



# Gender Results Based Financing Pilot Final Learnings Report



# Executive Summary

# Shell Foundation, together with Odyssey & CrossBoundary, piloted a unique RBF program to increase women's access to clean energy powered income generating appliances

## Lack of access to reliable energy affects women and girls most in energy-poor markets



**Income** generating potential of women is limited to due lack of access to productive assets



**Time** spent on unpaid work by women is significantly higher than men



**Health** of women can be poorly impacted by daily activities such as cooking over charcoal stoves

## Renewable energy powered appliances can be leveraged to raise women's incomes while lowering emissions



Clean Cookstoves



Cold Storage



Solar Water Pumps



Ag-processing Machines



# The US\$500K Gender RBF pilot is expected to generate US\$4.6M (9.2x) in income gains for 2,500 women, indicating the potential impact of such a program at scale

The Gender RBF pilot incentivized distributors to expand women's access to productive-use energy (PUE) appliances, enabling them to generate significant additional income. A full-scale rollout could be a real path to income and wealth creation for women and can be an opportunity to make PUE business models more sustainable.

The RBF delivered strong gender outcomes, with meaningful improvements in women's income and savings, time use, and health:



**81%** Women reported income increases



**77%** Women reported increased ability to save



**57%** Women reported less time spent on business



**77%** Women reported their / their family's health improved

## Key takeaways:



Giving women access to PUE appliances **can make a meaningful impact on income and wealth creation** for them



Women's ownership of assets results in control over the income generated from the asset, but **distributors need to be incentivised to target women** as the default is often the male in the family



**Affordability is still a barrier to owning these appliances**, and continuing to push costs down will be critical in increasing access to PUE appliances for women



**RBFs can play a key role in addressing these challenges**, and need to be designed in ways that make business models more sustainable

**RBFs can play a catalytic role by de-risking business models to eventually crowd in commercial capital.** They enable enterprises to take on risk more quickly and with less friction in pursuit of impact goals, such as testing new strategies or models. Given that both PUE appliances and gender are still nascent areas, RBFs can be especially catalytic in helping prove the market.

# The pilot generated practical learnings to inform similar programs



## Key successes

- **Mandating women ownership:** Led to income and saving increases, leading to greater financial resilience
- **Milestone-based disbursement:** Helped ease cash-flow challenges for distributors
- **Independent validation:** Provided high-quality, reliable data on income, savings, time, and health outcomes on women
- **Technical assistance (TA) for business model innovation:** Led to stronger targeting of women. Even a small amount of TA support allowed companies to experiment with innovations that prioritized gender outcomes



## Areas of improvement

- **Subsidy structure:** End-user subsidies are difficult to sustain. We saw challenges with temporary price discounts, which complicated price messaging and were difficult to incorporate into credit risk assessment processes over shorter timeframes, ultimately affecting timely repayments
- **Timeline:** The pilot was too short. A longer RBF could have enabled meaningful business model innovation and greater impact.
- **Distributor-led data collection:** Placing responsibility for data collection on distributors proved challenging, given the training and effort required to administer high-quality surveys



## Areas for further exploration

- **Aligning with commercial capital:** Defining the proof points required by commercial investors, enabling the generation of credible evidence on both impact and returns
- **Fitting into other programs:** Program design should complement existing PUE and / or gender initiatives (e.g., DARES, ASCENT), clarifying where it can be additional
- **Innovation on affordability:** More testing and innovation is needed to address the affordability barriers, such as interest-rate step-downs for women, repayment plans aligned with income cycles, and other demand-side solutions that enhance affordability which can be commercially sustained

## Our theory of change:

Patient, risk-tolerant capital should come with a longer time horizon, giving enterprises the flexibility to experiment, learn what works, and deepen interventions that deliver results rather than stopping at proof-of-concept

If enterprises that distribute PUE appliances are given this longer-tenor support and the ability to take greater risks in their business models to reach women, we will see higher and more sustained traction with women customers

As women become a larger share of the customer base, enterprises can capture greater market share and demonstrate stronger commercial performance

With sustained access to productive assets, women increase asset ownership, income generation, and control over income, leading to meaningful gains in women's economic empowerment



# Overview

# We wanted to test a model for the RBF that has ingredients for scalability, focused on simple design and tech-enabled operations

We developed and published a [landscape report](#) last year on results-based financing (RBF) for productive use of energy to advance gender outcomes



The findings highlighted the need to design an RBF model that integrated gender and income-generation objectives at its core



**Targeting Women:** Despite women being primary users of off-grid energy products, less than 10% of RBF funding explicitly targets them, underscoring the need for mechanisms designed specifically to reach and benefit women



**Simplified, balanced RBF design:** Past RBFs have often been expensive to participate in and administratively heavy, suggesting the need for a model that better balances the operational realities of companies with the desired development outcomes



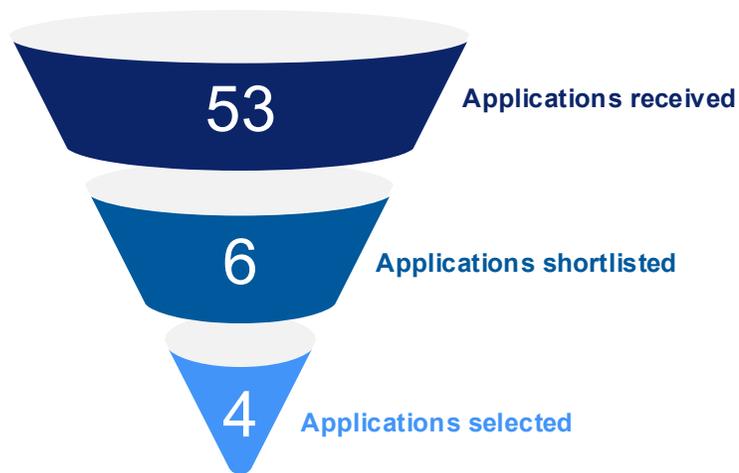
**Technology to reduce costs:** Digital tools and automation such as mobile data collection and IoT-enabled monitoring can significantly reduce verification and reporting costs, making RBF schemes more scalable and efficient

# The main program team comprised Shell Foundation, Odyssey Energy Solutions, and CrossBoundary Advisory

Entity	Role	Details
	 <b>Funders and commissioners</b>	<ul style="list-style-type: none"> <li>Designed the Results-Based Financing (RBF) pilot to meet strategic objectives of income upliftment, with a particular focus on improving economic outcomes for women</li> <li>Provided concessional capital and funding support to de-risk private sector participation</li> </ul>
	 <b>Technology provider to manage and track data</b>	<ul style="list-style-type: none"> <li>Served as the centralized platform to track and manage data for the RBF pilot</li> <li>Captured impact metrics across portfolios</li> <li>Streamlined the due diligence process for projects with a lens toward gender-positive outcomes</li> <li>Acted as the disbursement agent for results-based payments</li> </ul>
	 <b>Design and structuring</b>	<ul style="list-style-type: none"> <li>Designed the results-based financing (RBF) structure informed by findings from the landscape assessment</li> <li>Defined the fund flow, incentive design, and impact measurement framework</li> <li>Supported distributors in refining payment plans to integrate RBF mechanisms</li> <li>Identified key impact metrics and survey data points for distributors to track outcomes effectively</li> <li>Organized learning workshops and synthesized lessons learned across stakeholders</li> </ul>
<b>Additional partners</b>		
	 <b>Third party impact verification</b>	<ul style="list-style-type: none"> <li>Collected endline impact data directly from customers using surveying best practices to be able to report with high confidence levels and address risks of data bias by ensuring data wasn't solely self-reported by distributors</li> </ul>
	 <b>Technical assistance providers</b>	<ul style="list-style-type: none"> <li>The pilot included customized TA for each participating distributor</li> <li>Support was tailored to help companies better target and serve women customers, improving their ability to meet RBF milestones</li> </ul>

# We received 53 applications and ultimately selected four participants, demonstrating significant market interest in such support

## We ran a one-month long call for applications in March 2024 for interested appliance distributors



### Applications were assessed on the following criteria\*:

- Organization team and track record (15%)
- Financial performance (10%)
- Productive-use experience (25%)
- Gender focus (25%)
- Data collection and sharing abilities (15%)
- Additionality (10%)

The scoring committee included program team members as well as independent advisors, including from Value for Women, CLASP, and Universal Energy Facility, for well-informed and unbiased decision-making.

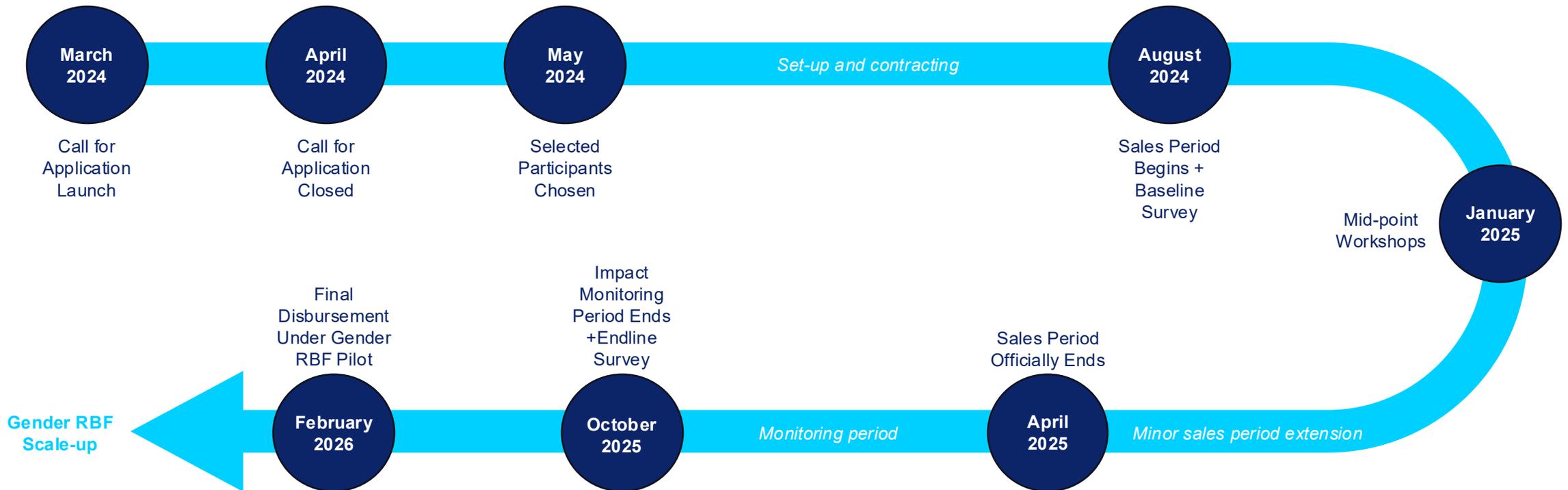
\*Weightage on each criterion is in parenthesis

## We selected four distributors, each focusing on a single appliance

The total grant of US\$500K was evenly allocated across the four appliance distributors, providing each with a maximum subsidy pool of US\$125K for a single distributor / appliance type.

Appliance	Distributor	Description
Clean cookstoves	 burn™ life · saving · stoves	Clean cookstove manufacturer in Africa, BURN designs and locally produces high-efficiency biomass, LPG, and electric stoves to reduce emissions and household fuel costs.
Ag-processing equipment	 FARM WAREHOUSE	Farm Warehouse provides a range of agricultural products including post-harvest processing equipment
Cold storage	 KOOLBOKS LIFE IS KOOL	Koolboks provides solar-powered refrigerators that offer affordable, off-grid cold storage solutions for last-mile households and small businesses.
Solar water pumps	 SunCulture	SunCulture delivers solar-powered irrigation systems and climate-smart agriculture solutions to help smallholder farmers improve yields and incomes.

# The entire Gender RBF pilot program spanned 20 months, from the call for applications to the final disbursement

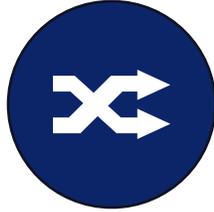




# Design of RBF

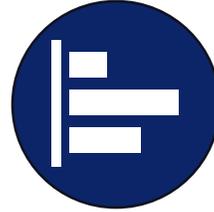
# Building on lessons from existing RBF programs, we experimented with a hybrid structure, tailored subsidy sizing by appliance type, and milestone-based disbursements

Gaps in existing programs



## Incentives to both customers and distributors

- Existing RBF programs typically focus on **either the supplier or customers, not both**
- Most programs either:
  - Provide incentives to appliance distributors to expand into underserved markets, or
  - Offer subsidies directly to customers to encourage appliance uptake
- A hybrid approach incentivizing both supply and demand can:
  - **Create a push for distributors to reach target women** and collect data
  - **Generate pull by making appliances more affordable for women** end-users and provide impact data
- We incorporated a hybrid model, with subsidies directed to both distributors and customers.



## Linked subsidy size to income generation potential

- Subsidies ranged from 30% to 60% of the appliance price, depending on its characteristics
- Four key factors were considered in determining subsidy amounts:
  - **Income-generation potential:** Appliances with a higher ability to generate income (as identified in the landscape report) were prioritized
  - **Price:** Higher-priced appliances received larger subsidies to offset affordability barriers
  - **Market Demand:** Appliances with unproven market demand (with low penetration and fewer companies) received more support
  - **Availability of other subsidies:** Appliances already benefiting from other support mechanisms (e.g., carbon credits) received relatively lower RBF subsidies.



## Payments linked to target milestones

- Subsidy disbursements were tied to four key milestones, designed to address distributor constraints and incentivize desired outcomes:
  - **Milestone 1 - Signing:** Disbursed upfront to address working capital shortages often cited by distributors in RBF programs
  - **Milestone 2 - Sales and Baseline Survey:** Tied to a verified sale to a woman and submission of baseline data, rewarding the intended output
  - **Milestone 3 - Usage Verification** (for clean cookstoves only): A milestone to encourage behavior change and sustained use, since cookstove use has an associated cost
  - **Milestone 4 - Endline Survey:** Disbursed after endline data is submitted 6 months post-sale to capture longer-term impact

The Gender RBF pilot initially tried to address affordability through direct subsidies to end-customers and link incentives to outcomes, but these structures proved challenging to implement in practice



### There is no straightforward mechanism for RBF financiers to transfer incentives directly to customers

- Integrating **direct cash transfers to end-customers** into the RBF design via digital/mobile money could reduce the burden of monitoring end-user subsidies
- Due to **integration constraints**, the pilot routed subsidies as **monthly payment discounts from the appliance distributors** to end customers
- This **requires validation of discounts being passed on to customers**, increasing administrative burden for both the program team and the appliance distributor

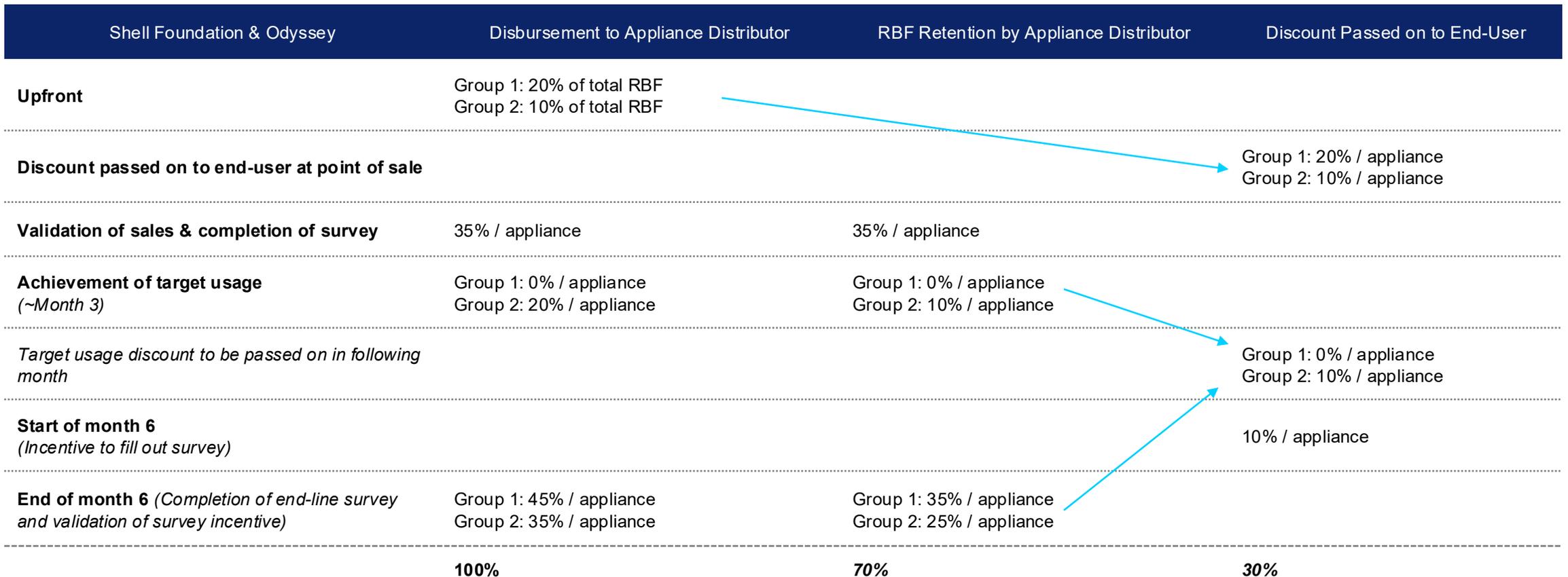


### Tying payments to outcomes is complex, as it can create incentives for gaming the system

- Most energy access RBFs reward outputs (e.g. units sold), but the Gender RBF tried to **reward actual continued usage where possible**, (i.e., Clean Cookstove)
- With other appliances, there is a **risk of moral hazard**, as most have **no usage cost**, unlike clean cookstoves. To **avoid incentivizing overuse, as well as the complexities in monitoring** usage, we chose **not to link subsidies to usage** for appliances other than cookstoves

# We structured the RBF with milestone-based payments over six months, ensuring the final design addressed the key gaps we had identified

70% of the total RBF will remain with the distributor, while 30% of the RBF is passed on to the end consumer in the form of discounts. Illustrative flow of funds:



Group 1: Ag-processing, Cold Storage, Solar Water Pumps;  
Group 2: Clean Cookstoves

Although we had sought feedback before finalizing the design, most inputs came during onboarding and pricing discussions, requiring us to remain flexible in responding to distributors' challenges

We ultimately allowed distributors to spread the total discount across the monitoring period



#### Feedback on the proposed RBF pricing structure

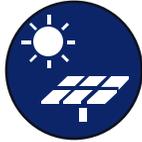
- Distributors found it to be a **burden to adjust pricing structures for a small-scale pilot** and were generally reluctant to make changes to their payment plans. Pricing adjustments were especially complex for distributors **handling multiple appliance types, as each SKU came with its own payment terms.**
- Distributors were **concerned that the steep rise in monthly instalments** after the six-month RBF discount period could make appliances unaffordable and result in payment defaults
- Proposed **discounts to customers at specific milestones were sometimes perceived as too large:**
  - **Downpayment:** customers would lack sufficient skin in the game
  - **Discounts after downpayment:** at times was larger than the monthly instalment owed by the customer, which added complexity to implementation



#### Final changes to the proposed RBF pricing structure

- To simplify tracking, **most appliance distributors decided that the customer discount (30% of the RBF) would be spread evenly across the 6-month period**, with some distributors passing discounts beyond this period
- *While most distributors followed the 70/30 distributor-to-customer split, one distributor opted to pass the entire RBF to customers to avoid pricing shocks once the RBF period ended*

# We found that proactively addressing key issues at the contracting stage is essential to enable smooth and effective implementation of the RBF



✓ Incorporated within pilot proactively

## Clarifying eligibility criteria to be classified as 'clean'

- Clear definitions are needed for what qualifies an appliance as "clean": For example, would a retrofitted fridge that could be powered by solar appliance be eligible under the program?



✓ Incorporated within pilot proactively

## Finalizing payments plans prior to the start of sales

- During contracting, the program and distributor should agree on and approve the final pricing structure for various product variations upfront, including any minimum customer payment requirements, and ensure this remains consistent through the period of the program
- All parties should be aligned on the final pricing and the passing through of benefits to the end customer prior to the start of the sales period to reduce delays



## Creating clear timelines and incentives for data collection

- Introducing penalties in the contract to ensure timely survey data collection, to be completed within one month of each milestone (i.e., one month after sale and one month after six months post-sale)



✓ Incorporated within pilot proactively

## Factoring churn into incentive schedules

- The program should estimate and define acceptable levels of churn (defined within the program as 10%), to promote long-term ownership and impact for women while preventing partners from selling to low-creditworthy customers solely to access RBF incentives



✓ Incorporated within pilot proactively

## Managing foreign exchange (FX) risk

- With grants disbursed in USD, fluctuations in local currency can lead to recipients receiving more or less grant funding than originally planned
- Incorporating mechanisms to account for foreign exchange volatility is important



## Incentivizing accelerated sales to increase impact

- We could have created a competitive incentive structure by allocating a fixed pool of capital with a minimum guaranteed amount for each partner, and allowing the remaining funds to be accessed on a first-come, first-served basis
- This would reward faster performance and encourage timely sales within the agreed six-month period



# Pilot Implementation

# Distributors received Technical Assistance (TA) support, which was deployed at different stages depending on their specific requirements

This included a wide range of options, detailed below, which companies drew on based on their specific need:

## Gender-Focused Value Proposition

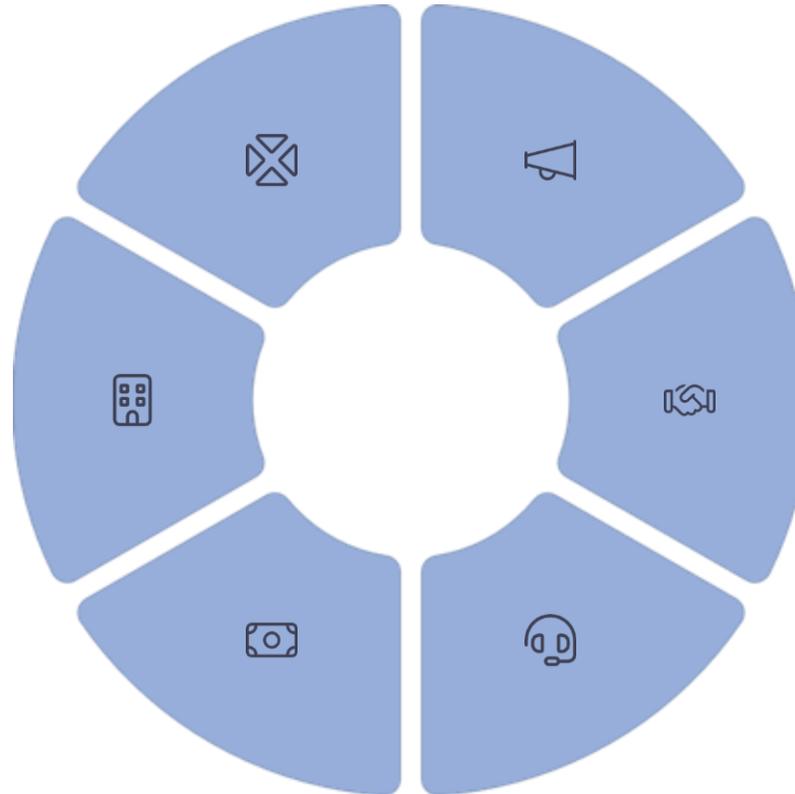
Identifying and articulating specific benefits that address women's needs and priorities

## Organizational Capacity

Building internal skills and systems to support gender-inclusive business practices

## Women-Centered Financing

Creating flexible payment options aligned with women's cash flow realities



## Gender-Focused Marketing

Creating campaigns and materials that resonate with women's decision-making processes

## Inclusive Sales Models

Developing approaches that accommodate women's purchasing patterns and preferences

## Gender-Smart After-Sales Support

Ensuring ongoing assistance meets women's specific needs and constraints

# TA was critical in ensuring that appliance distributors were able to achieve gender outcomes during the pilot

## Technical Assistance supported appliance distributors test and apply the following..

- TA helped distributors **refine sales and marketing** in order to improve lead conversion and reduce unconscious gender bias
  - Distributors used TA to evaluate product safety and align products with needs, which surfaced new use cases (e.g., cookstoves in salons to heat water)
  - TA enabled some distributors **refine marketing materials** and behavioural messaging (e.g., through jingles)
  - TA supported **targeting of women customers** through new and previously untapped channels (e.g., through SACCOs, women's groups)
- TA enabled distributors to develop **new microcredit innovations** to better align payment terms with cashflows:
  - One distributor developed a **new three-year asset-backed financing scheme** with no-down-payments for customers without formal credit histories
  - A distributor introduced a new **Point of Sales (POS) payment model** which allowed for daily payments (designed around women's cashflow realities) and automated debits which facilitated easier repayment
  - TA enabled one distributor develop **gender-lens credit assessment guides** using customer bank statements

...Which has helped distributors integrate new strategies to unlock a new customer segment and increase women representation at firms



In some cases, the RBF **increased sales to women by 70% year-on-year temporarily** for some appliance distributors. Though this is a temporary increase in sales, this shift demonstrates a strong demand among women



During the pilot implementation, appliance distributors observed that **women sales agents consistently outperformed their peers, not just in selling to women, but overall**. This insight has led to an unintended but positive shift toward increased recruitment of women sales agents

# The RBF helped appliance distributors test innovative marketing approaches to target women



- Leveraged women-owned small businesses in **high-traffic urban locations** as brand ambassadors
- **Demonstrations such as cook-out activations** led by women customers became a primary acquisition channel
- **Referral campaigns** became especially effective because women operated in visible, social spaces



- Introduced **anchor woman / demo leader model**: a respected woman processor hosts demos and sells to peers for commission
- Introduced an **apprenticeship model** linking new women processors to experienced women
- Post-pilot, focused on a **central hub model** to monitor and reduce downtime of appliances arising from technical difficulties



- Major pivot to women-led marketing channels:
  - **Radio jingles** targeting market women
  - **Testimonials and videos** featuring women customers (women far more willing than men to publicly share experiences)
- **Visual marketing redesigned** to show women using refrigeration for income (fish, drinks, perishables)
- Sales agents discovered **strong peer-referral loops** among women



- Shifted messaging from “farmer income” to **household and time-saving benefits**, explicitly highlighting women’s labour burden (water fetching, washing, cleaning)
- Used **women-specific merchandise** (aprons, dust coats) and adapted sales scripts to engage both spouses, rather than pitching only to men
- Learned that **“selling to women” often actually meant selling to the household**, given joint decision-making and asset use

# Figure | Marketing collaterals developed under the Gender RBF pilot

ENJOY **30% DISCOUNT** ON YOUR FREEZER PURCHASE

**KOOLBOKS**  
LIFE IS KOOL

**START YOUR ICE-MAKING BUSINESS**  
WITH THE POWER OF THE SUN

OWN A **KOOLBOKS SOLAR FREEZER**

CONTACT US TODAY **07002252252** | OFFICE ADDRESS 25A Adedola Raji Avenue, Atunrose Estate, Gbagada, Lagos State. | POWERED BY Shell Foundation |

ENJOY **30% DISCOUNT** ON YOUR FREEZER PURCHASE

**KOOLBOKS**  
LIFE IS KOOL

**START YOUR FROZEN FOOD BUSINESS**  
WITH THE POWER OF THE SUN

OWN A **KOOLBOKS SOLAR FREEZER**

CONTACT US TODAY **07002252252** | OFFICE ADDRESS 25A Adedola Raji Avenue, Atunrose Estate, Gbagada, Lagos State. | POWERED BY Shell Foundation |

Source: Koolboks

Women-to-women marketing was consistently highlighted as an effective approach to targeting women and drove increased hiring of female sales agents

## Women sales agents were able to better target women customers



Women agents **built trust** more easily with women customers



Often, as customers themselves, agents were able to provide strong **product referrals**



Women were better able to **communicate benefits** of appliances based on their own experience

There was an explicit push to increase not only women sales agents, but more women across tele-sales, after-sales support, and technical support roles

- Encouraged women to **apply throughout recruitment process**
- Provided existing employees with **referral bonuses** for new agents
- Hosted **open recruitment days**
- **Prioritised women applicants for specific roles**

# Despite pilot's short duration, we saw directionally meaningful changes in the share of women customers

The share of women customers increased for all distributors immediately after the pilot, with gains ranging from 4% to 27%

Distributor	6 Months Post-Pilot Proportion of Women Customers	
	<p><b>Pre-pilot levels</b>  <i>(despite possible underestimation given household customers largely have men named on the contract)</i></p>	<p>BURN's dominant customer segment is households and selling to productive use customers is relatively new. They estimate that their pre-pilot figures likely underestimate appliances used by women, as household sales contracts are often registered in men's names. While the pilot was able to increase women business customers, it did not influence household ownership. <b>Increasing sales to women businesses could meaningfully move more asset ownership to women</b></p>
	<p><b>Significant increase from pre-pilot levels</b></p>	<p>Farm Warehouse shifted its business model from selling directly to customers, which often resulted in non-payments and posed technical barriers for women, to an <b>anchor-hub-based processing model</b>. According to the distributor, this transition enabled a significant increase in women customers</p>
	<p><b>Slight decrease from pre-pilot levels</b></p>	<p>There was strong uptake of Koolboks' product among women during the pilot. However, expectations that a similarly discounted price option might be available again appear to have temporarily reduced women customers as a share of total customers. That said, because <b>enterprise-level strategies to reach women are embedded in Koolboks' model</b>, the share of women customers is already improving again</p>
	<p><b>Slight increase from pre-pilot levels</b></p>	<p>Sales to women increased initially due to improved sales strategies, greater recruitment of female sales agents, and word-of-mouth referrals. However, water pumps are typically registered as household assets. The distributor believes that <b>large changes in women ownership will take time as this requires changes in cultural norms</b>, which are slow to change. A minor increase in proportion of women customers could represent a meaningful change</p>

# Distributors tested innovations to their financing approaches during the RBF – some experiments worked and others did not, but all provided valuable learnings



## Experimenting with shorter payment tenors

Women-run cooking businesses had more frequent and / or higher cash inflows from their businesses, which made it easier to pay larger instalments and finish repayment faster. One distributor introduced flexible repayment tenors and product configurations to cater to the preferences of business owners. Higher income from the product enabled customers to pay off PAYGo instalments early and own the asset sooner



## Targeting women through MFIs and credit groups

Direct customer relationships outperformed intermediary-led credit. One distributor piloted partnerships with women MFIs and cooperatives given the scale and financial support these groups provide. However, this approach was not continued due to governance failures, miscommunication, and repossessions from MFIs and cooperatives

# Distributors tried to reduce churn that through consistent follow-ups and hands-on after-sales support

To ensure good repayment behavior, distributors focused on:



## Monitoring

- Created dedicated call-centre repayment teams that **prioritised customers based on repayment risk**
- Introduced **intensive monitoring in first 30 days after purchase**
- Escalated **high-risk cases to physical field visits**
- Combined **digital reminders with in-person visits** and retraining



## After-Sales Support

- Provided **quick technician response**
- **Troubleshooting training and retraining support** to customers
- Introduced **repair and training mechanisms** via call centres and applications

**Other suggestions to reduce repayment risk included financial literacy training, flexible repayment tenors aligned with cashflow, thorough credit assessment, and proactive issue identification**

*Churn was driven primarily by challenges arising from the short timeline of the pilot such as limited time to train sales agents to clearly communicate payment plans. Non-repayment / delayed repayment therefore was a consequence of changes to payment structure during loan tenure*

# A third-party impact assessment proved to be the most reliable way to collect accurate data

Distributors were required to collect baseline and endline surveys as part of payment disbursement milestones. The data was collected with the intention of assessing impact on income, time savings, and other benefits. However, the data quality varied significantly. An independent impact assessment agency was able to share strong insights with a significantly lower data burden



## Distributors often lacked staff with the skills needed to effectively conduct surveys

Conducting surveys properly requires training, but tight timelines limited the ability to provide this. Additionally, many data collectors were commission-based agents, making it difficult to justify the time and cost required for training and high-quality data collection



## Challenges with data accuracy

We aimed to collect data on income changes from appliance use and time saved. However, respondents were often hesitant to share income information or did not consistently track income changes, and found it difficult to accurately estimate time savings



## Difficulties in re-connecting with some customers for endline surveys

Distributors faced difficulties reconnecting with some customers due to changes in phone numbers, limited availability, phones often being shared across households, and at times customers being unwilling to engage, which meant many endline surveys could not be completed



## Survey fatigue extended timelines for third-party impact verification

Given the number of required surveys (baseline and endline), the third-party impact verifier also faced some difficulty reaching respondents due to survey fatigue



## Opportunities for automation

The data collection process was very resource-intensive, requiring surveys to be conducted, manually entered into Excel, and then uploaded into Odyssey. Integrating data capture directly into the CRM could help reduce this manual burden



Impact

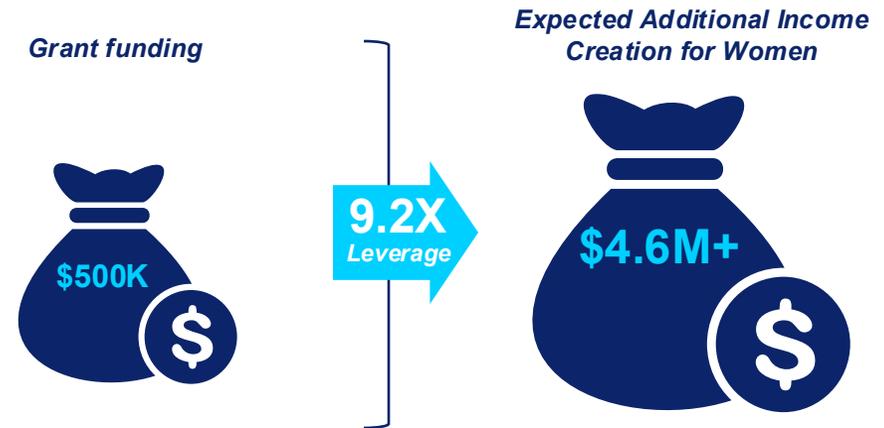
# The US\$500K Gender RBF pilot was able to support the sale of 2,494 income generating appliances to women

The pilot concluded with 2,494 units sold across the four appliance distributors

Appliance	Distributor	Final Sales
Clean cookstoves	 burn life · saving · stoves	1737
Ag-processing equipment	 FARM WAREHOUSE	130
Cold storage	 KOOLBOKS LIFE IS KOOL	231
Solar water pumps	 SunCulture	396



Women earned US\$4.6M in incremental net income over the appliances' useful life, after accounting for appliance costs and churn



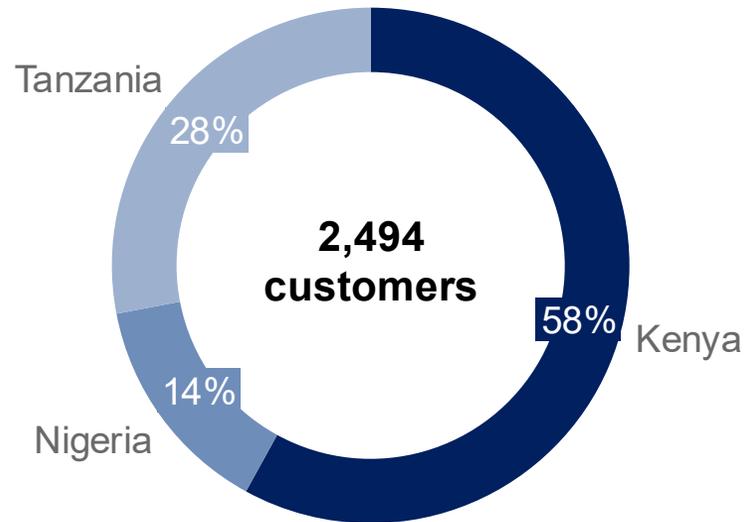
The US\$500K deployed during the six-month pilot **enabled approximately 2,500 women to earn over US\$4.6M in cumulative income over the life of the appliance, reflecting income generation of up to 9.2X over its lifetime**

Note: Calculations available in the annexure



# 89% of customers did not previously have access to appliances like the ones provided under the RBF

## Customers were concentrated in Kenya and Tanzania, driven by high cookstoves sales



Nigeria sales skewed toward larger appliances, mainly grain mills and cold storage, which meant fewer customers given the higher price point

Source: Data collected by appliance distributors, 60 Decibels Impact Assessment  
Data collected by 60dB is identified by their logo



## Appliances improved productivity, cost-effectiveness, and / or efficiency compared to alternatives

- 


Customers previously **used charcoal cookstoves to cook**
- 

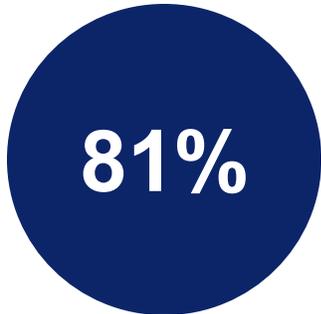

Customers previously **used a mortar and pestle for processing**
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Customers previously **used an existing non-solarised fridge for cooling**
- 

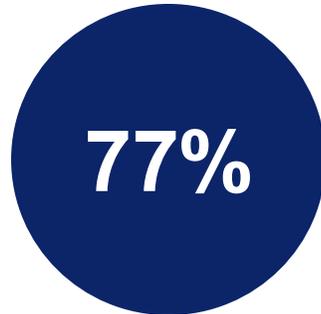

Customers previously **used buckets or water cans for irrigation**



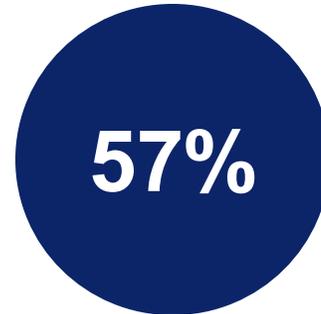
# The impact assessment suggests that the appliances have had an overwhelmingly positive effect on income and savings, time savings, and health



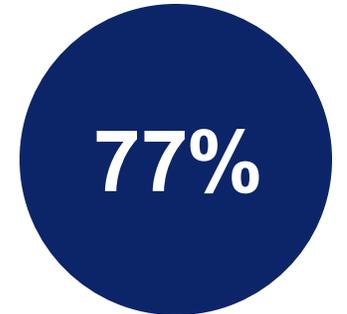
Customers reported income increases, with **29% reporting significant increases** in their incomes



Customers reported an improved ability to save, and **73% of customers reporting reduced energy expenditures**



Customers reported spending less time on business, **driven by appliance efficiency**, while those who reported higher time on business was **driven by higher customer demand and extended business hours**



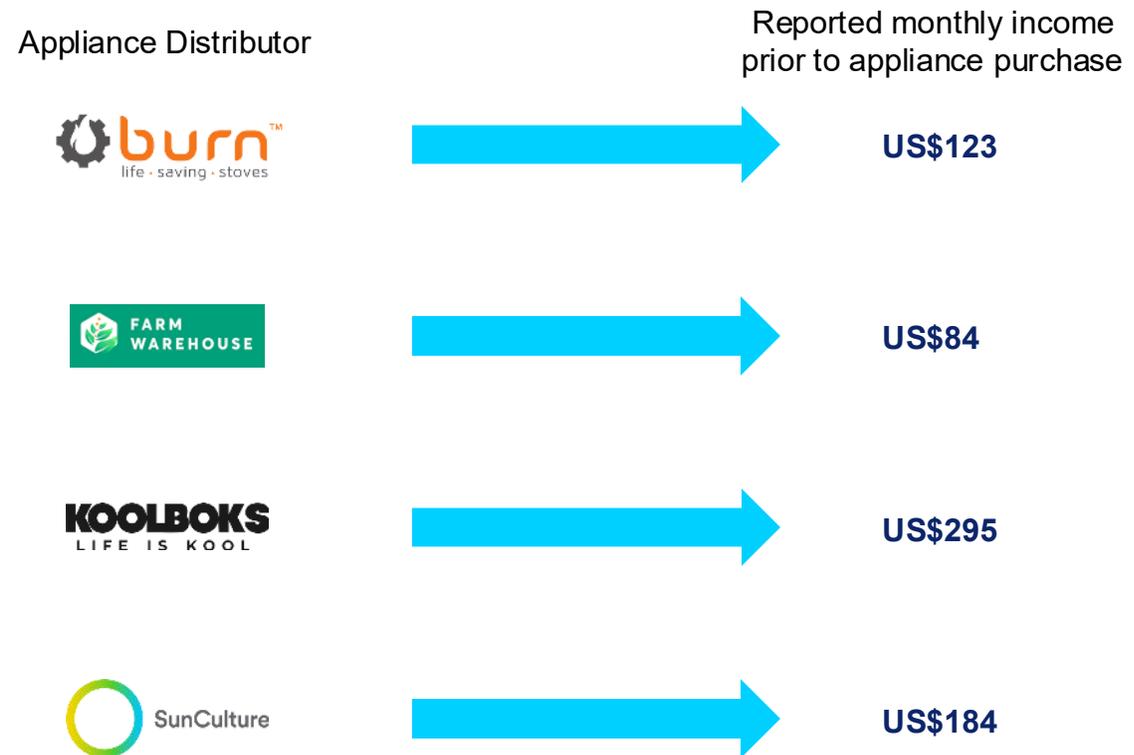
Customers reported that **theirs and / or their family's health improved**. Health improvements reported by BURN's customers were driven by **improved respiratory health**

Source: 60 Decibels Impact Assessment  
Data collected by 60dB is identified by their logo



9 in 10 customers reported that they were engaged in an income-generating activity before purchasing the appliance

According to baseline surveys conducted by distributors, customers reported earning an average of US\$171 a month prior to the RBF



- Source: Data collected by appliance distributors, 60 Decibels Impact Assessment
- Data collected by 60dB is identified by their logo

Our calculations suggest that across all appliances, **incomes increased by 36%**, with women earning, on average, an additional \$61.6 per month

*Note: Calculations available in the Annexure. This estimate is based on data aggregated across appliances.*

60 dB ● 67% of women reported **strong control over the income** they earned from their business

*Note: This ranged from 42% to 89% depending on the appliance type*

# When incremental income is included, implied payback periods decline by ~24–55% across the four distributors

Distributor	Average price for appliance	Estimated baseline monthly income	Initial payback duration in months (price / income)	Estimated post-pilot monthly income <sup>1</sup>	Payback duration in months (price / new income)	Decrease in payback period
 burn™ life · saving · stoves	\$164	\$123	1.3	\$163	1	24.4%
 FARM WAREHOUSE	\$1423	\$84	16.9	\$187	7.6	55%
 KOOLBOKS LIFE IS KOOL	\$1475	\$295	5	\$406	3.6	27.5%
 SunCulture	\$831	\$184	4.5	\$251	3.3	26.8%



Because the appliances generate **meaningful additional income**, RBFs can be designed to support **a less grant-intensive economics at scale**

Source: 1 - Calculations available in the annex. Income information was provided by customers to appliance distributors in the baseline survey. Appliances prices (across various payment / pricing plans and countries) have been aggregated for the average pricing



# Considerations for Future Program Design

# Building on pilot lessons, a future iteration could incorporate additional strategic refinements to improve the overall delivery

1

## Structuring

- Subsidy size that is **linked to appliance cost and income generation potential**
- **Milestone-based disbursements** to ensure timely data sharing by distributors



What worked well

2

## Implementation

- **Regular communication with participants**, including pilot-wide sessions to facilitate cross-learning
- **Hands on support for distributors**, such as hands-on refinement of payment plans to incorporate subsidy, addition of new appliances such as retrofitted freezers to respond to market signals
- **Flexible TA** based on the needs of each distributor to enhance gender inclusion

3

## Technology Incorporation

- Leverage technology platforms to **streamline communication** with distributors and **enable real-time tracking of sales and customer connections**



What could be improved

- Focus on **enterprise funding to create long-term change in business models** to improve reach to women; **Simplify or remove end-user subsidy** structure
- Enhance the subsidy design to **reduce dependence on long-term grant support** (recommendations on next slide)
- Ensure program timeline is extended to allow for alignment on payment plans / product variants and ensure timeline aligns with payment plans of appliances to **reduce sharp increases in monthly instalments**

- **Ensure clear roles and adequate resourcing** from the program team to maintain rollout pace
- **Set firm, time-bound deadlines** to prevent key activities like data collection from being deprioritized, ensuring timely API integration, confirming TA needs, and approving pricing plans
- **Simplify data collection** by using a third-party sample-based approach, as in-house data quality was overestimated

- Utilize additional technology features and **automation to minimize manual effort for appliance distributors** and to set up automated reminders that keep **program timelines** on track

# Program design could consider design innovations that reduce grant dependency

## Grant capital could be used more efficiently to sustainably overcome the barrier of affordability for income-generating appliances

### Reverse Auction Subsidies

### Declining Subsidy Model

### Returnable Grants

Description

A competitive mechanism where firms bid for the lowest subsidy they need to deliver appliances or outcomes (e.g., sales to women). Subsidy awards go to the most cost-efficient bidders

A time-bound model where subsidy levels decrease as market maturity, volumes, or technology costs improve. For instance, this could be applied to financing costs to increase affordability in early stages and tapering off over time or scale

A hybrid instrument where capital is provided as a grant initially but is repaid if the enterprise meets predefined outcomes. This can reduce risk perception for distributors expanding access to women customers, as repayment can be tied to future profitability from increased sales to women or investment rounds

Advantages

- ✓ Drives cost efficiency and transparency
- ✓ Reveals true market subsidy needs
- ✓ Rewards innovation and operational efficiency

- ✓ Encourages early market participation while signaling a clear path to independence
- ✓ Builds private-sector confidence in early phases
- ✓ Avoids long-term subsidy dependency

- ✓ Balances flexibility and accountability
- ✓ Reduces grant dependency and recycles capital
- ✓ Can crowd in private investment by demonstrating repayment discipline

Disadvantages

- ✗ Can favor larger players with lower capital costs
- ✗ Risk of underbidding leading to poor delivery
- ✗ May exclude smaller or women-led distributors

- ✗ Requires accurate market diagnostics to set the decline pace
- ✗ May withdraw support prematurely if adoption lags
- ✗ Can leave smaller firms stranded when subsidies taper

- ✗ Complex to monitor
- ✗ May deter smaller firms that cannot commit to repayment risk
- ✗ Requires strong verification of results and transparent governance

Examples

Kenya Renewable Energy RBF (GIZ/EnDev): Used reverse auctions to competitively allocate results-based subsidies to mini-grid developers and later to SHS distributors. Developers bid for the lowest grant per connection. CLASP and GEAPP's Productive Use Financing Facility (PUFF) is another example

Global LEAP / Efficiency for Access RBF: Incentive levels declined over rounds as markets matured and sales volumes increased.

PREO (Powering Renewable Energy Opportunities, UK aid & Carbon Trust): Deployed returnable grants and recoverable advances to productive-use energy enterprises in Africa. Repayment was triggered if projects achieved commercial success or follow-on investment.

Note: This slide is illustrative and not a comprehensive set of solutions. The information on the identified structures is general and not context-specific analysis

In this pilot we tested the concept of cash discounts to end-users to address cost barriers, but additional innovations to improve affordability can be explored for long-term sustainability

*Long-term sustainability of end-user subsidies can be challenging. Price reductions are harder to sustain and may lead to unrealistic price expectations in the market and possibly higher churn*

Structuring

Implementation

Technology Incorporation

**Under the pilot program, we were encouraged to see distributors testing various innovations in their business models, including:**



- Longer and shorter repayment options, based on customer preferences
- Daily payment options
- Partnerships with credit groups

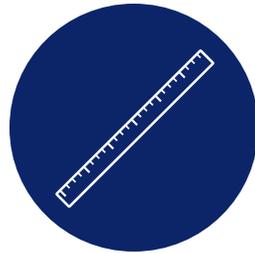
**The scale-up can leverage RBFs to incentivize distributors to test out additional models such as:**



- Introduce interest rate step downs for women for payment plans
- Align repayment cycles with income generation cycles
- Test whether creating market linkages or other business development support could drive income uplift



A longer program duration and building enterprise capability to serve women customers can create sustained and lasting impact



### Increasing focus on enterprise capacity building

- If end-user subsidies are retained, it is critical to extend the program to 24–36 months (typical payment plans for most appliances under the RBF) to allow discounts to end-users to be spread across the full repayment period, smoothing monthly instalments and reducing the risk of default from sudden pricing changes
- Otherwise, subsidies can be directed to the enterprise to encourage business model innovation aimed at women customers, while outcomes such as long-term ownership (tracked using the CRM) can be incentivized to support long-term sustainability



### More robust impact assessment through longer monitoring period

- Future programs should span multiple sales cycles (at least 24–36 months) to better capture sustained usage and impact
- Impact measurement should be the responsibility of an independent impact assessment agency to collect accurate and consistent data
- A longer duration would enable a more accurate assessment of income generation, repayment behaviour, and long-term outcomes, particularly for appliances such as solar water pumps where benefits become evident only after two to three sowing seasons

# Feedback on the program implementation of the RBF pilot was mostly positive, but distributors suggested improvements including greater technical integrations



## What worked well

- **Explanation of the RBF structure was clear:** Distributors all agreed that the overall milestone and incentive structure were clearly articulated by the program team
- **The program team's collaborative / flexible approach was critical in problem solving:** Distributors appreciated responsive programme management and willingness to clarify requirements or adapt implementation where operational challenges emerged.
- **The RBF actually helped distributors generate valuable customer insights:** The pilot helped better understand aspects such as women's payment behaviour patterns, preferred sales channels, product configuration preferences, and training and support needs



## What could be improved

- **Data integration sustainability:** Some companies struggled with PAYGO payment data integration. During the pilot, Odyssey trialled a Google Sheet-based ingestion for beneficiaries with proprietary PAYGO tracking tools to reduce upfront setup for distributors. However, this led to lower data quality, ongoing formatting corrections, and frequent follow-ups to keep data current, hindering smooth administration and scalability. Going forward, relying solely on API integrations would eliminate data quality and latency issues throughout the program lifecycle to promote scale.
- **Small-scale and short timeline of pilot limited training and execution quality:** Distributors noted that the short pilot timeline created challenges in training staff, developing pricing structures, and aligning internal systems. They also highlighted that the implementation effort was significant relative to the US\$125K funding available to them

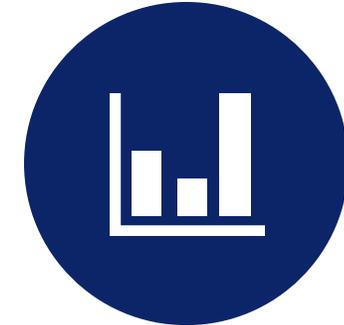
# Program delivery can be improved through adequate team resourcing, built-in timeline buffers, and third-party data collection



- The program team should be **adequately resourced, with clear roles and responsibilities** to ensure accountability and ownership of specific outcomes (for example, monitoring, evaluation and learning or MEL)
- **One dedicated point of contact should manage all distributor communications** to ensure clarity, consistency, and faster issue resolution



- **Program timelines should include a pre-sales phase** or buffer to finalize payment terms, integrate APIs or CRMS, approve payment plans, and formalize distributor contracts to ensure timely implementation
- In the pilot, these activities overlapped with the sales period, leaving the teams with less time to focus on sales



- **A third-party sample-based approach might be more effective for data collection.** Data collection remained burdensome during the pilot, as appliance distributors were responsible for data collection.
- Given that distributors are not survey experts, the program may have overestimated their ability to gather high-quality, usable data. A third-party was brought in for an independent assessment for more robust impact measurement

# Leveraging technology will be key to enhancing operational efficiency, particularly with larger scale programs



**Reducing manual burden:** Technology platforms can significantly reduce administrative workload for both the distributors and for the program team by automating both push and pull data functions. Push automation enables the system to send notifications, data requests, and information requirements to distributors and customers in real time. Pull automation allows platforms to extract and synchronize data such as appliance usage, consumption patterns, and preliminary claims directly from connected systems, improving accuracy and reducing turnaround time for verification and disbursement



**Providing proxies for impact:** Usage data from connected appliances can serve as a strong proxy for impact measurement. Real-time data capture allows monitoring of parameters like energy consumption, which can be extrapolated to estimate outcomes such as emission reductions or cost savings. For instance, every kilowatt-hour of electricity used by an electric stove can be converted into an equivalent reduction in biomass or coal usage, translating into measurable savings in fuel costs and increased disposable income for households



**Strengthening credit scoring:** By integrating data on purchase history, repayment behaviour, energy consumption patterns, and business performance, technology platforms can generate alternative credit profiles for customers who lack formal financial histories. This data-driven approach enables more accurate risk assessment, potentially reducing the price of risk and hence expanding financing access to women

# Technology and automation can be embedded across multiple stages of the program

## Automate regular reminders

Distributors need timely nudges and oversight on tasks such as data collection, milestone deadlines, and reporting requirements to stay aligned

## Enable rolling claims

Introduce a rolling claim process to shorten timelines and allow distributors to correct errors early, rather than waiting until all claims are uploaded. This also reduces back-and-forth on errors, as early validation through rolling claims helps catch issues sooner and accelerates the overall process



## Scale data integration

Integrations with established CRMs / meters take under five minutes to set up, but companies using new OEMs or proprietary systems may need weeks to implement new integrations. Self-serve API documentation, technical resources, and a testing portal with real-time feedback can reduce setup to a few hours. Once completed, integrations can be reused across multiple finance programs, supporting scale while maintaining robust data.

## Build disbursement validation into the system

Eligible customers should be validated and disbursement amounts should be automatically calculated based on CRM integration data and predefined payment schemes, making payouts faster and more transparent



# Conclusion

The RBF pilot design was based on the hypothesis that **supporting distributors to better target women and improving upfront affordability** would enable **women to generate income** and repay over time



The pilot validated our hypothesis:

Distributors noted that they have continued to **leverage strategies to increase women's participation** in their customer base, informed by pilot learnings



Third-party impact assessment data shows that **23% of women who were previously approached to purchase the appliance did not do so due to the high price** prior to the pilot



Third-party impact assessment data shows that **81% of women reported a slight or significant increase in income** as a result of using the appliance

# Despite the short duration and relatively small budget for this pilot, we have been able to generate significant impact

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## Time impacts on women were mostly positive

While 57% of women reported spending less time on business activities due to improved efficiency and reliable power supply, 26% reported spending more time. This increase was largely driven by positive factors such as expanded customer base, higher demand, and extended business hours, which contributed to higher incomes



## All appliances appear to have improved health outcomes for women and / or their families

77% of women across all appliances types reported that their and / or their families' health has improved as a result of using the appliances. For clean cooking customers, this was driven mainly by improved respiratory health and a smoke-free environment



## Appliances strengthened women's financial resilience

77% of women reported an improved ability to save as a result of using the appliance, suggesting that income gains translated into stronger financial resilience for women and their families



## Women had greater control over appliance income than purchase decisions

Except for with cookstoves (where the appliance price was already relatively affordable), women reported having greater decision-making power over income generated from the appliance than they had over the initial purchase decision

The pilot generated early evidence to validate business model innovations, which can help build investor confidence in new models



### Validated New Markets and Business Models

The pilot allowed distributors to test new models such as:

- **Marketing material tailored** to women customers
- Women-focused **distribution** channels
- Hub or **community-based sales models**
- New **product configurations and financing structures**



### Generated Impact Evidence Attractive to Gender and Impact Investors

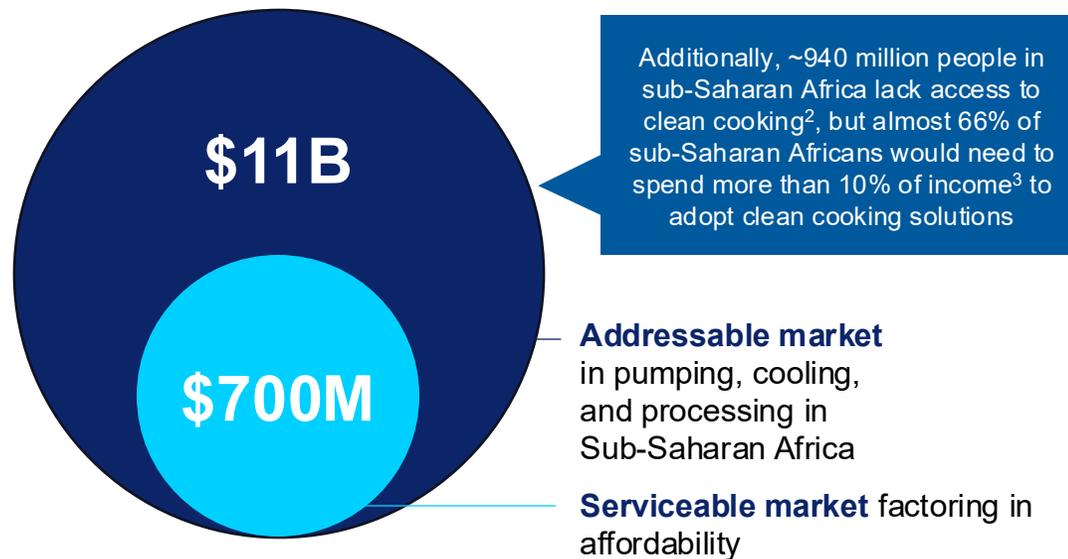
The programme generated evidence on:

- Women's **income** generation / savings increase
- **Time** savings / productivity benefits
- **Health** and other outcomes

The RBF gave distributors an opportunity to build greater confidence in women as a customer segment, test and refine ways to reach and serve that segment, and generate concrete evidence of impact on women's income, time savings, and health. This will help strengthen their track record as businesses and can support future fundraising efforts, particularly with gender-lens and other impact-oriented investors

# The market for renewable energy powered income-generating appliances is still nascent and requires catalytic capital to scale

Even though the productive use of energy market in Sub-Saharan Africa appears large in theory, the realizable demand is severely constrained by affordability and access to finance<sup>1</sup>



The serviceable market is expected to expand as equipment costs decline with technological advancements and scale efficiencies, and as farmers' incomes increase alongside broader economic growth

Sustainable subsidies are catalytic for distributors to reach scale and serve lower-income customers, especially women



**Subsidies play a critical catalytic role** in de-risking business models and market entry strategies that expand the market by unlocking new customer segments, which in turn helps reduce unit costs through economies of scale, making otherwise high-cost productive-use appliances more affordable and sustainable in the long run



**Women's ownership of productive-use appliances remains strikingly low** underscoring the need for business model innovation, targeted incentives, and financing models to take on risks with lesser friction and speed in order to engage this underserved segment and deepen overall market scale



**There is a clear pathway to financial sustainability, as productive-use appliances generate income** and improve livelihoods once initial affordability barriers are addressed. RBFs should be designed with scale in mind, based on what commercial capital can realistically support in follow-on



# Annexure

# Annexure | Income increase - Overall

## Assumptions

- Based on data collected by distributors from customers, the average **monthly income for customers was US\$171**

**81% of women indicated that their income increased**  
(29% “Very Much” + 52% “Slightly”)

Amongst those who indicated an increase, the distribution was:

- 0-25% (median is 12.5%) = 31%
- 26-50% (median is 38%) = 29%
- 51-75% (median is 63%) = 27%
- 76-99% (median is 87.5%) = 10%
- Over 100% (median is 125%) = 3%

## Calculations

- Expected % uplift among customers who reported gains:
  - $= (3\% \times 125\%) + (10\% \times 87.5\%) + (27\% \times 63\%) + (29\% \times 38\%) + (31\% \times 12.5\%)$
  - = 44.4%**
- Expected % uplift across income-generating customers
  - $= 0.81 \times 44.4\%$
  - = 36%**
- Monthly income uplift
  - $= \$171 \times 36\%$
  - = \$61.6 per month**

Source: Data collected by appliance distributors, 60 Decibels Impact Assessment

Data collected by 60dB is identified by their logo

# Annexure | Income increase - BURN

## Assumptions

- Based on data collected by distributors from customers, the average **monthly income for customers was US\$123**

**84% of women indicated that their income increased**  
(26% “Very Much” + 58% “Slightly”)

Amongst those who indicated an increase, the distribution was:

- 0-25% (median is 12.5%) = 41%
- 26-50% (median is 38%) = 26%
- 51-75% (median is 63%) = 23%
- 76-99% (median is 87.5%) = 9%
- Over 100% (median is 125%) = 1%

## Calculations

- Expected % uplift among customers who reported gains:
  - $= (1\% \times 125\%) + (9\% \times 87.5\%) + (23\% \times 63\%) + (26\% \times 38\%) + (41\% \times 12.5\%)$
  - = 38.6%**
- Expected % uplift across income-generating customers
  - $= 0.84 \times 38.6\%$
  - = 32.4%**
- Monthly income uplift
  - $= \$123 \times 32.4\%$
  - = \$39.9 per month**

Source: Data collected by appliance distributors, 60 Decibels Impact Assessment

Data collected by 60dB is identified by their logo

# Annexure | Income increase – Farm Warehouse

## Assumptions

- Based on data collected by distributors from customers, the average **monthly income for customers was US\$84**

**78% of women indicated that their income increased** (48% “Very Much” + 30% “Slightly”)

Amongst those who indicated an increase, the distribution was:

- 0-25% (median is 12.5%) = 14%
- 26-50% (median is 38%) = 17%
- 51-75% (median is 63%) = 41%
- 76-99% (median is 87.5%) = 28%
- Over 100% (median is 125%) = 0%

## Calculations

- Expected % uplift among customers who reported gains:
  - $= (0\% \times 125\%) + (28\% \times 87.5\%) + (41\% \times 63\%) + (17\% \times 38\%) + (14\% \times 12.5\%)$
  - = 58.5%**
- Expected % uplift across income-generating customers
  - $= 0.78 \times 58.5\%$
  - = 45.7%**
- Monthly income uplift
  - $= \$84 \times 45.7\%$
  - = \$102.7 per month**

Source: Data collected by appliance distributors, 60 Decibels Impact Assessment

Data collected by 60dB is identified by their logo

# Annexure | Income increase - Koolboks

## Assumptions

- Based on data collected by distributors from customers, the average **monthly income for customers was US\$295**

**76% of women indicated that their income increased**  
(33% “Very Much” + 43% “Slightly”)

Amongst those who indicated an increase, the distribution was:

- 0-25% (median is 12.5%) = 32%
- 26-50% (median is 38%) = 17%
- 51-75% (median is 63%) = 31%
- 76-99% (median is 87.5%) = 14%
- Over 100% (median is 125%) = 6%

## Calculations

- Expected % uplift among customers who reported gains:
  - $(6\% \times 125\%) + (14\% \times 87.5\%) + (31\% \times 63\%) + (17\% \times 38\%) + (32\% \times 12.5\%)$
  - = 49.7%**
- Expected % uplift across income-generating customers
  - $= 0.76 \times 49.7\%$
  - = 37.8%**
- Monthly income uplift
  - $= \$295 \times 37.8\%$
  - = \$111.5 per month**

Source: Data collected by appliance distributors, 60 Decibels Impact Assessment

Data collected by 60dB is identified by their logo

# Annexure | Income increase - SunCulture

## Assumptions

- Based on data collected by distributors from customers, the average **monthly income for customers was US\$184**

**79% of women indicated that their income increased** (24% “Very Much” + 55% “Slightly”)

Amongst those who indicated an increase, the distribution was:

- 0-25% (median is 12.5%) = 21%
- 26-50% (median is 38%) = 43%
- 51-75% (median is 63%) = 25%
- 76-99% (median is 87.5%) = 6%
- Over 100% (median is 125%) = 5%

## Calculations

- Expected % uplift among customers who reported gains:
  - $(5\% \times 125\%) + (6\% \times 87.5\%) + (25\% \times 63\%) + (43\% \times 38\%) + (21\% \times 12.5\%)$
  - = 46.2%**
- Expected % uplift across income-generating customers
  - $= 0.79 \times 46.24\%$
  - = 36.5%**
- Monthly income uplift
  - $= \$184 \times 36.5\%$
  - = \$67.2 per month**

Source: Data collected by appliance distributors, 60 Decibels Impact Assessment

Data collected by 60dB is identified by their logo

# Annexure | Income Upliftment Calculations

Distributor	Income Uplift per month (\$) (X)	Useful Life of Appliance in Months* (Y)	Number of Women Customers (Z)	Cumulative Income Uplift (A=X*Y*Z)	Cost of Appliance (\$) (B)	Churn (C)	Estimated Economic Upliftment (A-B)*(1-C)
BURN	39.9	24	1737	1,663,351	164	0.83%	1,649,383
FarmWarehouse	102.7	60	130	801,060	1423	16.5%	667,697
Koolboks	111.5	60	231	1,545,390	1475	5.2%	1,463,631
SunCulture	67.2	36	396	958,003	831	14%	823,168



**Additional income generated over useful life of appliances**

\*Estimated useful life

