



CALL FOR EXPRESSIONS OF INTEREST (EOI) WOMEN'S EMPOWERMENT FUND III

The Global Alliance for Clean Cookstoves

The Global Alliance for Clean Cookstoves (Alliance) is a public-private partnership with the goal to save lives, improve livelihoods, empower women, and protect the environment by creating a thriving global market for clean and efficient household cooking solutions. The Alliance's '100 by 20' goal calls for 100 million homes to adopt clean and efficient stoves and fuels by 2020. The Alliance is working globally with over 1,400 partners from the bilateral, United Nations, private, humanitarian, NGO, academic, and philanthropic sectors to help overcome the market barriers that currently impede the production, deployment, adoption and use of clean cookstoves and fuels in developing countries.

The clean cookstove and fuel value chain offers new and viable pathways for women's economic empowerment. Women can participate in, own businesses around, and earn income from product design, engineering, manufacturing, maintenance, marketing, distribution, sales and related enterprise that involve cooking, such as restaurants and street food vendors.

Clean cookstoves and fuels – more affordable, culturally compatible products that produce fewer harmful emissions and burn more efficiently – are available today. However, the global prerequisites for a thriving cookstove and fuel market are not yet in place. Specifically, significant barriers to large-scale adoption, such as low consumer demand, nascent industry standards, diffuse distribution networks, underdeveloped financing mechanisms, and inadequate national policies continue to limit the potential for the sector to reach sustainable scale. The Alliance recognizes that women play an instrumental role in increasing awareness about the dangers of household air pollution, driving demand for new technologies that mitigate these dangers, and speeding their adoption and widespread use across their networks and within communities.

The Alliance's gender strategy is focused on addressing several key barriers to scaling women's empowerment and gender-informed approaches and is built around the five following pillars:

- 1) Establishing a strong evidence base and evaluating effective approaches;
- 2) Increasing access to finance to integrate women's empowerment into the sector;
- 3) Building capacity of enterprises and women entrepreneurs;
- 4) Raising awareness and generating demand among women consumers and adolescent girls and boys; and
- 5) Influencing and setting international and national policies and processes.

Scaling Women's Empowerment in the Clean Household Energy Sector

The Alliance's Women's Empowerment Fund (WEF) is one of the few financing mechanisms designed to scale effective business models for empowering women energy entrepreneurs. The WEF is a grant facility that provides funding and capacity building to enterprises to increase the number of women earning income in the cooking value chain and/or to test innovative approaches to scaling women's empowerment throughout the clean cooking sector. The WEF strongly encourages applicants to utilize

business models that strengthen women’s livelihood opportunities by bundling household energy products and/or diversifying the suite of products for women to produce, distribute, maintain, etc.

The goal of the WEF is to increase access to finance for achieving gender impact in the sector. The WEF aims to build the evidence and make the business case for effective, gender-informed business models. Enterprises may pilot innovative empowerment interventions and/or scale approaches that increase opportunities for women entrepreneurs, employees, sales agents, producers, etc. In this document, an entrepreneur is defined as a person seeking to increase her income through her own business activities. The term entrepreneur is used broadly, in reference to both micro-entrepreneurs and small-sized enterprise owners, as well as sales agents. The Alliance places particular emphasis on funding woman-owned enterprises, and organizations meeting this criteria are strongly encouraged to apply.

The Women’s Empowerment Fund Round III

Overview

The WEF seeks to scale the number of women energy entrepreneurs throughout the value chain and test innovative empowerment approaches in order to share lessons learned and build the evidence for effective, gender-informed business models. Target projects supported by WEF will:

- 1) Scale women’s energy entrepreneurship and employment throughout their business models and the sector. This can include scaling existing proven gender and empowerment approaches or adding women’s income-generating opportunities into existing business models; and/or
- 2) Pilot innovative interventions for women’s empowerment in the clean cooking sector. Applicants must make the case that the proposed innovation is a game-changing, unique intervention that has not previously been tried in the clean cooking sector.

Universal Best Practices to Engage Women:

- Conduct analysis to understand community gender roles and dynamics
- Develop a strategy to engage men
- Schedule times and locations of meetings/activities around women’s availability and remain flexible
- Identify and build strong local partnerships with trusted individuals and organizations; Strongly consider working with women’s groups
- Conduct gender-sensitive trainings on relevant topics; Offer continuous training opportunities and mentorship

All applications must demonstrate how the gender best practices outlined in the [Alliance’s Resource Guide on Scaling Adoption of Clean Cooking Solutions’ through Women’s Empowerment](#) will be implemented throughout the project/business model. Strong applications will discuss the potential impact of the project on women’s social and economic well-being, and will describe the monitoring and evaluation practices necessary to capture project outcomes, lessons learned, and data.

Note: WEF will not provide funding for general operations.

Grant Terms

Under this competition, the WEF will award grants of up to US\$75,000 to at least 4 qualifying organizations. Selected projects will have a 12-month timeframe from the disbursement of the grant to meet clear objectives and performance milestones. Regular reporting on activities and milestones will be required throughout project execution, in addition to a final results report one year after the end of the project. Recipients are also required to submit the Alliance’s annual Results Reporting Survey.

The WEF application process will take place in two phases:

- Phase One:
 - Applicants will submit an Expression of Interest (EOI) using the attached Executive Summary template (Annex 1), providing an overview of their business model

and the proposed intervention or innovation, including a proposed timeline of project milestones and a budget with cost share.

- The EOI deadline is **March 21, 2016** at **9:00AM EST/1:00PM GMT**.
- Applicants selected to move to the next round will be contacted to submit a full proposal.
- Phase Two:
 - A shortlist of applicants will be selected to submit a full proposal in Phase 2 and will receive instructions by April 8, 2016.
 - Finalists will be asked to submit a proposal, including (but not limited to) a more detailed project plan, detailed budget, financial statements, and performance indicators.
 - Final proposals are due May 2, 2016 at 9:00AM EST/1:00PM GMT. Winners will be notified no later than June 17, 2016.

Applicant Organization Criteria

- **Alliance Partnership:** The applicant organization **must** be a registered partner of the Global Alliance for Clean Cookstoves. Applicants who are not currently a Partner must be registered **prior** to submitting their application. Please follow the instructions on how to do so here: <http://cleancookstoves.org/partners/register.html>.
- **Organizational Type/Legal Structure:** Organizations can include but are not limited to for-profit companies, social enterprises, foundations, non-profits, universities, research institutes, faith-based institutions, etc.
- **Organization Stage of Development:** Organizations at all stages of operational development from seed-stage to large global organizations and enterprises.
- **Focus Geographies:** All qualified individuals and organizations, regardless of location, are encouraged to apply. Although the Alliance has a preference for partners operating in Alliance focus countries, organizations operating in other countries are also encouraged to apply.¹ The Alliance will select the most qualified applications regardless of location; the preference for Alliance focus countries is only weighted if the Alliance needs to make a final selection between applications of comparable quality.
- **Impact:** The applicant **must** be focused on driving highly scalable gender and empowerment impacts in alignment with the Alliance's mission to save lives, improve livelihoods, empower women, and protect the environment. It is recommended that applicants consult the Alliance's social impact M&E indicators and tools prior to submission, and highlight any relevant socio-economic indicators that will be measured in your proposal. The list of indicators is available as an attachment on the Alliance's website here: <http://cleancookstoves.org/about/news/updates/03-19-2015--alliance-seeks-input-on-social-impact-m-e-framework.html>.

¹ Alliance focus countries are: China, Bangladesh, Kenya, Uganda, Ghana, Nigeria, India, and Guatemala.
<http://cleancookstoves.org/country-profiles/focus-countries/>

Project Criteria

- **Type of Project:** The proposed intervention **must** be focused on gender mainstreaming and/or women's empowerment, and strive to increase opportunities for women entrepreneurs, employees, sales agents, producers, etc.
- **Commercial Viability and Scalability:** The applicant **must** demonstrate commitment towards proposing sustainable solutions. In addition, the proposed intervention must demonstrate a clear potential to scale and be replicated across markets in the long term.
- **Industry/Sector Focus:** The proposed intervention **must** be within the clean cooking value chain; applications with the option to bundle additional non-cooking energy products will be given preference.

Requirements for Testing

Applicants are asked to adhere to requirements for testing released by the Alliance in [October](#) 2015. Stove and fuel testing data are not necessary to submit with the EOI. For applicants that are selected to submit a full proposal, the following guidelines for testing will apply:

- For WEF applications that are focused on fuels/technologies that already exist in the market, it is required that third party testing has been done and reported publicly. If testing has not been done, then part of the proposed work should include a testing component.
- Preference will be given to applications that include technologies/fuels that have testing available that follow protocols that have been mapped to IWA tier ratings for laboratory testing, using the requirements specified in the [IWA](#). Information for specific testing methodologies and protocols are available on the [Alliance webpage](#).
- While there is not a minimum level of performance for technologies/fuels used, applications that include higher performing technologies/fuels based on the IWA framework are preferable to those that include lower performing technologies/fuels.

Application Process & Deadlines

The first phase of the application process to submit Expressions of Interest will be open from March 1 – 21, 2016. **Expressions of Interest are due on March 21, 2016 by 9:00AM EST/1:00PM GMT.** Applications must use the executive summary template provided in Annex 1.

Applications and clarification questions should be submitted within the deadline by email to Rachel Mahmud at gender@cleancookstoves.org. Please send applications with the subject line: “*WEF EOI-Organization Name*”. Please submit all applications in Word or PDF with titles formatted as: “*Organization Name-WEF EOI*”.

Applicants are required to submit the following as part of their Expression of Interest for the WEF:

- 1) **Executive Summary** of the applicant organization and on the proposed intervention (no more than 5 pages; a template is provided in Annex 1)
- 2) **Total proposed project budget** (not to exceed US\$75,000), including a summary breakdown (eg. personnel, travel, professional fees, materials, equipment, etc.) and cost share. (Not included in page limit.)
- 3) **Proposed Timeline of project milestones/activities** for approximately 12 months from September 2016-August 2017. (Not included in page limit.)

Potential Project Focus

The list below provides a few examples of WEF proposals that would be acceptable. This list is only intended to provide examples and is by no means exhaustive.

- Scaling the recruitment and retention of women clean energy distributors throughout a particular business model.
- Strengthening and scaling existing women's groups or associations to increase production, distribution, access to finance, or after-sales services.
- Testing an innovative partnership that will empower women and scale adoption through nontraditional partners.

Applicants are asked to only submit the documents indicated in the list above and to closely follow the provided guidelines, including length restrictions. Only one proposal per lead organization may be submitted.

The Alliance reserves the right to reject applications that are incomplete or that do not follow all of the requirements or guidelines.

Application requirements and deadlines are listed in the following table:

	Description	Minimum Requirements	Dates
Phase 1 Application Submission	To apply for WEF III, submit an Expression of Interest to gender@cleancookstoves.org . Only applications submitted via this email and by the deadline will be accepted.	<ul style="list-style-type: none"> ✓ Executive Summary (5pp max) ✓ Project Budget ✓ Timeline of project milestones/activities 	Application Deadline March 21, 2016 @ 9:00am EST/1:00pm GMT
Phase 1 Judging	Submitted EOIs will be reviewed by a screening committee using the criteria indicated below. <i>Note: Applicants may be asked to submit additional materials for further clarification on a case-by-case basis prior to final decisions.</i>	<ul style="list-style-type: none"> ✓ Additional information on a case-by-case basis 	Finalists notified April 8, 2016
Phase 2 Request for Proposals	A shortlist of finalists will be selected to submit a full proposal, including (but not limited to) a more detailed project plan, detailed budget, financial statements, and performance indicators.	<ul style="list-style-type: none"> ✓ Full list of requirements will be sent to finalists only 	Deadline May 2, 2016 @ 9:00AM EST/1:00PM GMT
Phase 2 Judging	Submitted proposals will be reviewed by a screening committee using specific selection criteria. <i>Note: Finalists may be asked to submit additional materials for further clarification on a case-by-case basis prior to final decisions.</i>	<ul style="list-style-type: none"> ✓ Additional information on a case-by-case basis 	At least 4 grant recipients will be selected and announced by June 17, 2016.
Grant Negotiation and Contracting	The Alliance ² and WEF grant recipients will negotiate terms and conditions of the grant and sign grant agreements. Funds are expected to be deployed in the three months following contract signature.		Negotiation & Contracting June-August 2016

² On behalf of the United Nations Foundation

Evaluation Process

Given the interdisciplinary, inter-sectoral nature of the Alliance and its goals, final funding decisions will be made on the basis of technical merit, as well as the relevance of the intervention and ability to scale. The Evaluation Criteria below will be used to facilitate direct comparisons among proposals during the evaluation and selection process.

Category	Criteria	Description
1. Strength of Proposed Empowerment Initiative	<ul style="list-style-type: none"> a) Project Objectives & Outcomes b) Game-Changing Potential of Intervention c) Project and Technical Feasibility d) The Business Case e) Gender-Informed Practices 	Assesses the proposed project plan and its ability to play a transformative role in the target market and across the clean cooking industry. Assesses the strength and feasibility of the intervention, timeline and budget, the expected level of technology/fuel performance and user adoption, the potential viability of the target market, and established partnerships (if any) to support project execution. Assesses the applicant's understanding of empowerment interventions and impacts, and ability to make the case for a gender-informed business model.
2. Commercial Viability and Potential for Scale	<ul style="list-style-type: none"> a) Commitment to Commercially Viable Market Solutions b) Potential to Scale c) Track Record d) Knowledge of the Market e) Project partnerships 	Assesses whether the project follows a market-based approach, can be commercially viable in the long-term, is aligned with the Alliance's objective to enhance demand or strengthen supply, and if the proposed intervention can be scaled. Determines if the organization and project leaders have relevant background and experience. Evaluates the strength and feasibility of proposed project partnerships, where applicable.
3. Commitment to Impact	<ul style="list-style-type: none"> a) Impact on Women's Social & Economic Empowerment b) Impact on Household Social & Economic Well-being c) Monitoring Capacity d) Knowledge management 	Assesses if the submitted proposal has a clear, measurable, and realistic commitment to impact on women's social and economic empowerment, household social and economic well-being, and/or gender equality. Assesses if the applicant has the capacity to monitor and report on the impacts and outcomes of the intervention, including knowledge management capacity to capture lessons learned, case studies, and best practices.

Questions and applications are to be submitted to gender@cleancookstoves.org **before** the application deadline.

Contracting Information

Grant Agreement

Agreements will be made between the Grantee and the United Nations Foundation. Funds will be disbursed in tranches based on the achievement of milestones outlined in the application and amended in the grants process.

Reporting Requirements

Recipients under this call for papers will be required to submit quarterly reports on activities and progress including quarterly financial/budget statements. The Alliance will provide a general reporting template required of all recipients and customize reporting for each recipient according to specific proposal goals and milestones developed between the Alliance and the applicant during the contracting process. In addition, recipients will be required to report on basic social, economic, and environmental impact indicators using the Alliance's [social impact M&E framework](#). All data reported will be sex-disaggregated. All recipients under the Women's Empowerment Fund III will also be required to complete the Alliance's annual Results Reporting questionnaire. Furthermore, the Alliance, on behalf of the United Nations Foundation, will monitor and conduct assessments of operations under the grant, which may include a visit from Alliance personnel or designee to observe projects and programs and to review financial and other records and materials connected with activities supported by the grant. In addition, the Alliance requires a final report within 30 days from the end of the funding term that describes in narrative fashion what was achieved with the funds, a line item comparison of budgeted versus actual expenses as they relate specifically to the grant, a statement certifying that all funds were expended for the purposes of the grant, and an explanation of any variance from the proposal budget submitted with the original proposal.

Communication of Results

The Alliance is committed to ensuring that results achieved by grantees will inform the sector, as well as advance the adoption of cleaner, more efficient cooking technologies. Grantees supported under WEF III will be expected to actively engage with fellow grantees, Alliance staff, and other designated partners as requested by the Alliance. This coordinated engagement could include: input into achieving collective grantee goals; sharing of best practices; participation in meetings or calls or research being conducted by the initiative; and participation in additional capacity building activities needed to further those goals, provided that such requests do not constitute a violation of any applicable law or regulation. The Alliance will work with funded projects to ensure that progress and results are widely disseminated, and profiled at technical meetings as relevant. Materials, reports, and results of grants may be available for dissemination to the public, i.e. through the Alliance website, newsletters, and webinars. The Alliance has the right to ensure that study results are made publicly available in a timely and transparent process, while ensuring intellectual property rights of investigators, as well as subject and manufacturer confidentiality as required.



ANNEX 1: EXECUTIVE SUMMARY TEMPLATE WOMEN'S EMPOWERMENT FUND III

INSTRUCTIONS:

Description: Applicants are **required** to submit an Executive Summary (5 pages or less) describing their enterprise and proposed empowerment intervention as part of the WEF III Expressions of Interest application phase. This Executive Summary template has been designed as a practical tool for applicants to develop a structured and concise overview of their business and proposed intervention and/or innovation that can be used for multiple purposes beyond the WEF III application. Applicants are encouraged to be as specific and succinct as possible, as they will be evaluated based on the precision, structure, and quality of the contents in the Executive Summary.

Structure: Applicants must complete the four sections provided in this Executive Summary template (Elevator Pitch, Organizational Overview, Market Overview, and Project Proposal); however the itemized contents under each section are suggested points that can be included, and not all are mandatory. All items marked with a star (*) are mandatory. Applicants are also encouraged to brand their Executive Summary as they see fit with their logo, and to include relevant charts, graphs, diagrams, and photos.

Length Limit: The EOI executive summary must be no longer than 5 pages using a minimum 10.5 point font size. **Executive Summaries that do not follow these instructions will not be considered.**

Proposed Project Budget: Applicants are required to submit a total proposed budget (not to exceed US\$75,000), including a summary breakdown (eg. personnel, travel, professional fees, materials, equipment, etc.), and cost share. The budget is not included in page limit. A sample budget template is included below, or applicants may use their own template.

Proposed Timeline of Milestones/Activities: Applicants are required to submit a timeline of key project milestones and activities that are tied to the WEF intervention and which will help to achieve project goals and outcomes. A template is included below, or applicants may use their own template.

Submission: The Executive Summary is a required part of the WEF III application and must be submitted with the rest of the application requirements by **March 21, 2016 at 9:00 am EST/1:00pm GMT** via email to gender@cleancookstoves.org. Only applications submitted to this email will be accepted. If you are experiencing technical problems, please describe the nature of the problem in an email addressed to gender@cleancookstoves.org prior to the application deadline.

Insert Organization
Logo

‘APPLICANT ORGANIZATION NAME’
PROJECT TITLE

EXECUTIVE SUMMARY

Applicants are encouraged to use the Executive Summary structure and guidelines provided below. The italicized bullets included are **suggested** topics that can be discussed under each section and applicants may customize them, their order, and overall content as they see fit to best represent their business. **Bullets marked with a (*) are mandatory and must be covered in the section.**

Note: Please delete all italicized instructions in the sections below before submitting the final Executive Summary.

I. ELEVATOR PITCH

Briefly pitch your organization and the women’s empowerment intervention and/or innovation you are proposing in 1-3 sentences maximum.

II. ORGANIZATIONAL OVERVIEW

✓ **Mission & Vision Statement**

Describe the mission and vision of your organization and how it is linked to achieving women’s empowerment.

✓ **Products & Services***

Describe the products and services in your product portfolio. Provide information on their technical features, performance, price, and acceptance in the market. Explain, where applicable, the role of women in the development, production, delivery, and maintenance of these products and services.

✓ **Value Proposition**

What is the unique value that makes your products and/or services attractive to customers and end users?

✓ **Track Record***

Provide a brief overview of the organization’s experience and activity to date in the sector, its stage of development, and key milestones achieved. Must demonstrate where best practices in gender mainstreaming and women’s empowerment have already been utilized. Refer to the Alliance’s [Resource Guide for Scaling Adoption of Clean Cooking Solutions through Women’s Empowerment](#) for best practices, highlighting the ones you’ve used, or highlighting your own innovative best practices.

✓ **Operational Overview***

What is the organization’s business model and how does it currently work with women and mainstream gender? Provide an overview of your value chain operations including procurement, production and manufacturing, transportation, distribution, after-sales service, etc. Highlight any gender analysis or gender training the company has conducted or received. Describe any gender impact targets the company has set and/or achieved. If the company collects sex-disaggregated data, please describe under what circumstances this is done and how it informs the business model.

✓ **Sales & Marketing Strategy**

Describe how your organization is able to position and move its products and services into the market. Include information on your pricing, branding, and communication strategy. Note where and how you have applied a gender lens to your marketing and distribution strategies.

✓ **Human Resources & Staffing***

Describe the business' management and key staff members. Discuss the team's diversity in terms of background, experience, and gender. Highlight the gender-informed HR policies and practices implemented within the organization.

✓ **Social, Environmental, and Gender Impacts of the Business***

Highlight the relevant social, environment, gender, and health impacts that your organization has in its market.

✓ **Growth Vision**

Describe the organization's growth priorities for the next 3-5 years. Include information on new products to be launched, future market expansions, fixed assets and production capital to be acquired, etc. In what ways do you hope to grow your business in terms of being gender-informed and understanding the socio-economic impacts of your operations?

III. MARKET OVERVIEW

✓ **Market & Country Context**

Describe the problem and market that your enterprise is addressing, particularly as it pertains to women's empowerment and participation in the value chain. Provide any relevant information on the local context (i.e. regulatory and institutional framework, socio-economic trends, local customs, gender dynamics, etc.). Assume your audience has a general knowledge of the sector and issues associated with cooking on solid fuels.

✓ **Customers & End Users***

What is your current target market? Describe the different customer segments based on population, geography, size, gender, growth trends, consumer behaviors, etc. What is the willingness to pay for your products/services? Be as specific as possible and provide results from your own market research if possible.

✓ **Competitive Landscape**

Describe the main competitors in your market, including traditional alternatives to your products and services. How do your products and services compare on quality, price, usability, etc.? Describe your advantage in relation to the competition.

IV. WOMEN'S EMPOWERMENT INTERVENTION PROPOSAL

✓ **Proposed Women's Empowerment Intervention and/or Innovation***

Begin with 1-2 sentence thesis statement describing what you are trying to achieve or prove for gender and social impact through your business model. What is the purpose of your intervention, and what business goals will it help you to achieve? Then describe the intervention that you are proposing in more detail to increase and scale the participation of women in the clean cooking value chain and/or empower women users in your target market. If you are proposing an innovation, describe why this is new and different for the sector and why you believe it will be successful. Consider how, if successful, you have the potential to influence the way others' do business in the sector by specifically engaging women in the value chain.

✓ **Project Partnerships***

Discuss any partnerships that will play a key role in the intervention (e.g. businesses and manufacturers, microfinance institutions, NGOs, research institutes, gender experts, etc.).

✓ **Commercial Viability***

Demonstrate the business case for the intervention that you are proposing to implement. What is the cost/benefit in the medium term (i.e. how much will it cost vs. how much will it generate for the business) and how does it make sense for your business as a whole?

✓ **Scalability***

Demonstrate the potential for scale and replication of the intervention. If successful, how will the initiative continue to grow in a self-sustainable way beyond the WEF grant? If you are a non-profit, please explain how you will leverage new sources of funding (external or internal) to continue the intervention after the WEF grant is complete.

✓ **Scope for Impact**

Describe the impact that you anticipate the intervention will have on the empowerment of women and gender dynamics. Describe how you plan to monitor and evaluate this impact. Refer to the Alliance's [social impact M&E indicators](#) and tools, which have been developed to support enterprises in collecting socio-economic impact data, and highlight any key indicators you plan to measure in your WEF project. Describe current impact reporting capabilities including data tracking tools and/or what you would need to develop as part of the grant monitoring and evaluation.

PROJECT BUDGET

Applicants are required to submit the total proposed project budget. This is not included in the page limit.

The total budget is not to exceed US\$75,000.

Please include a summary breakdown (eg. personnel, travel, professional fees, materials, equipment, etc.), and estimated cost share.

A sample budget is included below; applicants may use this template or submit their own.

	Budget (USD)
Personnel	\$ -
Travel	\$ -
Contractual (Professional fees)	\$ -
Materials	\$ -
Equipment	\$ -
Total Direct Costs	\$ -
Indirect Costs (X%)	\$
Total Budget	\$ -
Cost Share (X%)	\$

PROPOSED TIMELINE OF PROJECT MILESTONES/ACTIVITIES

Applicants are required to submit a proposed timeline of key project milestones & activities that are tied to the WEF intervention and which will help to achieve project goals and outcomes. Applicants may use the template below or submit their own.

Primary Activity, Deliverable or Milestone	Period											
	Q 1 (Sept-Nov 2016)			Q 2 (Dec-Feb 2017)			Q 3 (Mar-May 2016)			Q 4 (Jun-Aug 2017)		
	Sept	Oct	Nov	Dec	Jan	Feb	March	April	May	June	July	Aug

