



Ministry of Energy

ASCENT Malawi – Component 2: Off-Grid Connection through Solar Home Systems

REQUEST FOR BUSINESS PLANS

for

**Enlistment as Participating Organizations (POs) of Ngwee Ngwee Ngwee
Fund (Off-Grid Market Development Fund) for Installation of Solar Home
Systems under ASCENT Malawi Component 2**

8th October 2025



**Infrastructure Development Company Limited (IDCOL), Bangladesh
has been engaged by the Ministry of Energy as Fund Manager for
the Ngwee Ngwee Ngwee Fund**

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SECTION 1: REQUEST FOR BUSINESS PLAN

1. The Government of Malawi (GoM) has prioritized the development of the energy sector as a catalyst for achieving Malawi Vision 2063. Building on the success of the World Bank-funded Malawi Electricity Access Project (MEAP), the Ministry of Energy (MoE) is now implementing World Bank-funded Accelerating Sustainable and Clean Energy Access Transformation (ASCENT) Malawi Project. The MEAP helped to raise the national electrification rate from 19.0% in 2021 to 25.9% in 2024, and successfully implemented the Off-Grid Market Development Fund (OGMDF), which was later renamed as *Ngwee Ngwee Fund (NNNF)*.
2. The objective of the ASCENT Malawi is to support GoM in achieving its strategic goal of reaching at least 70% electricity access by 2030, and of providing cleaner cooking solutions to 75% of the households.
3. Under Component 2 of the ASCENT Malawi, NNNF is offering loans and Results-Based Financing (RBF) grants for scaling up off-grid solar energy solutions, targeting households and communities beyond the reach of the current national grid. The component is expected to connect 811,000 households (3.4 million people). The total funding available for this component is \$60 million.
4. The NNNF Fund Manager, Infrastructure Development Company Limited (IDCOL) on behalf of the MoE, now invites applications from Applicants that meet the eligibility criteria set out in Section 2 of this Request for Business Plans.
5. All Applicants must submit the following forms:
 - a. Application Form as outlined in [Section 4](#) of this Notice;
 - b. Business Plan including all the Annexed items as outlined in [Section 5](#) of this Notice; and
 - c. Documents as outlined in [Section 6](#) of this Notice.
6. Details of the submission address, deadline and format are provided in the Data Sheet ([Section 3](#)).
7. Only selected companies shall be contacted after evaluation. No debriefing will be provided to unsuccessful companies.
8. The Business Plan must be submitted on or before **10th November 2025 by 2:00 PM** Central Africa Time. No late submission shall be accepted.
9. One (1) original and 1 copy of the Business Plan and Application Form must be submitted in printed form in the below-mentioned address within the deadline while a copy is to be

sent to the below-mentioned email address (the file size must be within 15MB). Submission of either electronic or hardcopy alone will not be considered as complete.

Sincerely,

Infrastructure Development Company Limited (IDCOL)

Fund Manager, Ngwee Ngwee Ngwee Fund

Area 47, Sector 5, House no. 66 (<https://maps.app.goo.gl/13GeA56qFcCiPZj1A>)

E-mail: ogmdf@idcol.org with a copy to austin.theu@energy.gov.mw

Tel: Fund Manager: +265 98 000 6904 (WhatsApp), Mr. Austin Theu: +265 99 913 8270

SECTION 2: INFORMATION TO APPLICANTS

1. Introduction

Applicants are invited to submit a Business Plan for the assignment named in the Data Sheet. The Business Plan shall be considered as one of the factors in the selection process of Participating Organizations (POs) and fund allocation, in addition to other factors including but not limited to credit analysis and capacity assessment by the Fund Manager. Once selected, the MoE will sign a Loan, Grant and Security Agreement that defines roles and responsibilities of each party, the terms and conditions of funding, the performance requirement and contract termination, with the selected organization(s).

Kindly note that (i) the costs of preparing the Business Plan including Applicants' visits to the Ministry of Energy's office are not reimbursable; and (ii) MoE is not obligated to sign any Agreement in relation to the Business Plans submitted.

1.1 Clarification and Amendment

Applicants may request a clarification from the Fund Manager/ MoE on any of the Business Plan documents before the deadline for clarifications indicated in the Data Sheet. At any time before the submission of Business Plans, the MoE may, for any reason, amend the NNNF terms and conditions as well as submission requirements, or at its discretion extend the deadline for the submission.

1.2 Miscellaneous

All submissions must be in English language. If any supporting documents are written in a language other than English, a *certified* copy of the translation must be provided in addition to the original document.

The Business Plan and any related information submitted by the Applicants shall be considered confidential and shall not be disclosed to any third party without the prior written consent of the Applicant, except as required by law or as necessary for the Fund Manager and MoE to review and evaluate the Business Plan. The Fund Manager and MoE shall take reasonable measures to protect the confidentiality of the Business Plan and related information and shall not use such information for any purpose other than the evaluation of the Business Plan.

2. Eligibility Criteria

To qualify for funding under the NNNF, Applicants must satisfy all the following conditions, unless stated otherwise. If any applicant fails to satisfy any of the following conditions, the application shall not be considered for detailed business plan evaluation.

(a) Business Plan Quality

- Submit a **satisfactory Business Plan** that demonstrates:
 - A credible strategy for using NNNF loan and / or grant financing to sell Solar Home Systems (SHS) to Eligible Households;
 - A robust internal organizational structure for implementing the plan;
 - A suitable team to implement the business plan;
 - Capacity to distribute SHSs to Eligible Households on cash or credit using PAYGO or other models and provide after-sale services;
 - Customer Relationship Management (CRM) Systems for ongoing customer receivables portfolio monitoring and recovery; and
 - Prior experience in participating in loan and grant programs implemented by the government or development finance institutions is desirable.

(b) Financial Track Record

- Provide audited financial statements for the past three (3) years.

(c) Financial Strength (must meet at least two of the following):

- Minimum revenue of MWK 320 million (or equivalent) in the latest year;
- Positive Net Income (defined as sales minus cost of goods sold, general expenses, taxes, and interest) in two of the past three years, or the Return on Assets (defined as Net Income over Total Assets) should be higher than 5% of the latest financial year; and
- Debt-to-equity ratio not exceeding 5.0, or minimum working capital of MWK 480 million in the latest year.

(d) Ongoing Compliance

- POs must continue to meet these eligibility criteria throughout the funding period;
- Compliance will be monitored annually by the Fund Manager, MoE, and the World Bank; and
- Failure to comply may result in suspension of further disbursements until corrective actions are taken to MoE's satisfaction.

(e) Systems and Controls

- Maintain sound accounting, CRM platform for customer receivables portfolio monitoring and recovery, and internal audit systems that are transparent and reliable. The CRM platform must support API connections with the MoE's Remote Monitoring Platform (RMP), allowing full access to all relevant performance indicators and data through integration with the RMP.

(f) Audit Requirements

- Annual external audits must be conducted by a Malawi Accountants Board (MAB)-registered auditor (for companies registered in Malawi) or by enlisted audit firms from competent authority from the registration country (for companies domiciled outside Malawi).

(g) Legal Registration

- Must be registered with appropriate authorities in Malawi, with licenses or approvals to operate both its existing and proposed off-grid solar business (for companies registered in Malawi). International companies are to submit registration documents from its domiciled country and shall be required to register in Malawi prior to executing loan and grant agreements.

(h) SHS Deployment Track Record

- Must have installed at least 5,000 SHS in Malawi, or more than 100,000 SHS in other African countries within the last two years.

3. Submission Requirement

Submissions from Applicants have to take into consideration NNNF Funding Terms and Conditions (refer to heading 4 in this Section) and need to include:

- Application Form as outlined in [Section 4](#) of this Notice;
- Business Plan including all the Annexed items as outlined in [Section 5](#) of this Notice; and
- Documents as outlined in [Section 6](#) of this Notice.

4. NNNF Funding Terms and Conditions

4.1 Eligible Areas

The NNNF extends loans and grants to cover the costs of distribution, installation, and financing of SHS in 27 districts of Malawi, excluding the city areas of Lilongwe, Blantyre, Zomba, Mzuzu, and Likoma island.

4.2 Eligible Households

Eligible households under the NNNF are defined as households residing in Eligible Areas that have no electricity access, either through grid or mini-grid. Households having already benefitted from a subsidized SHS under the NNNF are not eligible. This eligibility criterion will be verified through customer national ID number. A given ID number cannot be used to claim RBF more than once. This criterion will enter into force when the NNNF program provides companies with the necessary data tools to apply it. For avoidance of doubt related to having grid connection, households without ESCOM connection at the time of SHS installation under NNNF is an Eligible Household.

The NNNF intends to add the following criterion for defining Eligible HHs:

Households located within a 500-meter radius of a low-voltage distribution transformer at the time of SHS installation are not be eligible to receive RBF Grant.

The Ministry is reviewing the market readiness for implementing this requirement which will be rolled out progressively. Before this criterion becomes effective, the Ministry will equip POs with the necessary data tools and training to apply it. The POs will also be given sufficient time to train their sales agents on this criterion.

4.3 Funding Size

Under this round of application, RBF grants and loans will be allocated to eligible POs.

The actual allocation of funding—both loan and grant—will depend on:

- The scope and ambition of the submitted Business Plan;
- The Applicant's operational and financial capacity;
- Alignment with Project objectives (including geographic reach and targeting of female-headed households)¹; and
- The Fund's evaluation and risk assessment of the Business Plan.

The maximum financing limit per applicant will be determined by the MoE in line with the internal risk exposure limits and financial management guidelines of the Fund.

4.4 Use of Proceeds

The loan proceeds can only be used for Applicant's working capital requirement in relation to their operations (i.e., procurement, installation, distribution, end-user financing, after-sales service). If a company wishes to use NNNF loans to procure SHSs from a group concern or a parent company located outside of Malawi, the following conditions have to be met:

- (i) the group concern or parent company must have an established business and a demonstrable track record of manufacturing VeraSol certified SHSs,
- (ii) companies shall have to demonstrate a competitive transfer price from the group concern or parent company which is to be substantiated through documentary evidence.

The grant is designed as an RBF that will be exclusively used for end-user subsidy to reduce the price of SHS, making them affordable to Eligible Households.

4.5 End-User Subsidy

NNNF end-user subsidy is designed as a flat fee reduction for all Eligible Households. Every eligible system will receive a subsidy of USD 20. The subsidy disbursement will be in equivalent local currency (MWK). The exchange rate will be sourced from the official USD

¹ The main objective of this project component is to provide access to electricity through SHS to 3.4 million people. In addition, the project targets 30% of female-headed households among newly connected households. It is also desirable that SHS sales are spread throughout the country.

selling rate published by the Reserve Bank of Malawi. The date of the rate shall be each periodic grant request date.

The amount of the RBF grant is to be fully passed on to the Eligible Households by the POs as a price reduction. As part of the application process, POs must present their existing pricing structure and their proposed subsidized pricing structure for products sold on cash and on credit (PAYGo or other credit models). For any increase on the subsidized price after loan and grant agreement execution, POs are required to obtain prior approval from MoE.

Customers can only benefit from the RBF Grant once. A PO is allowed to sell only one subsidized SHS per customer (only one subsidized SHS per unique National ID number).

The RBF will be paid to POs upon the verification of conformity of SHS installation (i.e., customer is eligible, product is eligible, subsidized price matches price agreed with MoE, etc).

The POs will be required to collect detailed locations of the households including GPS coordinates, which will be a mandatory data requirement during submission of verification reports. The Ministry is reviewing the market readiness for implementing *margin of error not exceeding ± 5 meters* in relation to GPS coordinates, *which will be rolled out progressively*. Before this requirement becomes effective, the Ministry will communicate the timeline for this requirement before it becomes effective. POs will be given sufficient time needed to equip and train their sales agents on this requirement. Once rolled out, if margin of error for submitted GPS coordinates exceeds ± 5 meters, the IVA may flag it as discrepancy which will result in withholding of RBF Grant until rectification by the PO. The sales agents of the POs should therefore use a device capable of reaching ± 5 meters GPS accuracy during installation of SHSs at the households.

4.6 Loan Terms

NNNF will provide both Malawian Kwacha and USD denominated loans. The USD loan will be utilized only to make direct payments to the suppliers on behalf of the POs, for the purpose of importing SHS. The NNNF may make direct payments to international vendors of CRM software subject to availability of funds. The working capital financing for market expansion and all in-country costs are to be disbursed in local currency (MWK).

All USD loan disbursements made will be recorded as a local currency loan, converted at the exchange rate published by the Reserve Bank of Malawi at the date of the transaction. Any local currency loan disbursements shall be added to the USD converted local currency loan.

KEY TERMS	TERM DETAILS
Tenor and Grace Period	Up to 3 years including up to 1-year grace period. Grace is only for principal repayment. Interest will be serviced during grace period.

Payment Date of Loans	15 March, 15 June, 15 September, 15 December
Interest Rate	Policy rate or the minimum lending rate, whichever is higher as set by the Reserve Bank of Malawi. The date of the rate will be the date The World Bank provides No Objection on the Loan Agreement.
Availability Period	Up to twelve months from the date of signing of the Loan Agreement
Repayment	The principal amount of the loan shall be repayable by the PO in equal instalments starting at the end of the principal grace period.
Prepayment	No prepayment, except for mandatory prepayment, will be allowed in the first 24 months (please refer to Fees & Charges below)
Fees and Charges	The applicable fees and charges are as follows: • Commitment Fee: 0.50% on the Unwithdrawn Loan Balance to be paid on Payment Date of Loans • Prepayment Fee: 2% on the amount prepaid

4.7 Collaterals on Loans

POs are to provide collaterals against the loans which shall be negotiated and finalized prior to loan agreement signing.

4.8 Disbursement of Funds

Debt will be disbursed by milestones (subject to satisfactory verification as required) to ensure the funding is used by POs for the purpose intended by the Fund. These milestones will be negotiated with companies based on their financing needs, supplier contract provisions and invoices for stock, work orders, invoices of assets to be purchased by the POs.

RBF Grants disbursements shall be made after verification by an Independent Verification Agent (IVA). POs shall be eligible to claim the RBF grant on the number of eligible installations completed in a quarter and onwards.

4.9 Gender and Social Inclusion Focus

Applicants are encouraged to sell subsidized SHS to female-headed households². Incentives may be provided for companies to contribute to the project's objective of 30% of female-headed households among newly connected households.

Applicants are also encouraged to create jobs for female sales agents. Any commitment on the jobs created for women will be taken into consideration during the evaluation of proposals.

² According to the National Statistical Office of Malawi, Female-Headed Households are defined as households in which a female adult is the sole or main income earner and the decision maker, for example, unmarried, widowed, divorced/separated.

4.10 Technical Requirements

VeraSol-certified SHSs which are MTF Tier 1³ and above with minimum 5Wp and maximum 20 Wp⁴ shall receive the loan and/or grant support. All systems should include a port for phone charging and a minimum of 2 (two) light points which should give a minimum lighting service of 1,000 lumen-hour per day and a minimum availability of 1 (one) hour of lighting per evening.

4.11 Monitoring Platform Requirements

POs' CRM systems must support API connections with the MoE's Remote Monitoring Platform (RMP)⁵, allowing full access to all relevant performance indicators and data through integration with the RMP.

The MoE plans to adopt Key Performance Indicators (KPIs) of the PAYGo PERFORM Monitor⁶. Once rolled out, POs will be required to share data with the platform.

4.12 Environmental Credits

The POs shall not claim any Environmental Credit benefits for the SHSs installed under the Fund. Any Environmental Credit(s) claimed shall be owned solely by the Government of Malawi through MoE. MoE shall make Environmental Credit claims relating to the project activities and shall combine all such Environmental Credit claims under the project activities.

4.13 Product Warranty

POs are required to provide a minimum 2 years manufacturer warranty to the customers and an after-sales service contract that commits to the availability of spare parts and technical service for the warranty period.

4.14 Environment and Social Safeguards

³ Refers to the Multi-Tier Framework (MTF) for energy access published by the Energy Sector Management Assistance Program (ESMAP). An MTF Tier-1 SHS includes 2 or more lighting points, a phone charging port, and minimum lighting service of 1,000 lumen-hour per day and a minimum availability of 1 (one) hour of lighting per evening (per Verasol certificate).

⁴ Companies looking for RBF grants and loans for SHS above this capacity (SHS of level 2 and above) are invited to approach the TDB group implementing the "Regional Energy Access Financing" Platform under the ASCENT MPA. Contingent on resources being available, this platform provides RBF for SHS and other decentralized renewable energy technologies in the AFE region that are not covered by national projects.

⁵ The Remote Monitoring Platform of the MoE is provided by Prospect (<https://prospect.energy/>)

⁶ The PAYGo PERFORM Monitor (<https://www.atlasdata.org/about-paygo>) will allow the NNNF to monitor portfolio quality, financial and operational performance KPIs of POs with the purpose of better understanding the NNNF impacts.

All POs must follow and implement the ASCENT Malawi Environmental and Social Management System (ESMS)⁷. The Applicants are required to provide a concrete plan to become compliant with ESMS during submission of the business plan.

4.15 Quality Assurance

It is the responsibility of the companies to procure SHSs that have valid VeraSol certificates. At the time of placement of the purchase order, it is the responsibility of the POs to ensure that the SHS models have valid VeraSol certificates.

4.16 Insurance for Equipment

Companies will take necessary insurance coverage, as applicable, for all equipment procured under the project. MoE shall create charges on all insurance proceeds as part of the loan collateral packages.

4.17 Portfolio at Risk Ratio

The POs will be required to maintain PaR30 (portfolio at risk with outstanding loans in arrears for 30 days or more) ratio below 20% during the project period. If PaR30 is above 20%, further loan and/or grant disbursement may be withheld at the discretion of MoE.

⁷ The ESMS is available in the NNNF website : <https://www.nnnf.energy.gov.mw/en/resources/>

SECTION 3: DATA SHEET

Clause	Subject				
1	Clarifications may be requested within 15 days of publication of the Call for Proposal.				
2	The Business Plan and Application Form submission address is: Infrastructure Development Company Limited (IDCOL) Fund Manager, Ngwee Ngwee Ngwee Fund Area 47, Sector 5, House no. 66 (https://maps.app.goo.gl/13GeA56qFcCiPZj1A) E-mail: ogmdf@idcol.org with a copy to austin.theu@energy.gov.mw Tel: Fund Manager: +265 98 000 6904 (WhatsApp), Mr. Austin Theu: +265 99 913 8270 Business Plan must be submitted no later than the following date and time: 10th November 2025, 2:00 PM Central Africa Time. One (1) original and 1 copy of the Business Plan and Application Form must be submitted in printed form in the above-mentioned address within the deadline while a copy is to be sent to the above-mentioned email address (the file size must be under 15MB). Submission of either electronic or hardcopy alone will not be considered as complete. Fund Manager and MoE will not bear cost of printing and transportation for submission.				
3	Application Assessment Criteria The assessment criteria and weight allocation are as follows: <table border="1"> <thead> <tr> <th>Criteria</th><th>Weight</th></tr> </thead> <tbody> <tr> <td> Business Plan Assessment - Financial Feasibility: The Fund Manager will assess the company's financial projections and the feasibility of their plan to install and operate SHS. The company should demonstrate that they have the financial means to execute their plan, and that their revenue and profit projections are realistic. - Technical and Operational Capability: The Fund manager will evaluate the company's technical and operational capabilities to design, install, maintain and finance SHS. This evaluation will include an assessment of the company's track record, experience and expertise in the sector, as well as the quality, durability and certification of the equipment and technology they plan to deploy. It will also include after-sales service and maintenance arrangements; customer support mechanisms; financial management systems; digital payment platforms; and compliance with national standards and regulatory requirements. </td><td>70%</td></tr> </tbody> </table>	Criteria	Weight	Business Plan Assessment - Financial Feasibility: The Fund Manager will assess the company's financial projections and the feasibility of their plan to install and operate SHS. The company should demonstrate that they have the financial means to execute their plan, and that their revenue and profit projections are realistic. - Technical and Operational Capability: The Fund manager will evaluate the company's technical and operational capabilities to design, install, maintain and finance SHS. This evaluation will include an assessment of the company's track record, experience and expertise in the sector, as well as the quality, durability and certification of the equipment and technology they plan to deploy. It will also include after-sales service and maintenance arrangements; customer support mechanisms; financial management systems; digital payment platforms; and compliance with national standards and regulatory requirements.	70%
Criteria	Weight				
Business Plan Assessment - Financial Feasibility: The Fund Manager will assess the company's financial projections and the feasibility of their plan to install and operate SHS. The company should demonstrate that they have the financial means to execute their plan, and that their revenue and profit projections are realistic. - Technical and Operational Capability: The Fund manager will evaluate the company's technical and operational capabilities to design, install, maintain and finance SHS. This evaluation will include an assessment of the company's track record, experience and expertise in the sector, as well as the quality, durability and certification of the equipment and technology they plan to deploy. It will also include after-sales service and maintenance arrangements; customer support mechanisms; financial management systems; digital payment platforms; and compliance with national standards and regulatory requirements.	70%				

	- Impact and Sustainability: The Fund manager will evaluate the company's plan for the social and gender impact of their SHS. The company should demonstrate how their project will improve the lives of the beneficiaries in remote and poor districts and how the system will be affordable for end users living in these areas. Discounted pricing for poor and vulnerable groups of people under this Project will be viewed as positive for impact assessment. - Risk Management: The Fund manager will evaluate the company's risk management plan and their ability to mitigate potential technical, credit and E&S risks associated with the project. This includes an assessment of the company's experience and track record in managing risks, as well as their ability to respond to potential issues that may arise during the project.	
	Organizational Capacity Assessment - Past experience - Familiarity in the targeted project area - Quality of the proposed technical and management team - Organizational capacity and soundness of management and accounting practices - Past financial performance - Demonstration of local knowledge and implementation experience	30%
4	A pre-proposal webinar will be held on: Date: 20th October 2025. Time: 1:00 PM Central Africa Time Meeting Registration Link: Microsoft Virtual Events Powered by Teams	

SECTION 4: APPLICATION FORM

SL.	Subject	Information		
a.	Name of the Applicant			
b.	Year of establishment			
c.	Nature of business			
d.	Address of the head office			
	Telephone		Alternate Mobile	
	E-mail		Alternate E-mail	
e.	Registration	Registration Body	Registration no.	Date
	i.	Malawi Energy Regulatory Authority (MERA)		
	ii.	Malawi Revenue Authority (MRA)		
	iii.	Public Procurement and Disposal of Assets Authority (PPDA)		
	iv.	<i>[Please add any other registration bodies as required]</i>		
f.	Address of the registered office, if different from head office			
	Telephone		Alternate Mobile	
	E-mail		Alternate E-mail	
g.	Shareholding structure of the organization	<i>[Please mention name of shareholders and their percentage holdings]</i>		
h.	Name of Chairperson of Board			

SL.	Subject	Information				
i.	Name of CEO / MD					
j.	List the core activities/ programmes					
k.	Area of operation in Malawi (name of districts)					
m.	Total HO staff strength (permanent)	Male: Female:				
n.	Total sales agents in Malawi	Male: Female:				
o.	Total number of branch offices in Malawi					
p.	Number of SHSs installed	In Malawi: In Africa (excluding Malawi):				
	Model and System Size (Panel capacity in Wp)	Cash price	PAYGO Price	Down payment (%)	Repayment frequency	Tenor (years) / Other term, if any
q.	Has experience in renewable energy projects other than SHS?	[___] Yes		[___] No		
	If yes, name of project/ technology	Date of the project started	No. of systems installed so far		Source of funding	
	Solar Street Lights					
	Solar Mini-Grids					
	Solar Irrigation Pumps					
	Biogas					
	Clean Cook Stoves					
	Other (specify)					

SL.	Subject	Information					
r.	Collection Rate (Ratio of all collected receivables payments over total receivables payments due for a period (does not include deposits))	2022		2023		2024	
s.	Does your organization make provision for bad loans?	Yes	No	If yes, % of total loans currently classified as bad loans	2022	2023	2024
t.	Financial information (should correspond with the audited financial reports submitted)	2022 (MWK)		2023 (MWK)		2024 (MWK)	
	Total assets						
	Total liabilities						
	Total equity capital						
	Total revenues						
	Total operating expenses						
	Total operating income						
	Interest expense						
	Net income						

SECTION 5: OUTLINE OF BUSINESS PLAN

1. Executive Summary

- a. Organization profile;
- b. Objectives for participating in the project;
- c. The size of loan and grant the Applicant is seeking from NNNF;
- d. Summary of the use of proceeds of the loan and grant; and
- e. Summary of the expected outcomes and results.

2. Presentation of organizations for:

- a. Company background and experience in SHS projects;
- b. The overall business objective and growth plan in Malawi's SHS market; and
- c. The business model and overall strategy of the company.

3. Operational Plan

- a. Expected business target. The number of eligible SHS (i.e. eligible product and eligible households) the Applicant is envisaging to install in the next 36 months ***in line with its capacity***;
- b. Targeted project areas (i.e. the areas where Applicant is interested to work, including how they align with the areas selected for NNNF);
- c. Demand analysis: household energy needs and willingness to pay;
- d. Target customer segments;
- e. Competitive landscape (existing SHS providers, market share);
- f. Product specification (e.g. service level, performance criteria, maintenance and guarantee issues, etc.);
- g. VeraSol certification;
- h. Operational procedures, e.g.:
 - i. Supply: quality and procurement; service and guarantees
 - Partnership with suppliers for a long-term business horizon
 - Clear arrangement about service and maintenance
 - Warranty arrangements: specific details with respect to system guarantee including guarantee terms for product components, performance, and other factors (to avoid disputes and beneficiary dissatisfaction)
 - ii. Distribution, sales and installation: staff; equipment, etc.
 - iii. Maintenance and service
 - iv. Reporting, accounting, and monitoring.
- Price list for SHS under the project, pre- and post-subsidy, and (optional) a price formula for price updates based on concrete macro-economic indicators such as inflation or forex rate⁸. It is to be noted that the proposed price list shall not be considered final at this stage and shall be further reviewed by MoE with the selected company prior to loan and grant agreement execution;

⁸ Post subsidy price updates require approval from the Ministry of Energy. Such a formula will help identify possible ways of expediting such approval process.

- Detailed project implementation plan including timeline;
- Details on partnerships and collaborations with local organizations.

4. Risk Management

- a. Description of risk mitigation measures for: supply chain risks, currency and inflation, policy and regulatory changes;
- b. Description of financial management system to ensure internal control;
- c. Description of credit management process;
- d. Description of process of customer default, managing overdue payment and bad debt;
- e. Description of process of managing SHS technical issues at the households.

5. Financial Management

- a. Project and corporate level financial projections focusing on revenue, costs, cash flow, break-even analysis, and return on investment;
- b. Financing plan, including plans to raise equity, debt and grants to implement the plan;
- c. Budgets:
 - i. Estimated amount of loan and grant requested
 - ii. Breakdown of financing cost items:
 - Procurement, transportation, installation, monitoring, post installation service, branch office and head office management cost etc.
 - Full financial forecasts of drawdown requests
- d. Separate Project accounting procedures (Note: Companies must maintain a separate project accounting to NNNF)

6. Environmental and Social Management System

- Please attach the Environmental and Social Management System of your organization
- Please indicate compliance with the Project's Environmental and Social Management System (ESMS)⁹, or a concrete plan to become compliant with it during the first year of the Project (note that the Project may be able to provide Technical Assistance for this purpose)

⁹ The ESMS is available in the NNNF website: <https://www.nnnf.energy.gov.mw/en/resources/>

SECTION 6: ANNEX TO THE BUSINESS PLAN

1. Organizational Information

[Please attach the memorandum and articles association/constitutions of your organization, list of shareholders and board of directors with pen profiles, copy of registration certificates mentioned in the application form, brochures, annual reports, etc.]

2. Composition of Leadership Team

Managerial Staff

Name	Position	Task	Year of Joining	Summary of experience and qualifications
.....				
.....				

3. Composition of Proposed Project Team

Key staff proposed to manage and implement the Business Plan¹⁰

Name	Proposed Position	Summary of Education Qualifications and Business Experience	Years of Experience
.....			
.....			

[Please attach the supporting documents e.g. certificates on technical qualification / education, experience of key staffs]

4. Format of Curriculum Vitae (CV) of CEO/ MD

Name:

Designation:

Date of Birth:

Years with Applicant:

Nationality:

Detailed Tasks Assigned:

Key Qualifications:

[Give an outline of experience and training. Describe degree of responsibility on relevant previous projects and give dates and locations]

¹⁰ All proposed key professional staff shall be permanent employees of the applicant or have extended and stable working relationship with it

Education:

[Summarize college/university and other specialized education, giving names of schools, dates at-tended, and degrees obtained (Enclose copy of key qualification certificates)]

Employment Record:

[Starting with present position, list in reverse order every employment held. List all positions held since graduation including dates, names of employing entities, titles of positions held, and locations of assignments]

Languages:

[For each language indicates proficiency: excellent, good, fair, or poor in speaking, reading, and writing.]

Certification:

I, the undersigned, certify that to the best of my knowledge and belief, these data correctly describe my qualifications, my experience, and me.

[Signature of CEO and authorized representative of the Applicant]

Day/Month/Year

Full name of CEO: _____

Full name of authorized representative: _____

5. Audit Report

[Please enclose the certified Audit Report for the last three years (2022, 2023 & 2024). The Financial Statement must be audited by a Malawi Accountants Board (MAB) enlisted audit firm (for companies registered in Malawi) or by enlisted audit firms from competent authority from the registration country (for companies domiciled outside Malawi)]

6. Organizational Structure of the Applicant

[Please insert the Organizational structure of the organization i.e. how it is managing its activities and how it is planning to implement the NNNF. Note: Relevant business registration certificates for doing business in Malawi must be submitted for applicants operating in Malawi. International companies will be required to register in Malawi prior to executing loan and grant agreements]

7. Details of SHS Systems to be Installed under the Project

[Please provide detail targets to be installed under the project as categorized in the below table. An example is shown as an illustration]

SHS Model No.	Target Installation				
	Month 1 to Month 6	Month 7 to Month 12	Month 13 to Month 18	Month 18 to Month 24	Month 25 to Month 36

<i>Biolite 625</i>	<i>2,000</i>	<i>5,000</i>	<i>5,000</i>	<i>10,000</i>	<i>10,000</i>
<i>Amped WOW 100</i>	<i>1,000</i>	<i>3,000</i>	<i>3,000</i>	<i>8,000</i>	<i>8,000</i>
<i>SunKing 200x</i>	<i>1,000</i>	<i>3,000</i>	<i>3,000</i>	<i>12,000</i>	<i>12,000</i>
.....					
Total					

8. Price of the SHS Systems to be Installed under the Project

[Please provide PayGo and Cash pricing details of the systems to be installed under the project as categorized in the below table. An example is shown as an illustration]

Price Inputs	Applicable Currency	Price
<i>Product with Model Number</i>		
<i>Procurement cost</i>	<i>USD</i>	
<i>Inbound shipping</i>	<i>USD</i>	
<i>Opex [insert items as required]</i>		
<i>PayGo software</i>	<i>USD</i>	
<i>General overheads (salaries, offices etc.)</i>	<i>MWK</i>	
<i>Warehouse and distribution</i>	<i>MWK</i>	
<i>Agent commission</i>	<i>MWK</i>	
<i>Transaction fees</i>	<i>MWK</i>	
<i>Financing Cost</i>	<i>MWK</i>	
<i>Tax (if applicable)</i>	<i>MWK</i>	
.....		
.....		
<i>Cash Price (pre-subsidy)</i>	<i>MWK</i>	
<i>PayGo Price(pre-subsidy)</i>	<i>MWK</i>	
<i>Subsidy</i>	<i>MWK</i>	
<i>Final Cash Price (after-subsidy)</i>	<i>MWK</i>	
<i>Final PayGo Price(after-subsidy)</i>	<i>MWK</i>	

7. Familiarity of the Applicant in the proposed Project area

[The Applicant must demonstrate familiarity with the districts of Malawi where SHS will be installed and their capacity to track and manage project resources in rural areas of Malawi. Corresponding documentary evidence must be attached, e.g., evidence of maintaining a regular office during project implementation in the proposed geographic area and working experience in the geographic area in any field]

8. Working Experience of the Applicant

[Track record and capacity of the Applicant in implementing SHS projects including marketing, distribution, installation, maintenance, end-user financing and credit management, after-sales service etc. should be described in the Business Plan. Documentary evidence should be included in this Annex. In addition, working experience with various government and non-governmental institutions and documentary evidence of it should be included in this Annex to Business Plan.]

SL.	Name of the organization	Status of the organization (Governmental/ Non-governmental/International/ Multilateral)	Assignment duration	Major Tasks
1.				

9. Mandatory documents to be attached with the business plan

[Please attach the following mandatory documents as categorized in the table below]

Sl#	Document type	Submission status
1	Constitutional documents: Certificate of Incorporation, AoA & MoA	
2	Valid MERA License	
3	Valid PPDA Certificate	
4	Tax Clearance Certificate issued by MRA for latest FY	
5	Bank statement of the operating accounts (last 12 months)	
6	Valid supply agreement with supplier	
7	Valid VeraSol certificates and product specifications for proposed SHSs	
8	MAB certified Audited Financial Statements for the last three FY	
9	Proforma Invoice for proposed SHSs	
10	Commercial Invoice of the last procured SHSs (stamped by the Malawi Revenue Authority)	
10	List of Shareholders and Board of Directors along with pen profile	
11	Valid agreement with CRM platform	
12	Environmental and Social Management System	
13	Sample PayGo customer contract	