licenses in sites that SREP could be instrumental in advancing the development of the respective geothermal fields. Therefore, it is crucial that the GoU ensures that Kibiro, and any other site that might be targeted to benefit from SREP support, is not licensed to a private developer.

25. **Wind.** The National Vision 2040 identifies the wind energy resource as one of the areas to be developed to achieve the national target of 41,738 MW by 2040. The National Development Plan 2010-2015 proposed the establishment of a wind data base and also the promotion of wind mills for water pumping. The GoU has, through the MEMD, procured and installed, in July 2015, two pieces of wind measuring equipment in the Karamoja region to collect wind speed data in order to make a basis for an extensive resource assessment. Preliminary studies and assessments

suggest that the Karamoja region is amongst the best in the country for wind power generation. These two pieces of wind measuring equipment are too small in number to cover the entire Karamoja region and, under the current arrangement, it will take a long time to undertake a proper energy resource assessment to obtain data that can be used evaluate the potential to generate electricity from wind.

26. Up to now Uganda does not have credible wind potential data. This has hampered wind power sector development, especially the involvement of the private sector. In order to initiate transformation through wind, it is proposed for SREP to: (i) undertake a wind mapping exercise at 6 additional sites in the Karamoja region, (ii) subject to resource availability, select two sites (out of the six) with the best potential to develop two pilot wind farms (2x10MW grid connected). This will allow the GoU to establish the first reliable and bankable wind potential database of the Karamoja region. The aim of pilot wind farms would be to demonstrate that such technology is both commercially and financially viable in Uganda. and to set the path for further wind farm developments in the country. It will also allow the GoU to determine the most appropriate level of tariffs to be applied for future grid connected wind farms. All preliminary activities associated with this project are expected to be funded through a SREP Project Preparation Grant.

27. **Solar Off-Grid and Pilot Project on Solar PV Net Metering.** As per the Rural Electrification Strategy & Plan 2013 – 2022, the GoU targets to increase the electricity access rate in rural areas to 26% by 2022. In order for this to be achieved, an estimated total investment of USD 951.6 million will be required. Of this amount, USD 866.5 million will be required for on-grid electrification projects while US 8.5 million will be required for off-grid electrification projects. The Rural Electrification Agency (REA), through the Ministry of Finance, Planning and Economic Development (MoFED), is in advanced stages of securing financing from a number of financiers to support various on-grid electrification projects.

28. Nonetheless, very limited funding for mini-grid development has been secured with the exception of a Grant from the Islamic Development Bank to undertake electrification feasibility studies for the Buvuma and Sigulu islands on Lake Victoria.

29. In view of the above, and to increase energy access across inhabited islands in Lake Victoria, this project will support REA's off-grid electrification program by financing the following activities:

- a. Undertaking of preliminary studies in at least fifty (50) islands on Lake Victoria and rank electrification projects based on technical & economic viability. This study will constitute an Off-grid Electrification Master Plan for Island Communities and will be used by REA to scale-up renewable energy installed capacity and energy access across those islands;
- b. Following the development of the Off-grid Electrification Master Plan, REA will undertake detailed full feasibility studies for at least five (5) islands;
- c. Implement at least five PV solar-based mini-grids on islands across Lake Victoria.

30. The project is expected to have considerable replication potential once the first islands are electrified.

31. The GoU would like to test a pilot project on solar PV net metering. Due to the small amounts involved in such an initiative and to minimize transaction costs associated with the SREP investment program for Uganda and expedite the implementation of SREP in the country, the MDBs and the GoU agreed that this pilot project should be part of the wider off-grid proposal.

### **Field Missions**

32. The Joint Mission did not undertake any field mission.

### **The Monitoring and Evaluation**

33. The SREP Monitoring and Evaluation (M&E) system is a key tool to plan and monitor the Program's activities. It is essentially aimed at:

- a. Defining how transformational impacts will be measured before, during and after the life of the program,
- b. Ensuring that data collected, processed and analyzed at the level of the three investment projects harmoniously feed into the programmatic M&E system,

- c. Supporting the knowledge management and sharing initiatives of the Program, by highlighting successful outcomes and lessons learned and recommending ways to improve program implementation and its transformational impact.

34. Based on a set of SREP core indicators, the SREP M&E system will, to the extent possible, be integrated into the existing national M&E system of the energy sector - while solving some of its main constraints and bottlenecks, through capacity building initiatives. Therefore, its design will avoid the development of parallel structures or processes for monitoring and evaluation.

35. The main purpose of the Uganda IP results framework is to establish a basis for future monitoring and evaluation of the impact, outcomes and outputs of SREP-funded activities. In addition, the results framework is designed to guide Uganda and MDBs in further developing SREP-funded projects' results frameworks.

36. More broadly, the program's development outcomes are expected to encompass many dimensions beyond those required for monitoring under the SREP guidelines. Amongst others, these include improved reliability of electricity; economic savings to the nation and financial savings to consumers from lower-cost electricity; high-value jobs created in new energy subsectors; less volatile electricity supply; and an improved enabling environment resulting from the positive experiences of the SREP interventions, which will create the conditions for transformative change in how energy is supplied to the nation.

## Knowledge Management

37. The Joint Mission identified areas for strengthening knowledge management and information and lessons sharing (ILS). The sections hereunder describe the complementary program and project level activities targeted for SREP implementation.

38. Program Level: Raising awareness amongst national and local stakeholders about challenges and opportunities for developing the potential of renewable energy is a key element of the SREP. The efficient management of knowledge is needed to measure the outputs obtained and share what has been learned with stakeholders at all levels (national and local, internationally, other pilot countries and neighboring countries). The National Task Force, in coordination with other relevant national stakeholders, will continue to carry out the following activities:

- Support the development and maintenance of an efficient internal energy-information system;
- Support the development of a dedicated on-line RE portal to improve the availability of RE information for interested stakeholders;
- Promote efficient knowledge management and exchange of best practices between projects with other interested countries;
- Raise the SREP profile with the objective of raising additional funds and foster large-scale replication of activities countrywide and in the sub-region;
- Support the management of renewable energy knowledge (i.e. lessons learned, project organizational structures, et.) acquired by the SREP.

39. Because knowledge management is closely linked to monitoring and reporting on program results and outcomes, the ILS and M&E teams will work closely together.

40. Project Level: Knowledge-management activities will also be required at the project level. .

41. The ILS component will help to draw lessons from the new business models and innovative activities to be adopted in other SREP pilot projects so that similar models and activities can be replicated in other regions of Uganda. Lessons from project implementation should cover such aspects as assessing the key factors that contributed to success or failure, quantification of the co-benefits of renewable-energy development, and identifying areas of the project implementation phase that could be improved.

## **Environmental and Social Aspects**

42. Under SREP, the preparation of E&S studies will rigorously adhere to Ugandan laws and regulations, as well as the E&S policies, guidelines, and standards of the MDBs, which are known to be very strict and complete. The lead implementing entity for the SREP public sector projects –MEMD- has undertaken numerous projects with

the AfDB and other MDBs and therefore it has policies and procedures in place to ensure compliance with both the GoU and MDBs social and environmental safeguards.

43. For the investment phase, and since specific locations of investments will be defined during project design, an Environmental and Social Management Framework (ESMF) will be prepared. It will define the environmental and social (E&S) planning, review, and clearing processes that follow both national and the implementing MDB's safeguards rules. The ESMF will ensure that energy is produced and utilized in an environmentally sound manner and provide a corporate environmental, a social safeguard policy framework, institutional arrangements and capacity available to identify and mitigate potential safeguard issues and impacts of RE projects. The ESMF will be prepared in compliance with national guidelines and MDB's safeguard rules. The GoU is fully committed to support and actively participate in international efforts and cooperate with international organizations that seek to ensure sustainable delivery of energy to mitigate negative environmental impacts and climate change. By adopting established mechanisms and procedures defined both at the national and MDB level, the ESMF will include the following components:

- Environmental and Social Impact Assessment (ESIA) to identify key environmental and social impacts and corrective measures for each sub-project once exact intervention locations are known.
- Environmental and Social Management Plan (ESMP) to translate the ESIA into coordinated activities at local level, with detailed checklists and mitigation measures in order to address expected environmental and social impacts.
- Resettlement Policy Framework (RPF) followed by Resettlement Action Plans (RAP), to present legal and institutional framework, eligibility criteria, methodology for asset valuations and mechanisms for stakeholder consultations and grievance redress.

## Way Forward and Next Steps

44. Timing for finalization of the Investment Plan. It was agreed that the final draft final version of the plan will be issued during the first week of September. The draft final version will subsequently be made available on the MEMD website for two weeks for public consultation, and submitted at the same time to the independent reviewer

as per the SREP requirements. The schedule for SREP IP submission for endorsement at the upcoming SREP Sub-Committee meeting planned 9-13<sup>th</sup> November 2015 is presented in the table below.

45. The SREP National Focal Point will be required to travel to Washington DC to present and defend the Investment Plan on behalf of the GoU. The CIF Admin Unit will cover the costs associated with such trip. If the GoY decides to send the Minister of Energy and Mineral Development or the Permanent Secretariat to make an initial political statement on the importance of SREP to Uganda, the costs shall be borne by the GoU.

Activities	Activity Duration (Weeks)	Start Date	Finish Date	Responsible Party/Personnel
Joint Mission	2	17.08.15	26.08.15	All
SREP IP Finalization	2	26.08.15	14.09.15	National Task Force
Disclosure of IP for public consultations	2	14.09.15	28.09.15	MEMD
Independent technical review of the IP	2	14.09.15	28.09.15	CIF Admin Unit
Revision of the IP based on comments received	1	28.09.15	05.10.15	MEMD
MDB internal quality review of the IP and GoU validation	2	28.09.15	12.10.15	MDBs / MEMD
Design and Format of the IP	3	05.10.15	16.10.15	Consultant
Submission of the IP to the CIF Admin Unit	0	20.10.15	20.10.15	SREP National Focal Point
Presentation and Endorsement of IP by SREP sub-committee	0			SREP National Focal Point and Ministers or PS / CIF Admin Unit

## ANNEX I: JOINT MISSION PARTICIPANTS AND STAKEHOLDERS CONSULTED

<i>ORGANISATION</i>	<i>NAME</i>	<i>POSITION</i>	<i>CONTACT DETAILS</i>
<b><i>MDBs</i></b>			
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**PRIVATE SECTOR ORGANIZATIONS AND CIVIL SOCIETY ORGANISATIONS**

*Invited: Uganda National Chamber of Commerce and Industry, Uganda Investment Authority (UIA), Uganda Manufacturers Association (UMA), Global Village Energy Partnership International (GVEP), Private Sector Foundation Uganda (PSFU), Sugar Corporation of Uganda Ltd (SCOUL), Center for Research in Energy and Energy Conservation (CREEC), Biomass Energy Efficient Technology Association (BEETA), Joint Energy and Environment Projects (JEEP), Kinyara Sugar Limited, Uganda Sugar Manufacturers Association (USMA), Uganda Banker's Association, Other Independent Power Producers present in the Country, Uganda National Alliance for Clean Cooking, World Wide Fund for Nature, Renewable Energy Business Incubator, SNV, Women Entrepreneurs Association.*

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**DEVELOPMENT PARTNERS (other than MDBs):**

<i>Invited: Federal Republic of Germany, Royal Norwegian Embassy, Kreditanstalt für Wiederaufbau (KfW), Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH (GIZ), French Development Agency (AFD), Japan International Cooperation Agency (JICA), USAID, DFID, and UNDP.</i>			
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## ANNEX II: JOINT MISSION AGENDA

	Day 1	Day 2	Day 3	Day 4	Day 5	Following week
<i>AM</i>	<p>8.30:9.30: Initial Meeting between MDBs and Consultants</p> <p>10.00:10.30: Kick off Meeting with MEMD</p> <p>11.00:12.00 Finalization of Joint Mission Schedule and Logistics for the mission including consultations</p>	<p>9.00:12.00: Consultation Meeting between MDBs, SREP National Taskforce and Development Partners</p>	<p>9.00:12.00: Consultation Meeting between MDBs, SREP National Taskforce and National Institutions, CSOs, NGOs and other relevant stakeholders</p>	<p>9.00: 12.00: SREP IP validation work (M&amp;E, knowledge management, technical assistance and capacity building, and Environmental and Social aspects</p>	<p>8.30:13.00: Stakeholder Consultative Workshop between SREP National Taskforce, MDBs and Stakeholders:</p> <ul style="list-style-type: none"> <li>• Opening</li> <li>• SREP Presentation</li> <li>• Presentation of proposed SREP priorities</li> <li>• Presentation on Implementation Modalities</li> </ul>	<p>Finalize Technical Report and Aide Memoire and address outstanding issues</p>
<i>PM</i>	<p>14.00:18.00 Meeting between MDBs and the SREP National Taskforce (Presentation from the National Consultant on identified priorities for SREP the intervention</p>	<p>14.00:18.00: Consultation Meeting between MDBs, SREP National Taskforce and Private Sector</p>	<p>13.30:18.30: Discussion between MDBs and National Taskforce on the outcomes of the consultations undertaken</p> <p>SREP IP validation work (key institutional aspects and priority investments suggested)</p>	<p>14.00:18.00: SREP IP validation work (investment concepts)</p>	<p>14.30:18.30: Prepare Workshop Technical Report (One team)</p> <p>14.30:18.30: Prepare Aide Memoire (One team)</p>	