Benchmarking Mini-Grid DESCOs
2017 Update

Summary of Findings

May 2018
Strategic Context
IFC and Energy Access

- **Energy access remains a critical piece of the development agenda:**
  - Globally, over 1 billion people have no access to electricity.
  - Over half these citizens—an estimated 600 million people—live in Sub-Saharan Africa.
  - They spend significant resources on kerosene and candles for lighting and expensive charging services for devices such as cell phones.
  - In addition to a reduced quality of life (some 1 million people worldwide die each year due to indoor air pollution from wood and charcoal fuels used for cooking and heating), economic opportunities are constrained by a lack of access to modern energy services.

- The International Finance Corporation (IFC), a member of the World Bank Group, is the largest global development institution focused on the private sector in emerging markets.

- Within IFC, the **Energy & Water (E&W) Advisory Services Group** works to develop clean energy opportunities, as well as improve access based on a range of both grid- and off-grid technologies, and optimize energy usage across a wide range of sectors in emerging economies.

**IFC is engaging with companies and governments in several markets to accelerate the scale-up of commercially-viable mini-grid business models as part of the energy access agenda.**
Mini-grids (also commonly-known as “micro-grids” or “island grids”) are power generation systems—typically 10kW to 10MW in size—based on solar, hydro, biomass, wind and/or diesel.

- Mini-grids serve a wide range of customers, from households in small villages\(^1\), to small businesses and larger anchor clients that off-take the bulk of the electricity produced.
- Connected to an isolated distribution network, they can also serve as electricity storage systems or, if and when the central grid arrives, helps to strengthen “last mile” reliability.

In 2017, IFC released the results of an operational and financial performance benchmarking of distributed energy services companies (DESCOs) using mini-grid technologies:

- The objective of the analysis was to develop quantitative data on the sector to help refine interventions to catalyze the growth of, and increase investor interest in, mini-grid DESCOS.
- In this context, IFC engaged with 20 mini-grid developers\(^2\) and operators to better understand the range of business models that they are implementing, the outcomes of their operational experiences and their financial returns to date.

This document is an update of the 2017 benchmarking results, and shares our latest findings, analysis and insights, with particular focus on DESCOS serving rural customers.

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\(^1\) Comprising no more than several hundred households

\(^2\) Eleven of the 20 developers participated in both the 2016 and 2017 exercises. All the participants in 2016 are still in business
## 2016 vs 2017 Benchmarking Exercises: What’s Changed¹?

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Number of Companies</strong></td>
<td>20</td>
<td>20</td>
</tr>
<tr>
<td><strong>Number of Countries</strong></td>
<td>7</td>
<td>12</td>
</tr>
<tr>
<td><strong>Time to Overall Profitability</strong></td>
<td>5-7 years</td>
<td>&gt;7 years</td>
</tr>
<tr>
<td><strong>CAPEX² Payback Time</strong></td>
<td>≈5 years</td>
<td>&gt;5 years</td>
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### Financial Indicators:

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2017</th>
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</thead>
<tbody>
<tr>
<td><strong>Average Capital Invested by Each Firm</strong></td>
<td>$4.2M</td>
<td>$7.9M</td>
</tr>
<tr>
<td><strong>Average Demand kWh/month</strong></td>
<td>8</td>
<td>11</td>
</tr>
<tr>
<td><strong>Average Distance from Main Grid</strong></td>
<td>22km</td>
<td>23km</td>
</tr>
<tr>
<td><strong>% of Companies 24-hr Power</strong></td>
<td>75%</td>
<td>95%</td>
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¹ Some of the discrepancies between 2016 and 2017 are due to participants that are not included in the 2017 study.

² CAPEX Payback Time defined as the number of years for revenue to recover the initial investment in the mini-grid.
Mini-Grid DESCOs were Analyzed at the Business and Value-Chain Levels to Provide Insights that Might Support Investor Due Diligence

Business Overview
- Number of grids in operation
- Number of new grids planned
- Time since initial service launch
- Business stage
- Years to overall breakeven
- Years to capex breakeven
- Overhead costs as % of revenue
- Op. model (in-house vs. outsource)
- Sources & sums of financing

Value-Chain Analysis
- Site ID/ Site Assessment
- Grid Set-up/ R&D Install
- Generation
- Sales & Distribution
- Metering & Payment
- After Sales

Due Diligence Insight
- Evaluating current revenue models for a mini-grid DESCO
- Analyzing whether a mini-grid DESCO has the right design for the market that it's serving
- Identifying key determinants of commercial viability & breakeven time
- Better assessing the growth potential of a mini-grid DESCO
- Understanding and assessing key risks to growth for a specific mini-grid DESCO
This Benchmarking Exercise Covered a Sample of 20 Mini-Grid DESCOs* Operating Across 12 Countries

* The number of DESCOs included in the Benchmarking Exercise from each country is noted in brackets.

Data were collected with written surveys, followed up by interviews.
Insights from the Benchmarking Data
Benchmarking Data: High-Level Facts and Figures

1. Includes the sole Hydro DESCO in the sample ($7 ARPU and $920 AIPU)
2. Excludes the sole Hydro DESCO in the sample, which is an outlier for average residential consumption and generation capacity
3. Excludes 2 Outliers (one hydro DESCO & one PV with higher connections)
4. Only 13 respondents

- **ARPU ($7)**
  - Average Revenue per User (Monthly)
- **AIPU ($920)**
  - Average Investment per User
- **11 kWh/mo.**
  - Tier 2 Average residential consumption
- **34 kW**
  - Average generation capacity
- **85% vs 15%**
  - A/C vs D/C
- **≈100**
  - Average Number of Connections
- **3 Years**
  - Average Number of Years in Business (Range of <1 year to 6 years)
- **58%**
  - OPEX as a % of Revenue
- **95%**
  - Provide 24/hr Power

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**Footnotes:**
1. Includes the sole Hydro DESCO in the sample ($7 ARPU and $920 AIPU)
2. Excludes the sole Hydro DESCO in the sample, which is an outlier for average residential consumption and generation capacity
3. Excludes 2 Outliers (one hydro DESCO & one PV with higher connections)
4. Only 13 respondents
Benchmarking Data: Spotlight on Tanzanian Mini-grid DESCOs

- **5 kWh/mo.** Average residential consumption
  - (vs 11 kWh/mo. global average)

- **$6 ARPU**
  - Average Revenue per User
  - (vs $7 global average)

- **$932 AIPU**
  - Average Investment per User
  - (vs $920 global average)

- Developers are planning to double the current number of systems in the next 12 months
  - (Consistent with global average)

- **5 Years** To Operational Profitability
  - (Consistent with global average)

- **8 Years** CAPEX Payback Period
  - (vs 7 years global average)

- **63%** OPEX as a % of Revenue
  - (vs 58% global average)

- **≈414 Average Number of Connections**
  - (vs 100 global average)

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1 Monthly
2 Data from 5 participants only; Excludes one hydro DESCO. Increases to 12 kW/month when hydro DESCO is included
3 Excludes 2 Outliers (one hydro DESCO & one PV with higher connections)
INSIGHTS FROM THE ANALYSIS

1 High CAPEX and Low Electricity Demand Push the Payback Period to Over 7 years

DESCOs typically oversize generation systems to allow for growth in demand. But low consumption, creates an imbalance between ARPU and AIPU at the short-term.

Average CAPEX Payback Period

\[
\text{Average CAPEX Payback Period} = \frac{\text{Average Investment per User} + \text{Average (monthly) Revenue per User}}{2} > 7 \text{ Years}
\]

Reducing CAPEX is key to improving overall financials for DESCOs. As 50% of CAPEX links to distribution, targeting more densely populated areas is also important. Further, bulk procurement could potentially help to drive down costs.

On the revenue side, targeting areas with higher energy demand (e.g. from productive activities) is critical for increasing ARPU. DESCOs could also develop new revenue streams from complementary activities (appliance sales, internet, content).

* Average Investment per User and Average (monthly) Revenue per User
INSIGHTS FROM THE ANALYSIS

High OPEX Extends Average Period to Profitability Beyond 5 years

Operational and administrative expenses absorb the entirety of DESCO revenues, with most firms projecting operational break-even that extends beyond 5 years of operations.

Average Number of Years to Profitability

- 1 Year: 8%
- 2 Years: 16%
- 3 Years: 15%
- 5 Years: 15%
- 6 Years: 23%
- 7 Years: 15%
- 15 Years: 8%

OPEX/Revenue:

- 58%

OPEX+Admin/Revenue:

- 128%

Recruiting local staff across management levels could significantly lower operational cost base.

Seeking economies of scale and scope by clustering sites to better leverage staff could reduce OPEX.

* Respondents own estimates; Different methodologies likely applied by each respondent
(Only 13 DESCOs provided data for OPEX/Revenues and 11 respondents for (OPEX + Admin) /Revenues)
INSIGHTS FROM THE ANALYSIS

3 Lack of Clarity on Grids Expansion Leads to Focus on Generally Less-Profitable Last Mile Segment

Potential grid extension is a key factor adversely affecting the growth prospects of mini-grid DESCOs (particularly in East Africa). Even for DESCOs that could be interconnected with the main grid, uncertainty surrounding grid connection standards, compensation arrangements and uniform tariffs have driven most DESCOs to operate at least 10-20km away from the boundaries of the national grid to what is often seen as the “last mile”—driving up development costs and reducing ARPU, given relatively lower income levels in these areas.

Increased transparency into roll-out plans for the central grid (which is typically heavily subsidized, and often hard to justify based on low consumption levels) will be key to help mini-grid DESCOs identify opportunities and operate in areas that are more commercially viable, due to higher density and load.

Average Distance from National Grid
23 km

Distance to Main Grid for Representative Mini-Grid*

Increased * 15 Respondents
Optimistic Growth Estimates suggesting Substantial New Capital Requirements

DESCOs are projecting to double their number of sites within the next 12 months. To maintain current operations and support this growth, developers require 2-3 times the capital raised to date.

### Number of Current vs Planned Grids within 12 months

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<tr>
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<th>Average # of Current Grids per DESCO</th>
<th>Average # of Planned Grids per DESCO</th>
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<tbody>
<tr>
<td></td>
<td>13</td>
<td>26</td>
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### Total Capital Raised vs Future Capital Needs in the Next 3-4 Years ($M)*

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<tr>
<th></th>
<th>Total Capital Raised to Date (Average)</th>
<th>Future Capital Needs (Average)</th>
</tr>
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<tbody>
<tr>
<td></td>
<td>4.8</td>
<td>17.3</td>
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Closer collaboration between governments and DESCOs (e.g. via structured public-private partnerships that ring-fence areas for mini-grid development, and provide public funding to reduce the length of time before mini-grids achieve payback, thus attracting private operators and financiers into the market) could catalyze the sector.

*Only DESCOs providing data for both capital raised to date and estimates for future capital needs included (16 total respondents)*
DESCOs currently rely heavily on equity investment and grant funding. While this is not unusual for early stage companies (the average DESCO has been in operation for three years), a shift towards commercial lending will be needed to achieve scale.

DESCOs’ ability to raise meaningful levels of commercial lending is likely to be challenging unless they can demonstrate the ability to access and develop sites at greater scale.
Conclusion
In general, current mini-grid cost bases and revenues are mismatched. To increase financial viability, developers must focus on **picking sites with the right balance of residential and productive uses** and improving demand forecasting. Preference might be given to locations with potential for additional revenue streams (appliances, internet, entertainment devices).

Government authorities could more to provide greater transparency into plans for future grid extension and also focus on simplifying and/or **streamlining processes, procedures and regulations for developers** in the mini-grid space. In addition, **closer collaboration between governments and DESCOs** could strengthen the role of mini-grid (as well as solar home system) technology solutions as part of an overall least cost electrification planning approach.

DESCOs should explore combining **mini-grids and solar home systems** for different locations in the same village to reduce CAPEX per connection, particularly in sites with more dispersed populations and/or a broad range of electricity consumption patterns.

**Commercial financial institutions should start looking at the sector**, which is rapidly innovating in terms of technology options as well as exploring new business models, and eager to attract capital to support expansion plans. However DESCOs still need to **improve operational performance** and overall cost structures to make their mini-grids more “bankable”.

DESCOs could **improve cost structures** by hiring more local staff at the management levels, and seeking economies of through bulk procurement, where possible.
Mini-grids could become a viable option for energy access

...but three critical sets of issues must be resolved

**Market:** Mini-grids are best suited for larger electricity demands (with at least some productive uses). Current capital cost structure makes it unrealistic to generate profits with a Tier 2 (or lower) client base, and puts mini-grid connections in direct competition with generally less costly solar home systems.

**Business model:**

- **Technology flexibility:** Where rural customers are the target, a technology agnostic approach recommended for DESCOs is key; e.g. partnering to combine mini-grid connections for larger end-users with solar home systems for smaller ones outside the core perimeter of the mini-grid.

- **Multi-utility opportunity:** Given investment costs, as well as opportunity that deep customer touch-points provide, it is worth exploring cross-selling of broader products and services (e.g. internet access, entertainment content, health and educational services).

- **Local play:** As with any base-of-the-pyramid business, strengthening involvement of local players—both conglomerates and SMEs—is critical to provide market insights, improve operational efficiency, reduce risks, access local capital and operate ventures for the long-term.

**Ecosystem:** Fundamentally, greater room for coexistence with the national grid will be critical for the mini-grid sector to thrive. Structured public-private partnerships can reduce unnecessary costs, allocate risk to appropriate parties and consider concessional financing options to help close the viability gap.
Who to Contact

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