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# **SECTOR REFORM AND UTILITY COMMERCIALIZATION (SRUC) PROJECT QUARTERLY PERFORMANCE REPORT – Q1 FY2018**

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# **SECTOR REFORM AND UTILITY COMMERCIALIZATION (SRUC) PROJECT QUARTERLY PERFORMANCE REPORT – Q1 FY2018**

OCTOBER 1, 2017 – DECEMBER 31, 2017

SECTOR REFORM AND UTILITY COMMERCIALIZATION  
(SRUC) PROJECT

CONTRACT NUMBER: AID-OAA-I-13-00018 /

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DELOITTE CONSULTING LLP

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## INTRODUCTION

The **Sector Reform and Utility Commercialization (SRUC) Task Order** is funded by the U.S. Agency for International Development (USAID). The SRUC Task Order (TO) aims to promote utility commercialization and equitable, effective reforms that will enhance the financial viability and long-term sustainability of developing countries' electricity systems, and thereby enable their expansion and growth and establish the necessary preconditions for clean energy investments.

As the prime contractor, Deloitte Consulting LLP (the Deloitte Team) is working directly with USAID to implement the SRUC TO. This includes assisting countries and counterparts with assessing existing sector conditions and preparing new strategies and plans; designing and implementing new market structures and models for private sector participation; building institutional capacity with utility partners; testing new commercialization technologies; and reporting lessons learned and results for broader dissemination in the sector.

Core activities under the SRUC TO include the following technical and management functions:

**Technical Functions:** Evaluations; Hosting sector reform workshops and forums; Designing and implementing new market structures; Developing appropriate legal and regulatory frameworks; Designing and implementing new models for private sector participation; Corporate governance; Utility financial modeling and planning and tariff analyses; Customer regularization and metering; Utility organization and capacity; Training and technical assistance; Best practice analyses, reports, and media.

**Management Functions:** Planning and execution of technical functions; Resource approval and deployment for technical projects; Budget, administrative and technical trackers; Developing marketing materials.

## Q1 2018 SUMMARY

This quarter, the Deloitte Team continued the implementation of our long-term technical assistance Work Order Assignments in Haiti, Jamaica, Mozambique, Cote d'Ivoire, and Tanzania. The team also finalized our study on the Utility Human Resource (HR) Incentive Study for Loss Reduction and updated to the Smart Utilities web site to better reflect SRUC's portfolio of projects. There was a significant challenge and corresponding staffing adjustment on the Haiti project, led by the Engagement Director and the Chief of Party (COP), who worked in close coordination with the Contracting Officer's Representative (COR).

Highlights from the quarter include:

- **Jamaica:** The Jamaican Public Service Company (JPS) and the Jamaica Social Investment Fund (JSIF) installed, connected, and electrified 360 of 400 ready boards in the Majesty Gardens community. Finalized contracting with Hope Caribbean Co. for the post-project survey. Discussed the financial analysis and return on investment with the JPS Strategy team. At the request of JPS, participated in a broader Community Engagement workshop with all the other government stakeholders working in low-income communities to provide public services.
- **Mozambique:** Held a community engagement kick-off meeting with the Block Chiefs from the pilot project area to inform them of Electricidad de Mozambique's (EDM) goals with the network and customer information systems (NCIS) pilot. Worked with

EDM's software vendors for the customer management system (CMS) and the geospatial information system (GIS) to finalize the systems integration. Developed current and future state business processes and technical procedures for the NCIS pilot. Prepared for the field work stage of the project. Discussed potential for community engagement follow-on work under SRUC with EDM executive leadership.

- **Tanzania:** Kicked off work in Tanzania, cataloguing the lowest cost connection and house wiring alternatives for peri-urban neighborhoods, identifying low-cost material and equipment options, and beginning the detailed focus group organization and outreach. Delivered an initial report on the barriers to connection.
- **Cote d'Ivoire:** Kicked off the Willingness and Ability to Pay survey project by meeting with electricity regulator (Anare) and utility concessionaire to set expectations and timelines. Subcontracted Axe Marketing to carry out the nation-wide survey, working with them on the initial, foundational outputs (i.e. sampling methodology, questionnaire, tabulation plan, and training guide).

The Deloitte Team continues to submit a weekly tracking system to the COR to provide insight into current tasks, challenges, and the week's work for both USAID and Deloitte. Given the growing complexity of the SRUC TO budget and the remaining period of performance, the Deloitte Team dedicated time this quarter to improve the SOW budget tracker so that it could provide more granularity to USAID. We will submit this tracker monthly from this point onward, in order to monitor the TO spend as closely as possible.

## CORE ACTIVITIES

The following section lays out the core activities led by the Deloitte Team through the duration of Q1 FY2018 to implement the USAID SRUC TO and help it achieve its goals, as outlined in the approved Life of Project Workplan.

### TECHNICAL

#### A. Haiti Caracol Power: October 2017 – Ongoing

##### *Q1 FY2018*

After storm warnings and travel delays in Q4, the Deloitte Team resumed meetings with counterparts at the public-private partnership (PPP) unit within the Ministry of Finance and Energy Cell within the Ministry of Public Works related to soliciting a private partner for the Caracol Power Utility (CPU). Meetings focused on improving tender documentation and training. For example, in late November, the Deloitte Team facilitated two workshops for the GoH – one on effective request for proposal (RFP) development for the PPP unit and another centered on improving the current Information Memorandum for the Energy Cell. The Information Memorandum will be released alongside the RFP in stage 2 of the tender. The document will summarize important information about CPU's finances, management, structure, and the broader energy industry within Haiti. At present, the Energy Cell has submitted an initial draft of the Information Memorandum. Our workshop identified gaps in the current draft and suggested areas for improvement. Additionally, the technological infrastructure for bidder RFP response was established by way of a dataroom. This dataroom system, procured through iDeals Solutions, will act as a repository for all necessary information bidders will need in tender process. Bidders will each have a username and password to access the Caracol transaction information by way of the dataroom whenever needed, for the duration of the tender period. The platform will also allow for private questions by bidders and a space for the GoH to respond equally and transparently to all pre-qualified candidates about the concession.

In December, the team welcomed a new PPP specialist, xxx, to the project. xxx led the team in discussions with USAID on the topic of building consensus among GoH agencies for the concession contract structure and its underlying foundation. Through several detailed working sessions with the USAID/Haiti Mission, he then led the team in the creation of a detailed "Consensus Presentation" which laid out each GoH agency's involvement and responsibilities under a concession structure for the CPU.

Over Q1, the Deloitte Team undertook a staffing change on the CPU project. After his initial work on consensus building with the GoH for the CPU concession contract structure, xxx was brought into the Team Lead position. After a discussion with USAID/Haiti and the COR, xxx was transitioned off the CPU project at the end of the quarter. The COP worked with the COR to finalize a list of focus activities and outputs for the Deloitte Team through March 2018, when funding for the CPU project under SRUC will come to an end.

##### *Expected in Q2 FY2018*

In Q2, the Deloitte Team – led by xxx, xxx, and xxx – will continue efforts to build consensus among the GoH stakeholders through meetings and collaborative discussions on the Caracol transaction. The purpose of these meetings will be to

ensure that each of the parties with direct involvement in the deal understands their roles and responsibilities to the Caracol concession. Once consensus has been obtained, the Deloitte Team will continue efforts with the GoH to finalize the initial tender documentation, specifically the request for expressions of interest (REOI), and help the GoH move toward submission of that documentation to Commission Nationale des Marchés Publics (CNMP), the committee charged with reviewing procurements on behalf of the government.

Finally, the Deloitte Team will brief the incoming Office Chief for Infrastructure, Energy & Engineering at the USAID/Haiti Mission and provide background information related to the CPU and the process to attract a private partner. The work in Haiti with the CPU will continue through March 2018 under the SRUC TO.

## **B. Jamaica Ready Board Electrification Demonstration (RED) Project: October 2017 – Ongoing**

### *Q1 FY2018*

During the course of Q1 FY2018, 153 ready boards were electrified in the Majesty Gardens community resulting in a total of 360 ready boards installed, connected, and electrified through the Jamaica Ready Board Electrification Demonstration project. A local credit vendor for the pre-paid meters established itself in the community, and residents have begun paying for and using electricity through the ready boards. JPS plans to electrify the remaining 40 ready boards during Q2 FY 2018.

As part of ongoing community engagement activities, designers on the Deloitte Team worked to produce an electrical safety booklet for distribution in the community. Mock-ups were provided throughout the quarter to USAID and JPS, and draft versions of all designs are planned for delivery early in Q2 FY2018.

In preparation for the regularization of Majesty Gardens and removal of illegal wiring in the community, the Deloitte Team finalized our subcontract with Hope Caribbean Co., iterating on the draft survey instrument reviewed and adapted by JPS and USAID from the pre-project survey instrument. JPS, USAID, and the Deloitte Team jointly determined the community would require a minimum three months of legal electricity to provide valuable information from the post project survey. As a result, the post project survey is planned to begin in Q3 FY2018.

From November 26-29, xxx traveled to Kingston, Jamaica to meet with the JPS Strategy and Community Renewal teams to discuss the treatment of non-technical loss programs for internal investment. During the discussions, the Deloitte Team presented a draft version of the financial analysis conducted on the Majesty Garden's ready board investment. Additionally, the JPS strategy team shared a draft model for investment into loss reduction programs, including non-technical loss reduction programs. During the discussion, it was determined that the two models produced similar results with the exception of JPS' treatment of capacity charges due to investments in energy efficiency programming as well as reduction in demand due to regularization investments. The Deloitte Team indicated it would provide additional context and examples of international leading practice in the computation of these values. The Financial Analysis and Financial Model is planned for delivery in Q2 FY2018.

### *Expected in Q2 FY2018*

In Q2, the Deloitte Team will continue to support community engagement activities by finalizing a security packet and security briefing for residents; recirculating the draft

survey instrument to finalize the implementation plan with Hope Caribbean Co., and delivering a financial analysis to JPS Strategy and Community Renewal teams.

Once the final ready boards have been electrified in the Majestic Gardens community, JPS has committed to remove the secondary illegal wiring. This is planned for Q2 FY2018. In parallel with the removal, the Community Renewal Team will undertake a community meeting related to safety and next steps (planned for February 8). The Deloitte Team has passed along previously developed materials for the safety training.

### **C. Mozambique EDM Network Customer Information System (NCIS) Pilot: July 2017 – Ongoing**

#### *Q1 FY2018*

In Q1, the Deloitte Team completed work on the Build and Map Network Stage (Stage 2) of NCIS Pilot, focused on the technology systems integration, and prepared for the fieldwork stage (Stage 3) of the pilot. In Q1, the Deloitte Team finalized the Baseline Report (Deliverable 2) from the Planning Stage (Stage 1) and submitted the Pilot Analysis and Design Report (Deliverable 3) along with a series of detailed technical procedures to guide internal network and customer information registration processes. These reports focused on gathering information, assessing the current state of the Pilot area (Magoanine B neighborhood), and laying the groundwork for new business processes within EDM more broadly.

At the outset of Q1, the Deloitte Team made significant progress obtaining organizational buy-in for the NCIS pilot by obtaining the signed Letter of Commitment (Deliverable 1) from EDM's Chief Operating Officer and pilot sponsor. The COP and local Project Director, xxx, met with EDM leadership to discuss commitment to the pilot project; meter and software procurements; the number of dedicated EDM staff and financial resources for the pilot; and how the its outcomes relate to company loss reduction goals. The Deloitte Team continued to attend bi-weekly steering committee meetings with EDM leadership and the cross-divisional teams dedicated to the effort as well as continued to send those meeting minutes and status updates to USAID.

As part of the Build and Plan Stage (Stage 2), the Deloitte Team solidified a clear understanding of characteristics of the pilot area, the quality of the customer and network information, and the services EDM provides. xxx and xxx traveled to Maputo in October to review and analyze existing processes followed by EDM for customer registration, meter swapping, and network updating; meet with representatives from EDM divisions responsible for carrying out some of the activities within the



*Figure 1: Light fixture Installation for Magoanine resident as part of the NCIS community engagement kick-off.*



processes; and present recommendations for leading practice and international approaches for those types of business practices.

For the majority of the quarter, the Deloitte Team focused on the systems integration between the EDM's CMS and its GIS solution. This included detailed meetings and workshops with both software vendors (Digpro and Indra), laying out the requirements for the final integrated solution, and improving the quality and format of the data that will be shared across the two systems.



*Figure 2: Presentation by Alberto Banze, General Manager of the Distribution Directorate, at the community engagement kick-off with the Magoanine Block Chiefs and residents.*

Significant progress was also made to advance the field work portion of the pilot by investigating local supplier options for energy-efficient bulbs and hosting a community engagement kick-off workshop with the Magoanine Block Chiefs to preview some of the work the utility plans to undertake in the neighborhood. Finally, the Deloitte Team undertook a small trial of the field procedures to identify potential challenges or roadblocks before the formal field work begins in Q2 FY2018

At the end of Q4, the team closed out the Build & Map Network Stage (Stage 2) of the NCIS pilot with more detailed information on how to implement the Customer Registration and Data Collection Stage (Stage 3).

In December, the COP and the USAID Washington Team traveled to Maputo to discuss follow-on technical assistance for EDM's community engagement efforts with Fatima Arthur. The Team worked with EDM to scope out the parameters of a Phase 3 of the EDM assistance, which would help create a community engagement strategy and model, support a community engagement workshop for high level buy in, and implement that community engagement model in an area outside Maputo.

#### *Expected in Q2 FY2018*

In Q2, the work will focus on initiating and implementing the Customer Registration & Data Collection Stage (Stage 3). The Deloitte Team will finalize system integration of the CMS and GIS systems, carry out a user acceptance test and modify the solution as needed, lead training for EDM personnel on the new integrated solution, and implement the field work portion of the pilot. Once Digpro's dpPower tool (the GIS solution) is fully operational, the Digpro team will travel from Sweden to carry out a week long training course for the EDM back office and field teams (planned for mid-February). The Deloitte Team will also train EDM field staff on protocols for customer and asset registration, energy balancing, and data maintenance. We expect to finalize the procurement for 5,200 LED bulbs early in Q2 to distribute within the pilot area. Once training is complete and materials are in hand, the field work will begin and the Team will deliver monthly progress reports to USAID.

The Deloitte Team will continue to work with EDM and USAID to finalize the scope for the community engagement work (Phase 3), including the drafting of a formal scope of work and related budget discussions.

## **D. Cote D'Ivoire Willingness to Pay: October 2017 – Ongoing**

### *Q1 FY2018*

In Q1, the Deloitte Team focused primarily on: 1) the selection of the local survey contractor; 2) finalizing the exact outputs, activities, and timelines with USAID/Cote d'Ivoire the Ivorian electricity regulator (Anare); and 3) the preparation of the methodology and statistical instruments for the survey. Led by Deloitte's internal subcontracting department and guided by the COP, the Team undertook a competitive procurement for a local survey subcontractor and selected Axe Marketing. The subcontract was finalized in late November and Axe Marketing's technical team spent most of December working with the Team's Survey Specialist on their workplan and the details of each survey document. In December, xxx, xxx, and xxx traveled to Abidjan to kick-off the project with USAID/Cote d'Ivoire and Anare. This included stakeholder meeting with CIE (the utility concessionaire) and CI-Energies (the government utility body) to discuss the goals and outputs of the willingness and ability to pay work. The Deloitte Team met extensively with Axe Marketing to draft an indicator list for the survey, discuss its implementation, finalize the sampling methodology.



*Figure 3: SRUC's Cote d'Ivoire Team in December before meetings with USAID, Anare, CIE, and the local survey company.*

### *Expected in Q2 FY2018*

In Q2, the Deloitte Team will work with the local survey contractor to finalize the initial indicator list, the survey instrument, and the tabulation plan. The tabulation plan will help ensure that the Deloitte Team, USAID/Cote d'Ivoire, and Anare are aligned on the survey outputs and eventual contents for the report and training. Axe Marketing will also produce supervisor and surveyor training manuals. Through our Local Coordinator, xxx, the Deloitte Team will facilitate transfer key customer database information from CIE to Axe Marketing.

In order to help ensure this Ivorian survey is aligned to international leading practice, the Deloitte Team will review a series of willingness to pay (WTP) survey instruments from Tanzania, Haiti, and Benin as well as leading literature on WTP methodologies and approaches.

In Q2, Axe Marketing plans to conduct the pilot survey as well as to begin the nationwide survey once they have interpreted and incorporated to results of the pilot. Axe Marketing plans to extend an invitation to select Anare officials who have expressed interest in attending and observing the pilot survey.

## E. Tanzania Low-Cost Connection: October 2017 – Ongoing

### Q1 FY2018

At the beginning Q1, the Deloitte Team, including xxx, xxx, and xxx, kicked off the Tanzania Low-Cost Connections Assessment. Their work focused on meeting with USAID/Tanzania, donors active in the sector, and the Government of Tanzania counterparts. They initiated work under Stage 1 (Understanding Local Consumer Preferences and Demand Limitations for Electricity Connections) and submitted the associated deliverable on the initial barriers to connections in December. Later in Q1, the Deloitte Team initiated the implementation of Stage 2 (Supply Options and Decision Matrix/Framework) and (Stage 3 Outreach/ Communications and Community Engagement) in parallel.

For Stage 1, xxx, xxx, xxx, and xxx, traveled to Dar es Salaam to document a detailed understanding of current market conditions and barriers to low-cost wiring options, roles of market participants, key design elements of wiring options, and the range of the current wiring options available to customers. The Deloitte Team met and began building relationships within key departments of the national utility, TANESCO: the Marketing and Customer Relations department and the Research department. These relationships enabled visits to TANESCO's three largest districts in Dar es Salaam: Ilala, Temeke, and Coastal. During these visits, advisors conducted informal house visits to survey both connected and unconnected households. This facilitated a better understanding of common practices for house wiring, knowledge and interest in alternative lower cost house wiring options, and feasible technical options given locally available materials, services, and costs. Stage 1 provided the initial due diligence and research to launch Stages 2, 3, and 4.

Subsequently, xxx initiated Stage 2, Supply Options and Decision Matrix/Framework in November and December of Q1. xxx worked with xxx and Washington-based advisor xxx to begin developing a tool that presents various low-cost alternatives to increase the number of household connections, so the utility can make an informed decisions about which alternative is most aligned to its operational priorities.

During Q1, xxx initiated and led Stage 3, Outreach / Communications and Community Engagement, with support from xxx.

Stage 3 includes surveying TANESCO's target communities for

densification through focus groups to further validate and refine observations from Stage 1 as well as to identify leading practices in outreach and community engagement, specifically for new wiring alternatives for first time connections. The Deloitte Team developed a methodology for focus group implementation and



*Figure 4: A focus group run by the SRUC team to collect information related to barriers to connection and household wiring outside Dar es Salaam, Tanzania.*



completed a pilot and four initial focus groups in the Temeke region with support from local professor and facilitator, xxx and his team. xxx and xxx travel to Dar es Salaam during the first half of December to manage and implement this work. The focus groups solicited valuable insights from 70 connected and unconnected households in Temeke. This helped ground truth the Deloitte Team's hypotheses related to barriers to connection for unconnected households in the urban and peri-urban regions of Dar es Salaam; gauge the current knowledge and appetite for new low-cost connection options among potential customers; and assess the most effective communications methods.

In addition, the Deloitte Team developed the first of a set of case studies, a low-cost connection scheme in Lao PDR, to inform the final stages of the activity on successful low-cost connection solutions and leading practices for community engagement. During the December 14, 2017 out briefing with USAID/Tanzania, the Deloitte Team delivered a draft of Deliverable 1 for USAID's review.

*Expected in Q2 FY2018*

In Q2, the Deloitte Team will continue to progress on Stages 2, 3, and 4. In January, the Deloitte Team will deliver the main deliverable under Stage 2 – a final Decision



*Figure 5: Collecting customer feedback on potential low-cost house wiring illustrations with target residents in Dar es Salaam.*

Matrix/Framework evaluating up to five different viable wiring alternatives for incorporating comments of TANESCO and its partners.

During January, xxx and xxx will travel to Dar es Salaam for three weeks to conduct the remaining 12 focus groups in Ilala, Coastal, and Morogoro.

Data gathered and analyzed during Q1 and January of Q2 will be further synthesized during February of Q2 to finalize and submit the final deliverables – a Leading Practices Review; a Communications Plan; an in-country workshop and training in Dar es Salaam; a final Connection Toolkit; and a final Implementation Plan.

The purpose of the USAID Tanzania Low-Cost Connections Workshop is to convene key stakeholders involved in electricity connection and urban densification in Tanzania to

review the findings of the Low-Cost Connections Assessment, discuss case studies and international and regional best practices for connections and densification, and provide feedback on a discrete set of technical options for increasing connections in urban and peri-urban communities in Tanzania. The workshop will be followed by a

half-day communications training and workshop session with key TANESCO stakeholders. The workshop concept will be socialized with USAID during the Deloitte Team's January visit and is tentatively scheduled for the first week of March.

Throughout each of these activities, the Deloitte Team will continue to conduct outreach and relationship building within the Marketing and Research departments at TANESCO to validate findings, share insights, and generate buy-in for proposed low-cost connection solutions.

#### **F. Smart Utilities Website: November 2014 – Ongoing**

##### *Q1 FY2018*

In Q1, the Deloitte Team updated new images for the rotating carousel, the blurbs on the SRUC Portfolio page, the Events page, and small updates to the Resources page. We made comprehensive updates to the Mozambique landing page and included several new pictures with links to a number of our reports, deliverables, and presentations.

##### *Expected in Q2 FY2018*

Continued updates to the website, in particular to creating separate landing pages for the ongoing Tanzania and Cote d'Ivoire work.

#### **G. Utility HR Incentive Study: October 2017 – Ongoing**

##### *Q1 FY2018*

In Q1, the Deloitte Team, led by xxx and xxx finalized the Utility HR Incentive study with USAID. Once the final report was accepted, the Deloitte team prepared a presentation for USAID and energy sector stakeholders on the findings of the report. The Deloitte Team is scheduled to present findings to USAID in January 2018.

##### *Expected in Q2 FY2018*

In Q2, the Deloitte Team will finalize present findings to the USAID Energy Division and Power Africa Team. After the presentation and discussion, we plan to work with the COR to identify opportunities to apply lessons learned from the study through other public speaking opportunities, targeted assistance for utility counterparts, and/or utility technical exchanges on the topic.

## ADMINISTRATIVE

### H. Rate and Travel Approvals with OAA for Technical Scopes

Throughout the quarter, the Deloitte Team worked with the COR on technical concurrence for new staff (xxx, xxx, and xxx) and travel approvals. No new Work Order Assignment SOWs were submitted during the quarter, although several were refined and the team began discussing a SOW for community engagement work in Mozambique.

In this quarter, OAA confirmed that resource rate approvals do not required CO approval as long as the salary does not result in an increase to the approved salary budget, and it is in accordance with the limitation set in the IDIQ.

Over the course of the SRUC TO, OAA and the COR have approved the following staff resources and Work Order Assignments, respectively.<sup>1</sup>

SOW #	Activity	Date of COR Approval	Date of CO Rate Approval
1	Home Office Support	June 17 2014	July 25, 2014 Xxx, xxx, xxx) August 29, 2014 (xxx, xxx, xxx, xxx, xxx) May 17, 2016 (xxx)
2	New Module for CLEER	July 10 2014	July 25 2014 (xxx)
3	SRUC Video	July 10 2014	July 25 2014 (xxx)
4	Haiti Caracol Power Utility Review	Sept. 22 2014	Oct 6 2014 (xxx [additional rate increase in FY2016 Q3], xxx, xxx)
5	Electricity Sector Reform Toolkit	Oct. 17 2014	N/A
6	Innovation Prize Competition	Oct. 22 2014	Dec 5 2014 (xxx, xxx, xxx, xxx)
N/A	IPP Literature Review	Home Office	N/A
7	Jamaica Scoping		
8	Smart Utility Website	Dec. 11 2014	Jan 6 2015 (xxx)
10	Jamaica Workshop	Feb. 2 2014	March 18, 2015 (xxx)
12	Jamaica RED Pilot	May 19, 2015	July 17, 2015 (xxx, xxx) December 1, 2015 (xxx, xxx) October 5, 2016 (xxx) April 20, 2017

<sup>1</sup> Several SOWs were developed but put on hold, including scoping work in Nigeria and a wind farm assessment in Lesotho.

SOW #	Activity	Date of COR Approval	Date of CO Rate Approval
			(xxx)
13	Southern Africa Scoping	May 13, 2015	May 1, 2015 (xxx) June 26, 2015 (xxx)
14	Indonesia Geothermal	June 8, 2015	July 17, 2015 (xxx)
15	Y2 Home Office Support	June 16, 2015	July 17, 2015 (xxx, xxx)
16	DRC Energy Sector	Aug. 17, 2015	N/A
17	CLEER Module Part 2	Aug. 3, 2015	N/A
18	Utility HR Incentive Study	Oct. 2, 2015	<i>Submitted October 13, 2015</i> January 1, 2015 (xxx)
19	Indonesia PT PLN Geothermal Phase 2	Aug. 3, 2015	September 24, 2015 (xxx) June 29, 2016 (xxx)
20	Haiti Caracol Power Utility Transaction Assistance	Feb. 17, 2016	March 3, 2016 (xxx, xxx) April 22, 2016 (xxx) December 22, 2016 (xxx)
21	Mozambique EDM Loss Reduction (Phase 1)	Jun. 16, 2016	May 17, 2016 (xxx)
23	Y3 Home Office Support	Oct. 1, 2016	November 1, 2016 (xxx)
24	Utilities of the Future Training	Nov. 1, 2016	November 1, 2016 (xxx, xxx, xxx, xxx)
25	Caracol Power Utility Transaction Support Addendum	Jan. 2017	February 22, 2017 (xxx, xxx)
N/A	Mozambique EDM Loss Reduction (Phase 1.1)	March 31, 2017	June 2, 2017 (xxx)
26	Cote d'Ivoire – Financial Structures to Advance On-Grid Electrification	March 17, 2017	March 17, 2017 (xxx, xxx)
27	Y4 Home Office Support	May 10, 2017	July 20, 2017 (Covel) October 20, 2017 (xxx, xxx, xxx)
28	Mozambique EDM Network Customer Information System (Phase 2)	August 18, 2017	N/A

SOW #	Activity	Date of COR Approval	Date of CO Rate Approval
29	Tanzania Low-Cost Connection Study	August 27, 2017	August 30, 2017 (xxxx, xxxx)
30	Cote d'Ivoire Willingness to Pay Study (Phase 2)	September 15, 2017	October 10, 2017 (xxxx)
31	Mozambique EDM Community Engagement Strategy (Phase 3)	Under Development	

## I. SRUC HO Support

### *Q1 FY2018*

During Q1, the Deloitte Team submitted the FY2017 Annual Report and associated financial reporting. In consultation with USAID, the Deloitte also updated and reformatted the SOW budget tracker in order to facilitate a series of discussions around the SRUC contract ceiling and future programming possibilities. Finally, we undertook an effort to ensure the Development Exchange Clearinghouse (DEC) was updated with all of the SRUC outputs, contractual deliverables, and Work Order SOWs.

### *Expected in Q2 FY2018*

In Q2, the Deloitte Team will continue to support the SRUC TO management, subcontracting, knowledge management, and budgeting as needed. As the SRUC TO approaches its contract ceiling, the Deloitte Team will work with USAID to ensure appropriate financial management of the contract and manage Mission expectations on additional buy-ins under SRUC. The Deloitte Team expects to submit a Limitation of Funds letter along with its final request for funding in Q2.



## MONITORING AND EVALUATION

### Monitoring and Evaluation Framework for SRUC TO Measurement Indicators: Core Activities and Outputs

Table 1 presents the Quarter's progress against the SRUC Program Indicators for each specific workstream under the TO along with detailed notes on how that progress was achieved and recorded.

Table 1: Core Activities and Outputs for this Quarter					
Core Activities	ID		Unit of Measurement	Accomplishments in Q1 FY2018	Activities Performed to Accomplish Output
Jamaica	1	EG.7.1-1 # of beneficiaries with improved energy services due to USG assistance	# of People and Entities	N/A	All 400 ready boards were installed in FY17. Six+ other communities in Jamaica have requested ready boards, so numbers should increase beyond original 400 households
	2	EG.7.2-1 Amount of investment mobilized (in USD) for energy projects as supported by USG assistance	U.S. Dollars	N/A	
	3	EG.7.3-2 # of people trained in technical energy fields supported by USG assistance	# of People	N/A	Safety training planned in Majestic Gardens in Q2.
	4	EG.12-6 Greenhouse gas (GHG) emissions, estimated in metric tons of CO2e, reduced, sequestered, or avoided through clean energy as supported by USG assistance	# of metric tons CO2e	N/A	
	8	# of original publications on SRUC released to public (Custom Indicator)	# of published pieces	N/A	
Haiti	1	EG.7.1-1 # of beneficiaries with improved energy services due to USG assistance	# of People	N/A	
	2	EG.7.2-1 Amount of investment mobilized (in USD) for energy projects as supported by USG assistance	U.S. Dollars	N/A	
	3	EG.7.3-2 # of people trained in technical energy fields supported by USG assistance	# of People	9 Persons (3 Females, 6 Males)	Notes: Training has taken place over the course of several small workshops with Government of Haiti (GoH) officials on tender documentation including tailored advisory sessions with respect to the Information Memorandum, and the Request for Proposal (RFP)
	4	EG.12-6 Greenhouse gas (GHG) emissions, estimated in metric tons of	# of metric tons CO2e	N/A	

**Table 1: Core Activities and Outputs for this Quarter**

Core Activities	ID		Unit of Measurement	Accomplishments in Q1 FY2018	Activities Performed to Accomplish Output
		CO2e, reduced, sequestered, or avoided through clean energy as supported by USG assistance			
	7	EG.7.3-1 # of laws, policies, regulations, or standards to enhance energy sector governance formally proposed, adopted, or implemented as supported by USG assistance	# of reforms \ laws \ regulations	N/A	
Mozambique	1	EG.7.1-1 # of beneficiaries with improved energy services due to USG assistance	# of People	142 Persons	In the field work trial in December, the Deloitte and EDM team registered 29 new households as EDM customers. Assuming an average of 4.9 persons a household (from data collected by the initial field survey), this is ~142 persons.
	3	EG.7.3-2 # of people trained in technical energy fields supported by USG assistance	# of People	32 Persons (7 Female, 25 Males)	During the field work trail in December, the Deloitte Team trained the 12 EDM field technicians (1 Female, 11 Males) on the asset and customer registration process. During the community engagement kick-off meeting, the Deloitte and EDM Team trained 20 local Block Chiefs (6 Females, 14 Males) on the role of EDM in the community, how to help residents make energy efficiency upgrades and changes, and how to register and pay bills.
	4	EG.12-6 Greenhouse gas (GHG) emissions, estimated in metric tons of CO2e, reduced, sequestered, or avoided through clean energy as supported by USG assistance	# of metric tons CO2e	N/A	
	7	EG.7.3-1 # of laws, policies, regulations, or standards to enhance energy sector governance formally proposed, adopted, or implemented as supported by USG assistance	# of reforms \ laws \ regulations	N/A	
Cote d'Ivoire	1	EG.7.1-1 # of beneficiaries with improved energy services due to USG assistance	# of People	N/A	
	2	EG.7.2-1 Amount of investment mobilized (in USD) for energy projects as supported by USG assistance	U.S. Dollars	N/A	Tracking the decision by Power Africa and USAID/Cote d'Ivoire to mobilize the funding for on-grid connections through grant / capitalization of the donor account at CIE.
	3	EG.7.3-2 Number of people trained in technical energy fields supported by USG assistance	# of People	5 Persons (1 Female, 4 Males)	Deloitte conducted capacity-building meetings with local survey subcontractor and Government of Cdl stakeholders (Anare, CI-Energies) on survey design and statistical approach.

**Table 1: Core Activities and Outputs for this Quarter**

Core Activities	ID		Unit of Measurement	Accomplishments in Q1 FY2018	Activities Performed to Accomplish Output
	4	EG.12-6 Greenhouse gas (GHG) emissions, estimated in metric tons of CO2e, reduced, sequestered, or avoided through clean energy as supported by USG assistance	# of metric tons CO2e	N/A	
	7	EG.7.3-1 # of laws, policies, regulations, or standards to enhance energy sector governance formally proposed, adopted, or implemented as supported by USG assistance	# of reforms \ laws \ regulations	N/A	
	8	EG.7.2-1 Amount of investment mobilized (in USD) for energy projects as supported by USG assistance	# of published pieces	N/A	
Tanzania	1	EG.7.1-1 # of beneficiaries with improved energy services due to USG assistance	# of People	4 Persons (2 Females, 2 Males)	The Deloitte Team undertook to trial focus groups to assess barriers to low-cost connections in peri-urban regions of Dar es Salaam that was attended by 4 TANESCO employees.
	8	EG.7.3-2 # of people trained in technical energy fields supported by USG assistance	# of people	N/A	
Utility HR Incentive Study	3	EG.7.3-2 # of people trained in technical energy fields supported by USG assistance	# of People	N/A	Presentation with the USAID Energy Division planned for Q1 FY2018.
	8	EG.7.3-1 # of laws, policies, regulations, or standards to enhance energy sector governance formally proposed, adopted, or implemented as supported by USG assistance	# of published pieces	1 Report	The Utility HR Incentive Study was published on the USAID web site.
Marketing (Smart Utilities Web site)	8	EG.7.3-1 # of laws, policies, regulations, or standards to enhance energy sector governance formally proposed, adopted, or implemented as supported by USG assistance	# of published pieces	1 Web Site update	The web site was updated to include new information on the SRUC portfolio, events, scrolling photos, and a landing page for Mozambique.

**Monitoring and Evaluation Framework for SRUC TO**  
**Measurement Indicators: Standard Foreign Assistance Indicators**

Table 2 presents the SRUC Program Indicators, which have been defined together with USAID and will be tracked over the lifetime of the contract. They are based on Department of State Standard Foreign Assistance indicators. In Table 2, progress over this Quarter in each of the workstreams (detailed in Table 1 above) has been aggregated at the Program Indicator level.

Table 2: Aggregate SRUC Program Indicators										
Measurement Indicators: Standard Foreign Assistance Indicators										
					a	b				c = a+ b
ID	Standard Foreign Assistance Indicator	Description & Unit of Measurement	Data Source	Reporting Frequency	Progress Prior to Q1 FY2018	Progress in Q1 FY2018	Expectations for Q2 FY2018	Expectations for Q3 FY2018	Expectations for Q4 FY2018	Cumulative Progress to Date from Contract Start
1	EG.7.1-1 Number of beneficiaries with improved energy services due to USG assistance	Number of people	Beneficiary utility coverage areas; utility descriptions of population size affected by SRUC programming	Quarterly, Annually, Final	2,114 Persons	142 Persons	490 Persons (100 new HHs identified in Mozambique pilot)	138 Persons (50 new HHs w/ ready boards in Jamaica outside pilot)	0	2,256 Persons
2	EG.7.2-1 Amount of investment mobilized (in USD) for energy projects as supported by USG assistance	U.S. Dollars	Partnership statements; letters of commitments	Quarterly, Annually, Final	\$xxxx <sup>2</sup> USD	0	0	0	0	\$xxxx USD
3	EG.7.3-2 Number of people trained in technical energy fields supported by USG assistance	Number of Persons Trained	Training activity final schedules; attendance from trainings	Quarterly, Annually, Final	121 Persons	50 Persons	120 Persons (Focus Groups & Workshop in TZ and Haiti Workshops)	20 Persons (Regulator Workshop in Cote d'Ivoire on WTP Survey)	0	171 Persons
	Males	Number of Persons Trained			61 Males	37 Males				98 Males

<sup>2</sup>Additional significant private investment mobilized in Indonesia; specific amount not available due to NDA

**Table 2: Aggregate SRUC Program Indicators**  
Measurement Indicators: Standard Foreign Assistance Indicators

					a	b				c = a+ b
ID	Standard Foreign Assistance Indicator	Description & Unit of Measurement	Data Source	Reporting Frequency	Progress Prior to Q1 FY2018	Progress in Q1 FY2018	Expectations for Q2 FY2018	Expectations for Q3 FY2018	Expectations for Q4 FY2018	Cumulative Progress to Date from Contract Start
	Females	Number of Persons Trained			60 Females	13 Females				73 Females
4	EG.12-6 Greenhouse gas (GHG) emissions, estimated in metric tons of CO2e, reduced, sequestered, or avoided through clean energy as supported by USG assistance	Number of metric tons CO2e for reporting period	Estimate based on changes made to generation. Original project/program level information used in line with CLEER protocol and best practices.	Annually, Final	567.09 tCO2e	N/A	~120 CO2e	~30 CO2e	0	567.09 tCO2e
5	EG.12-4 Amount of investment mobilized (in USD) for clean energy as supported by USG assistance	U.S. Dollars (USD)	Financial commitments from stakeholders	Annually, Final	\$xxxx	0	0	0	0	\$xxxx
6	EG.12-5 Clean energy generation capacity supported by USG assistance that has achieved financial closure	Number of MWs	Recipient utility records of generation portfolio	Quarterly, Annually, Final	440 MW	0	0	0	0	440 MW
7	EG.7.3-1 Number of laws, policies, regulations, or standards to enhance energy sector governance formally proposed, adopted, or implemented as supported by USG assistance	Number of policy reforms \ laws \ regulations \ administrative procedures	Responses from counterpart agencies and governments	Quarterly, Annually, Final	13 laws, policies, regulation, or standards	0	5 Standards (EDM NCIS procedures & processes)	1 Tariff Filing (Tariff Adjustment in Cote d'Ivoire)	0	13 laws, policies, regulation, or standards

**Table 2: Aggregate SRUC Program Indicators**

Measurement Indicators: Standard Foreign Assistance Indicators

					a	b				c = a+ b
ID	Standard Foreign Assistance Indicator	Description & Unit of Measurement	Data Source	Reporting Frequency	Progress Prior to Q1 FY2018	Progress in Q1 FY2018	Expectations for Q2 FY2018	Expectations for Q3 FY2018	Expectations for Q4 FY2018	Cumulative Progress to Date from Contract Start
8	Number of original publications on SRUC released to public (Custom Indicator)	Number of published pieces	Articles, web sites, periodicals, conference proceedings, etc.	Quarterly, Annually, Final	13 pieces	2 Pieces (1 Report, 1 Web site Update)	2 Pieces	2 Pieces	2 Pieces	15 publications

**Monitoring and Evaluation Framework for SRUC TO**  
**SRUC FY2018 Performance Indicator Targets- Aggregated**

Table 3 below lists SRUC program level targets for Year 4 (FY2018) and for the contract period of performance, based on relevant targets for each of the specific workstreams currently in progress. Progress toward these targets will be reported at the frequency listed in Table 2 in the Quarterly Reports and final deliverables will be stored on internal content management web sites.

NOTE: The FY2018 Goal and Contract Targets were defined in consultation with USAID and memorialized in the Life of Project Workplan, which was finalized in Q1 FY2017. The numbers included Table 3 below have been entered in USAID's internal reporting systems. In Table 3, we divided the FY2018 Goal straight line across quarters (i.e. divided by 4) to derive the quarterly goals.

<b>Table 3: Annual Aggregated Project Goals for FY2018 and Contract Period of Performance</b>								
<b>ID</b>	<b>Indicator</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>	<b>FY2018 Goal</b>	<b>Contract Targets</b>	<b>Notes</b>
1	EG.7.1-1 Number of beneficiaries with improved energy services due to USG assistance	250 Persons	250 Persons	250 Persons	250 Persons	<b>1000 Persons</b>	<b>3,141 Persons</b>	
2	EG.7.2-1 Amount of investment mobilized (in USD) for energy projects as supported by USG assistance	0	0	0	0	<b>0</b>	<b>\$xxxx</b>	
3	EG.7.3-2 Number of people trained in technical energy fields supported by USG assistance	12.5 M; 12.5 F	12.5 M; 12.5 F	12.5 M; 12.5 F	12.5 M; 12.5 F	<b>50 Males 50 Females</b>	<b>168 M 169 F</b>	
4	EG.12-6 Greenhouse gas (GHG) emissions, estimated in metric tons of CO <sub>2</sub> e, reduced, sequestered, or avoided through clean energy as supported by USG assistance	40.75 CO <sub>2</sub> e	40.75 CO <sub>2</sub> e	40.75 CO <sub>2</sub> e	40.75 CO <sub>2</sub> e	<b>163 CO<sub>2</sub>e</b>	<b>903 CO<sub>2</sub>e</b>	
5	EG.12-4 Amount of investment mobilized (in USD) for clean energy as supported by USG assistance	0	0	0	0	<b>0</b>	<b>\$xxxx</b>	
6	EG.12-5 Clean energy generation capacity supported by USG assistance that has achieved financial closure	0	0	0	0	<b>0</b>	<b>440 MW</b>	
7	EG.7.3-1 Number of laws, policies, regulations, or standards to enhance energy sector governance formally proposed, adopted, or implemented as supported by USG assistance	0	1 Laws, Policies, Regs, Standards	1 Laws, Policies, Regs, Standards	0	<b>2 Laws, Policies, Regs, Standards</b>	<b>11 Laws, Policies, Regs, Standards</b>	
8	Number of original publications on SRUC released to public (Custom Indicator)	2 pieces	2 pieces	2 pieces	2 pieces	<b>0</b>	<b>5 pieces</b>	

## QUARTERLY EXPENDITURES – Q1 FY2018

**Please see separate attachment.**

*Please note: The figures in the enclosed financial statement are accrual figures as official invoices are still pending due to USAID/OAA approval of key personnel and Deloitte billing policy.*