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Electrification Sustainability Program In South Sudan

FY 2013

Workplan

Cooperative Agreement No. AID-668-A-12-00002

NRECA International Ltd.
October 15, 2012

This work Plan has been approved
by the AOR.
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George Wragwa



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List of Terms and Acronyms

CIS	Customer Information System
COP	Chief of Party
DCOP	Deputy Chief of Party
ESP	Electrification Sustainability Program
RSS	Republic of Southern Sudan
KAPECO	Kapoeta Electric Company
MECO	Maridi Electric Company
NGOs	Non-Government Organizations
NRECA	National Rural Electric Cooperative Association
USAID	United States Agency for International Development
WES	Western Equatorial State
YECO	Yei Electric Cooperative



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Background

Since 2005, the U.S. Government has provided ongoing infrastructure and institutional support to strengthen power sector planning throughout South Sudan, and to initiate or improve service delivery in Kapoeta, Maridi, Yei and Juba. Under the South Sudan Rural Electrification Project, USAID financed design and construction of a small generation-distribution utility in Yei that has evolved into a self-sustaining municipal electric cooperative serving approximately 1,200 consumers. Thereafter, USAID financed construction of two additional market town electrification projects in Kapoeta and Maridi; these two systems began commercial operations in April, 2011 and serve approximately 300 customers – households, commercial enterprises, public institutions and NGOs – in each community.

The challenges these small utilities face are similar but not identical. In the case of Yei, the utility commercializes enough electrical energy to cover all operating expenses and has managed to finance corrective and preventative maintenance costs for the past four years. However, the staff turnover has been high, and management still requires support to achieve long-term institutional and financial sustainability.

The two nascent utilities in Kapoeta and Maridi have not yet connected enough consumers nor do they sell enough electricity to achieve financial sustainability. The cost of generated energy is quite high, house wiring costs are still high, and there simply has not been enough time to connect enough consumers to reach a break-even point between operating costs and revenues. In both cases, there is also a need for ongoing training and mentoring for the boards of directors, the management, and the administrators and line workers who work in both utilities.

The Electrification Sustainability Program (ESP) has been designed to address the needs of all three utilities, as well as to undertake hydroelectric studies in Yei and Maridi (should additional funding become available), and to support Western Equatoria State (WES) and the Republic of South Sudan (RSS) to initiate planning for utility formation in Yambio.

This FY 2013 workplan describes the project outputs and outcomes, roles and responsibilities of key personnel, and the ESP activity planned for the following thirteen (13) months through September 30, 2013.

Program Result

The ESP is designed to support the process of achieving long-term sustainability for the electric generation-distribution utilities in Kapoeta, Maridi and Yei and to initiate utility formation in Yambio.

As per the Cooperative Agreement, the program assistance will result in “generation-distribution utilities that have well-established business systems and staff that are trained to manage the business systems without external oversight; to have a technical team with the capacity to manage the day-to-day operating challenges of small, islanded, vertically integrated electric utilities, including power plant management and the operation and maintenance of the distribution system.”



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USAID is also exploring the potential for development of micro- and small-hydro generation near Maridi and Yei through the pre-feasibility studies in order to reduce the cost of power supply to MECO and YECO. In the event that USAID decides to pursue those investments, the ESP program includes an option to review the feasibility of these investments and oversee the completion of final design of micro/small hydroelectric projects as proposed.

Technical and Financial Sustainability Support for Kapoeta, Maridi and Yei Electric Utilities

Benchmark Diagnostics

NRECA will build on prior direct experience with the participating utilities by designing specific training activities for each utility. The tailored programs will begin with a benchmark diagnostic of utility functionality at program outset, updated annually as part of a policy to present objective information to the utilities' boards and management. The diagnostic will evaluate the degree of functionality of general management, administrative (accounting, finance and human resources), commercial, and maintenance and operations functions of each utility to identify gaps in performance. The evaluation will produce a diagnostic score card that will be used to define the baseline performance of KAPECO, MECO and YECO, and will thereafter be used to determine specific capacity building needs of each individual program partner.

Training

The ESP training team will employ a number of training modalities to provide formal and hands-on training to electric utility directors, managers, and staff to ensure maximum effectiveness of training programs. The training team will include long-term ESP staff (Chief of Party, Deputy Chief of Party and Senior Commercial Specialist); short-term specialists (Utility Finance Specialist, Engineering Specialist, Line worker Trainer, Board Training Specialist and others); NRECA International Foundation volunteers; and, local training resources. Scheduling formal training courses will be arranged to fit within the utilities' planning cycle per their fiscal year.

For several of the training courses described below, NRECA will determine the potential for local training partners to deliver courses or to partner with NRECA to develop the capacity to deliver courses. (This process will only focus on formal training courses, since there are not yet South Sudanese partners that can undertake the mentoring activities envisioned in the ESP program). In FY 2013 the NRECA will begin the evaluation of training institutional capabilities and will confer with USAID and other South Sudanese donor agencies to identify programs and resources that may be tapped to contribute to institutionalizing a long-term training program.

Training Challenges

Kapoeta, Maridi and Yei are not closely located and travel between the towns can be difficult. The distance between the towns poses a significant geographic challenge for the technical and financial sustainability support provided through ESP. To address this challenge the NRECA team will establish a base of operations in Maridi at the MECO compound where both the Chief of Party (COP) and Deputy Chief of Party (DCOP) will be headquartered. A senior commercial specialist will be headquartered in Kapoeta and will be responsible for management oversight provide to KAPECO. The COP and DCOP will travel to Kapoeta periodically to provide



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management, accounting and CIS specific training. The COP, DCOP and senior management specialist will also travel to Yei to provide management, accounting and CIS specific training to the employees of YECO. The board training sessions along with both board and management peer to peer workshops will be held in a location centrally located depending upon facility capabilities, cost and convenience to the trainees. Linemen training will be provided by short-term specialists and volunteers traveling to each utility. To the extent centralized training activities can be used to allow training of employees at all three utilities, the ESP training team will do so when possible.

Board Training

While each of the three utilities has received training for boards of directors, the depth and breadth of the training has varied in each case. For this reason, the ESP team will revisit and revise the board of directors training design that was developed for YECO in 2010 to accommodate the ongoing training needs for the boards of directors of all three boards. The board training program will consist of two primary elements: formal training and guided peer to peer workshops. To improve the skill and capacity of the board of directors at the three utilities the ESP team will offer two courses in FY 2013.

1. The first training course presented will explore all facets of board functionality, including minimum qualifications of board members; board responsibilities; interaction of boards of directors and utility management; role of utility manager in board meetings; board member conduct and conflicts of interest; balancing transparency of board functions and the need for confidentiality; board elections; management of board meetings; the flow of communications between the board and management; and, other relevant functions. This course will cover 5 days, is scheduled to be held in January 2013 and will impact 21 board members, 7 from each utility.
2. A guided peer-to-peer discussions forum designed to facilitate shared experiences and challenges will be presented immediately following the formalized training course identified above. This 3 day training opportunity will be held in a less formal environment designed to enhance peer-to-peer engagement to build a sense of learning through common experiences.

Specialized Management and Employee Training

Through previous programs supported by USAID and the NRECA International Foundation, NRECA has offered a wide variety of training programs to YECO, KAPECO and MECO management and staff. However, additional training and mentoring is needed due to a high level of management and staff turnover at YECO, and in the case of KAPECO and MECO, the utilities are just now entering into their second year of operating experience. During the first year of operations, staff members were being introduced to and becoming accustomed to the business systems that are employed. The ESP training will consist of carefully structured programs designed to deepen and broaden management and staff understanding of practices and procedures that will form the foundation of the administrative, commercial and technical functions found in small electric utilities. Training will be provided in a central location (e.g. Juba, Yei) whenever possible with consideration given to the audience and training material to



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be covered. NRECA will provide a full report on each training session including venue, number of attendees, subject material covered, etc. to USAID in the Quarterly Reports.

To improve the skill and capacity of the management staff the ESP team will offer the following courses in FY 2013.

Management

1. A leadership training module will be designed and offered that will focus on the process of information gathering, what data is needed for informed decision making in a distribution utility and the process by which the general manager provides critical information to the board of directors when appropriate. This course is a 5 day course offered in November for the general managers and key staff of the three utilities.
2. A training course designed to explore the relationship between the board and the general manager in a modern electric utility is scheduled for late January. The roles and responsibilities of directors and managers will be explained and explored in depth, including limits of responsibility, ethical issues that may arise, and other issues related to the interplay between board and general management responsibilities. This course is a 5 day course for the board presidents, general managers and key staff of the three utilities.
3. A guided peer-to-peer discussion forum will be designed to facilitate shared experiences and challenges. This forum for information exchange will be held in a less formal environment designed to enhance peer-to-peer engagement to build a sense of learning through common experiences and held immediately following the management training identified in item #2 above (February). It is expected that this 3 day forum will be held twice a year beginning in FY 2014. General Managers and key staff members of the three utilities will participate in this forum.
4. An introduction to human resource management which will focus on human resource policies and procedures including hiring, firing, employee disciplinary practices; salary evaluations and annual performance reviews. Specific KAPECO, MECO and YECO practices and procedures will be discussed with the senior management participating in this course. This 5 day course will be presented on site to the general managers and key staff of the three utilities in May.

Accounting

NRECA has deployed a consumer information system (CIS) developed in Bangladesh at each of the utilities in Yei, Kapoeta and Maridi. The CIS has been modified to meet the requirements of these three small utilities that have relatively modest business needs, but even with these simplifications, it can still be a daunting task for professionals with limited computer, accounting and financial skills to gain mastery at the level that is needed for an enterprise system such as a CIS. To improve the skill and capacity to employ the CIS, the ESP team will offer the following courses in FY 2013.

1. An accounting and financial control training module to provide additional training to accountants, bookkeeping assistants, cashiers with the knowledge and understanding to perform basic general ledger entries, to manage the billing and collection modules of the CIS; to manage the accounting module of the CIS; to produce monthly reports for use by the board and the general manager including the Form 1 monthly statistical report. This



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training course will also provide an overview of financial control via mandated financial checks and balances – specifying the division of labor and responsibilities between accounting, meter reading, billing clerks and revenue collection. Observance of financial checks and balances will be emphasized to ensure a high level of transparency and accountability for overall financial management of the utility. The material covered in this module will be presented in three, 5 day workshops – October, February and June.

Commercial Management

One of the biggest challenges that the utilities have faced is to attract, train and retain qualified revenue cycle management staff. The difficulties of finding well-trained, qualified utility professionals of high integrity can be attributed to the remoteness of the areas being served and the loss of a full generation of South Sudanese due to the trauma and insecurity resulting from thirty years of wartime conflict. With six years of relative political stability, the situation is slowly improving, but practical training is required to strengthen the revenue cycle and financial capacities for the utility staff in KAPECO, MECO and YECO. To improve the skill and capacity of the commercial management staffs the ESP team will offer two courses in FY 2013.

1. A meter reading and data management course module will be offered in the second quarter of ESP implementation immediately following the second accounting workshop (March). This 5 day course will focus on best practices for control of meter readers and the meter reading process and will be presented to the commercial management along with the accounting staff working in the billing and collection process. It will include training on the meter reading module of the CIS, focusing on use of flags to detect anomalies in consumer consumption, potential meter reading errors and/or fraud, and the procedures that can be employed to ensure that meter reading process is carefully controlled.
2. An introduction to commercial management focused on customer relations, promotion of new accounts, management of connections and disconnections, dispute resolution, and other commercial management functions. This course will be a 4 day course offered in October for the commercial management staff at each utility.

Line Worker Training

NRECA has offered continuing line worker training for construction and maintenance staff since the beginning of the first USAID project financed in 2005. Line worker training has historically focused on a combination of safety training and skills development to ensure that linemen and groundmen learn how to work with minimal risk of injury on line construction and maintenance procedures, as well as to successively build skills in all phases of line construction and maintenance procedures.

The line worker training will be managed by a lineman-training specialist who will be assisted from time to time by NRECA linemen volunteers working on short-term assignments. The lineman trainer shall travel to South Sudan twice per year for four to six weeks at a time and will provide training in each of the utilities at least once each year.

As part of the training program a diagnostic of recent service installations and recent line segment installations will be undertaken by the NRECA lineman trainer. This training activity



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will focus on diagnosing compliance and non-compliance with best work practices on randomly selected service installations and line segment installations undertaken by line staff in recent months including pole top assemblies, pole setting, transformer mounting, transformer interconnections, guying, and other construction practices. The purpose will be to note where mistakes have been made, how to correct these errors and, where necessary, observe the repair of the installations. The diagnostic of recent connection and construction activity will take three days and will be performed at each utility during the initial visit in November.

1. The Lineman Trainer will design and offer a training program at each utility on new service installations consisting of inspection of the consumer premises, including extension of the service drop from the distribution transformer to the meter; meter mounting and interconnection with the house wiring circuit; inspection of internal house wiring; and instructions to provide to the home or shop owner. This course will be a 1 day course offered in November/December with a follow-up offered in May/June.
2. The Lineman-Trainer will also design and offer a training module on construction of short primary line extensions covering pole excavation, pole top structure assembly, pole setting, guying, conductor pulling, and transformer mounting procedures. This course will be a 2 day course offered in November/December with a follow-up offered in May/June.
3. The Trainer will further provide training on the inspection of customers' generator disconnect switchgear, identifying switchgear that do not comply with utility standards or are not being used properly leading to improved line worker safety. This course will be a 1 day course offered in November/December with a follow-up offered in May/June and regular mentoring throughout the year.
4. A general maintenance workshop training module which will cover more central themes during which the trainer will demonstrate a common maintenance activity, and will coach linemen participants to replicate it as part of a practical training session. This course will be a 1 day course offered in November/December with a formal follow-up offered in May/June and regular mentoring throughout the year.

Generation Training

NRECA has offered continuing generation training for management and operations staff since the beginning of the first USAID project financed in 2005. Generation training has historically focused on a combination of generator operation training and skills development to ensure that all parties involved with the operation of the electric generation system are knowledgeable of correct operation and maintenance procedures.

1. This training for management and line staff will focus on proper operations and maintenance of the generator equipment including operation and monitoring procedures, fuel monitoring and procurement, proper scheduling of equipment maintenance and what organizations are available to offer assistance with operation and maintenance issues. This training will cover a 5 day period and offered in January/February on site at each utility.



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Technical Assistance and Mentoring

While much emphasis has been placed on the above training programs and their importance to the success of ESP, technical assistance tasks will be undertaken concurrently to build management and subject matter understanding of administrative, commercial, organizational, and operating capabilities at each of the three utilities. On-site mentoring by the ESP team will serve to supplement the learning process and address specific issues as they arise. In addition to formal training sessions, the team of experts will observe, provide guidance and help with corrective action and mentor employee management and staff. The technical assistance and mentoring process is designed to build practical, day to day business skills based upon the sound foundation developed through the formal training program.

ESP management will evaluate strategies that may be employed to overcome barriers to new connections, given that the financial health of KAPECO, MECO and YECO are dependent upon growth of electricity sales. The teams will also review means of encouraging more sales per consumer given that more unit sales will concurrently contribute directly to financial viability.

NRECA has developed a board member certification program for use in other countries that will be implemented in South Sudan and administered by a local institution. In FY 2013 the NRECA will begin the evaluation of training institutional capabilities to determine which institutions may be best suited to implement the certification program.

Yei, Maridi Hybrid Micro-Hydro Capacity

USAID is exploring the potential for development of micro- and small-hydro generation near Maridi and Yei through pre-feasibility studies in an effort to reduce the cost of power supply to MECO and YECO. While the ESP program includes an option to review the feasibility of these investments and oversee the completion of final design of micro/small hydroelectric projects as proposed there is currently no funding for this task thus activities will not be included in the FY 2013 workplan.

Utility Evaluation and Development Support for Yambio

The terms of reference for the Request for Applications states that the International Finance Corporation (IFC) is currently pursuing an initiative to finance public-private partnerships in South Sudan to improve electric energy production and commercialization in selected population centers, one of which may be Yambio. As part of the RSS power sector infrastructure program, a 2 MW power plant was installed in Yambio, together with the beginnings of a medium voltage (11 kV) distribution system. While the power plant is of high quality and was professionally installed, the distribution system will require significant improvements and modifications before it can be of service. No efforts have been made as of yet to establish an electric distribution utility, but the WES Government intends to have a substantial role in power supply planning.

FY 2013 Activity

The NRECA team will perform a diagnostic analysis of the improvements and expansion needs of the electric distribution system in Yambio to provide more complete coverage of the community, as well as an institutional review of the options available to satisfy the goals of the



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public-private partnership to manage both power generation and commercialization of electric service. The institutional analysis will include an evaluation of the State Government as a principal stakeholder in ownership and management of the power generation-distribution system, as well as to chart out a training, mentoring and support program for the utility, should a local institution be established to operate the system. A complete diagnostic report will be submitted to USAID 30 days after all data collection and field work are complete. As other stakeholders need to make determinations before the diagnostic can begin, the initiation of the diagnostic analysis is scheduled to begin in the second quarter of FY 2013 and can be adjusted accordingly.

Budget and Resource Allocation

Table: FY 2012-13 Project Budget

Cost Element	FY 2013 Budget				
	KAPECO	MECO	YECO	Yambio	Total
Personnel 1	119,160	178,731	59,580	3,945	\$361,416
Fringe Benefits 2 & 3	66,730	100,098	33,365	2,269	\$202,462
Travel 4	33,260	33,250	33,260	31,440	\$131,210
Equipment 5	15,000	15,000	15,000	0	\$45,000
Supplies	2,000	2,000	2,000	0	\$6,000
Contractual 6	27,040	27,067	27,050	29,560	\$110,717
Other 7	99,820	99,820	75,811	5,029	\$280,480
Utility Non-Fuel Operating Costs 8	75,000	75,000	0	0	\$150,000
Indirect Charges 9	136,224	204,190	68,100	3,060	\$411,574
Total	574,234	735,156	314,166	75,303	\$1,698,859

Notes

- 1- The salaries for staff are based on job level and expertise required as well as past salary history. Merit increases of 3.5% effective each March during the Life of the Project (LOP) have been factored into the salary cost in accordance with NRECA's personnel policies. Personnel costs are calculated by: Annual Base Salary/260 workdays = Base Daily Rate - Level of Effort X Base Daily Rate = Salary Cost.
- 2- U.S. Personnel fringe benefits and leave rates are calculated at NRECA's provisional NICRA and leave is calculated at 18.21% of salaries. Fringe Benefits are calculated @ 36.73% of salaries and leave.
- 3- CCN Fringe Benefits rate includes applicable leave and fringe benefits in accordance with labor laws in South Sudan and include severance, life insurance, medical insurance and pension.
- 4- International average airfare unit cost is for roundtrip travel from Washington D.C. to South Sudan and is based on historical costs for program implementation in South Sudan and R&R trips to designated location. In-Country travel unit cost is for roundtrip travel from Yei to Kapoeta, Juba or Maridi. In-country travel includes air travel or travel through a car service. Lodging and M&IE for Juba are budgeted using current daily rate in accordance with the U.S. Department of State Foreign Per Diem Rates Schedule. M&IE for Field is budgeted based on historical costs for program implementation in South Sudan. Lodging for field travel will be provided by the utilities. Lodging & M&IE for Nairobi are budgeted based on historical costs for NRECA's staff travel to Nairobi which is lower than the U. S. Department of State current per diem rate for Nairobi.
- 5- Project Vehicle will be used for project implementation.
- 6- USAID Form 1420s for all proposed consultants were included with the Cost Application.
- 7- Includes among other items; VSAT Communications (\$ 1,500 / mo.), Danger Pay and Post Differential (Post differential and danger pay are budgeted for the Chief of Party and Deputy Chief of Party, expatriates who will reside in Maridi. In addition, danger pay is budgeted for staff who will travel on TDY to South Sudan. Post differential and danger pay are budgeted in accordance with rates from the U.S. Department of State Standardized Regulations), Security (For the NRECA office and compound is budgeted based on historical costs for project implementation in South Sudan), computers (Five computers valued at \$722 each will be purchased for project use.) and Vehicle Fuel and Maintenance.
- 8- Utility Non-Fuel Operating Costs represents the financial support to MECO and KAPECO, as per the RFA page 4, until such time as the customer base can be expanded to spread the fixed costs of operations over increased rates. The amount is estimated on the basis of diminishing this support from the level provided in the predecessor program, to zero, during the three-year ESP program.
- 9- Indirect rate is applied to salaries, leave and fringe benefits at NRECA's provisional NICRA.



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Program Management Plan Summary

A brief summary of the program management plan is provided herein to clarify the roles and responsibilities of the key personnel in the program.

The ESP will be managed by the NRECA South Sudan team, with oversight and quality control support provided by the NRECA home office. The program team will consist of NRECA employees, local personnel hired for the program period, and consultants hired for their expertise for specific project tasks.

The Chief of Party will be Robert Ellinger who will oversee the work of all NRECA team members, serving as the designated contact person for overall management activities and business relationship with USAID. He will be responsible for all operations of the ESP project including administration, logistics, procurement, budgeting and supervision of project staff. Mr. Ellinger will ensure that NRECA & USAID policies and procedures are properly put into practice and maintained. He will provide project management, oversight, monitoring, evaluation and reporting of NRECA's program implementation, progress and quality of performance including the generation and delivery of regular reports. Mr. Ellinger will directly participate in mentoring and training activities.

The Deputy Chief of Party is Janet Kaufman who will serve as the lead resource for providing training to YECO, KAPECO and MECO in all activities related to accounting, commercial functions and financial control functions of the distribution utilities. She will also provide administrative assistance to Mr. Ellinger with regard to ESP management and administration as required from time to time.

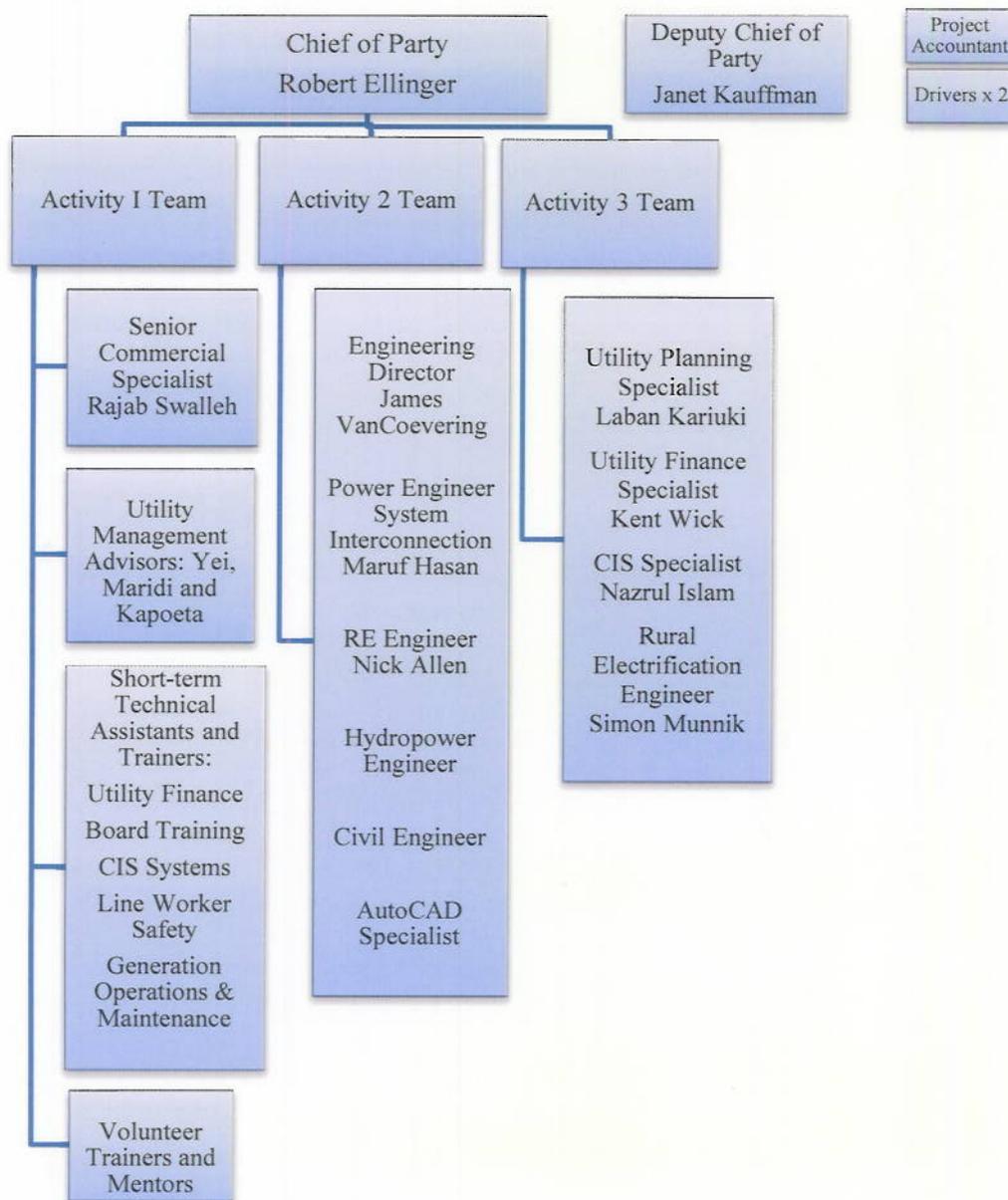
Swalleh Rajab will serve as the Senior Commercial Advisor stationed in Kapoeta, and will be responsible for providing training and guidance to KAPECO management and staff on all commercial and financial activities. Mr. Rajab will participate with Ms. Kauffman on training functions designed to improve financial and commercial capacities of utility management and staff that are held jointly in Kapoeta or in one of the other two locations as required.

FY 2013 Levels of Effort for key program staff (long and short-term):

Title	LOE (days)	Title	LOE (days)
Chief of Party (CoP)	220	Generation Training Specialist	26
Deputy Chief of Party (DCoP)	220	Utility Finance Specialist	46
Senior Commercial Advisor	220	Utility Planning Specialist	35
Yei Management Advisor	220	Board training Specialist	11
Lineman Training Specialist	66	Customer Information System (CIS)	60

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The program organizational chart is shown below:



Additional support will be provided by the NRECA International Foundation, which is donating volunteer services of U.S. line workers from NRECA member cooperatives in the United States. NRECA International Foundation contributions will be managed by the Foundation Program Manager and Foundation Program Assistant.

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FY 2013 International Travel

Rate	Number of Flights	Total Amt.
\$2,200.00	17	37,400.00

Workplan Activity Tables

The following tables describe the Activities and associated Tasks in the ESP program, along with implementation period and expected milestones. The Activity headings closely follow the Project Timeline section (page 11) of NRECA International's application in response to the USAID | South Sudan RFA-668-12-000003.



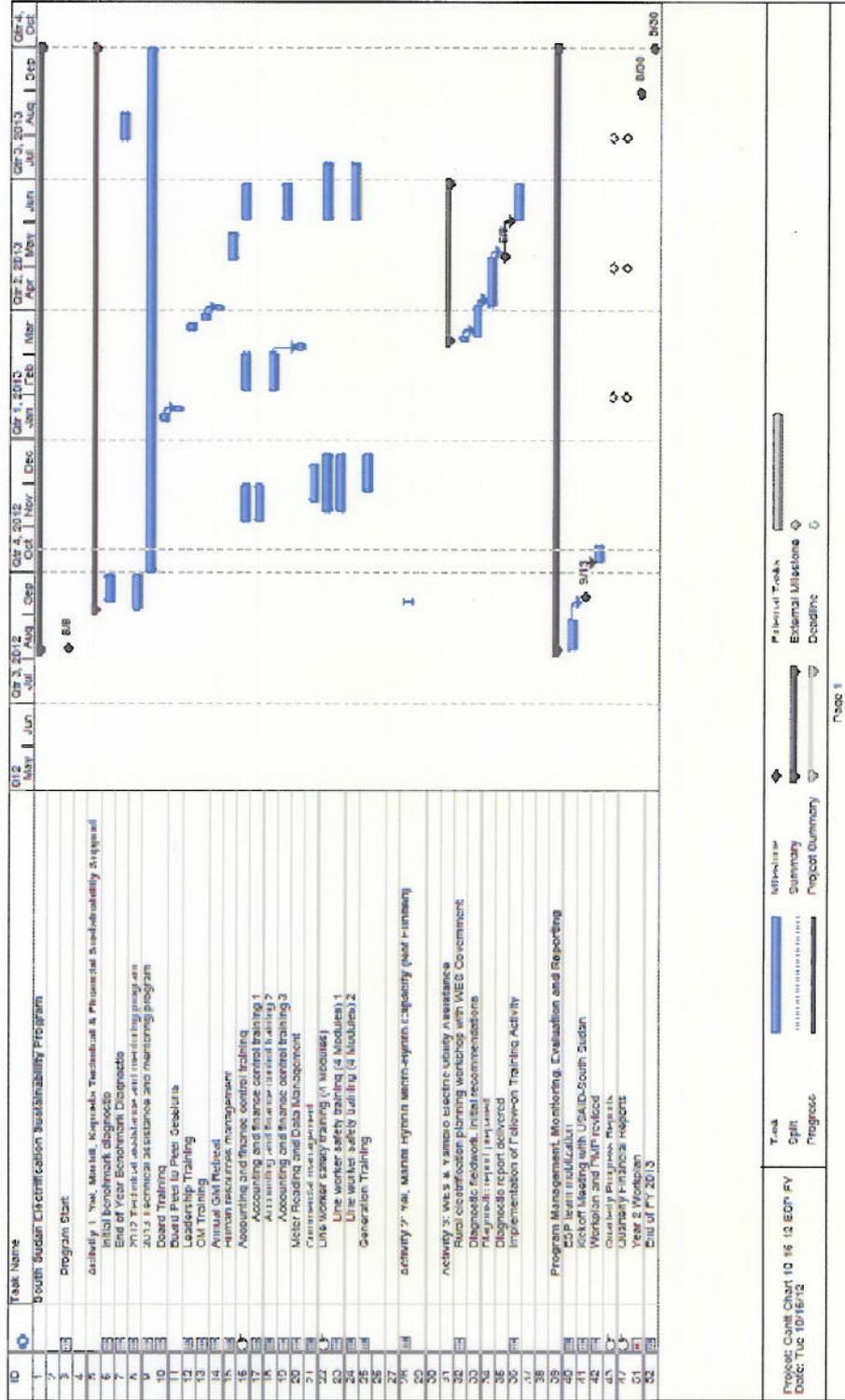
No.	Activities and Tasks	Duration	Task Descriptions	Milestones	Planned Completion Date
1.0	Project Team Mobilization	Month 1 to Month 3			
1.1	Program Workplan, M&E Plan and B&M Plans established		2013 Workplan, Monitoring and Evaluation Plan and Branding and Marketing Plan developed and submitted to USAID/South Sudan for comment	Project plans completed	5-Sept-2012
1.2	Kick-off meeting with USAID/South Sudan		Program review with USAID/SS AO & AOR.	Meeting conducted.	13-Sept-2012
1.3	Program Workplan, M&E Plan and B&M Plans reviewed		USAID Provide comments on various project plans for revision	Comments received from USAID	28-Sept-2012
1.4	Workplan, M&E & B&M Plans revised and approved		Final Submittal to USAID and Approval	Plan Approved by USAID	19-Oct-2012
1.5	Initial FY diagnostic benchmarks established		Evaluation of the utilities current financial and operations strength and development of project baselines using diagnostic assessment checklist	Baselines established	31-Oct-2012
1.6	Diagnostic benchmarks established for FY 2014		Diagnostic benchmarks agreed upon by USAID/SS and ESP management team	FY 2013 benchmarks established	16-Aug-2013
2.0	Technical assistance and mentoring program	Month 3 to Month 13			
2.1	Board training		Training will be provided in a central location for all three utilities and will cover all facets of board functionality including: elections, board responsibilities, interaction of boards of directors and utility management	Training workshop completed	18-Jan-2013
2.2	Board training		Guided peer-to-peer functions designed to facilitate shared experiences and challenges.	Peer to peer sessions completed.	23-Jan-2013
2.3	Leadership training		A leadership training module that will focus on sound decision making, clear communication skills, and team building.	Training module completed	22-Mar-2013
2.4	GM Training		A GM's role with the board of directors module that will explore and explain the relationship between the policy setting body (the board of directors) and the executive management position (the General Manager) in a modern electric utility.	Training module completed	29-Mar-2013
2.5	Annual GM retreat		The retreat that will allow the GMs and senior utility managers to participate in a guided forum to share experiences and challenges to learn from one another.	GM retreat completed	3-April-2013
2.6	Human resources management		An introduction to human resource management which will focus on human resource policies and procedures.	Training module completed	24-May-2013
2.7	Accounting and finance control training		This training module will provide accountants, bookkeeping assistants and cashiers with the knowledge and understanding to perform basic general ledger entries, to manage the accounting module of the CIS, including generation of monthly financial reports.	Training module and workshops completed	28-June-2013

No.	Activities and Tasks	Duration	Task Descriptions	Milestones	Planned Completion Date
2.8	Meter reading and data management		This training module will focus on best practice policies and procedures for control of meter readers and the meter reading process.	Training module and workshops completed	8-Mar-2013
2.9	Commercial management		An introduction to commercial management focused on customer relations, promotion of new accounts, management of connections and disconnections, dispute resolution, and other commercial management functions.	Training module completed	30-Nov-2012
2.10	Line worker and safety training		A training module on new service installations consisting of inspection of the consumer premises, including extension of the service drop from the distribution transformer to the meter; meter mounting and interconnection with the house wiring circuit; inspection of internal house wiring; and instructions to provide to the home or shop owner.	Training module and workshops completed	12-July-2013
2.11	Line worker and safety training		A training module on the construction of short primary line extensions covering pole excavation, pole top structure assembly, pole setting, guying, conductor pulling, and transformer mounting procedures.	Training module and workshops completed	12-July-2013
2.12	Line worker and safety training		Training on the inspection of customers' generator disconnect switchgear identifying switchgear that do not comply with utility standards or are not being used properly leading to improved line worker safety.	Training module and workshops completed	12-July-2013
2.13	Line worker and safety training		A general maintenance workshop training module which will cover more central themes during which the trainer will demonstrate a common maintenance activity, and will coach linemen participants to replicate it as part of a practical training session.	Training module and workshops completed	12-July-2013
2.14	Generation training		This training for management and line staff will focus on proper operations and maintenance of the generator equipment including operation and monitoring procedures, proper scheduling of maintenance and maintenance partners along with fuel monitoring and procurement.	Training module and workshops completed	21-Dec-2012
3.0	Maridi, Yei Hybrid Micro-Hydro Capacity		This option, should additional funding come available, is for final design of one or more viable micro/small hydro generation projects in Yei and Maridi, depending upon the results of EGAT-financed prefeasibility studies for two sites in Yei and a third site in Maridi.	Funding source not yet identified	N/A
4.0	WES and Yambio Electric Utility Assistance	Month 3 to Month 13			
4.1	Rural electrification planning workshop with Western Equatoria State (WES) government		Discussion of the opportunities available and the necessary steps to introduce rural electrification into WES	Workshop held	13-Mar-2013

No.	Activities and Tasks	Duration	Task Descriptions	Milestones	Planned Completion Date
4.2	Diagnostic fieldwork and initial recommendations		<p>Complete a field diagnostic evaluation to include an analysis of the improvements and expansion needs of the electric distribution system to provide more complete coverage of the community, as well as an institutional review of the options available to satisfy the goals of the public-private partnership and the private sector to manage both power generation and commercialization of electric service..</p> <p>Diagnostic report completed and presented</p>	Diagnostic completed	03-April-2013
4.3	Diagnostic report		<p>Diagnostic report completed and presented</p>	Diagnostic report completed and presented	08-May-2013
4.4	WES Training		<p>In the event funding is made available and an external firm is contracted to manage the operation of the power generation and distribution systems, the ESP team will further evaluate the training that will be required for WES Ministry of Physical Infrastructure staff to oversee the management contractors. The implementation of the diagnostic study will be combined with training sessions for WES staff on rural electrification planning.</p>	Training workshops completed	TBD

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ESP Project Gantt Chart



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NRECA International Ltd.

Your Touchstone Energy® Partner

**Electrification Sustainability Program
In South Sudan**

Workplan

Cooperative Agreement No. AID-668-A-12-00002

Annex

Monitoring and Evaluation Plan (M&E)

and

Branding Strategy and Marketing Plan (B&M)

NRECA International Ltd.
October 15, 2012



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NRECA International Ltd.
Your Touchstone Energy® Partner 

Electrification Sustainability Program In South Sudan

Monitoring and Evaluation Plan

Cooperative Agreement No. AID-668-A-12-00002

**NRECA International Ltd.
October 15, 2012**

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Electrification Sustainability Program in South Sudan: M&E Plan

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Electrification Sustainability Program in South Sudan: M&E Plan

Background

Since 2005, the U.S. Government has provided ongoing infrastructure and institutional support to strengthen power sector planning throughout South Sudan, and to initiate or improve service delivery in Kapoeta, Maridi, Yei and Juba. Under the South Sudan Rural Electrification Project, USAID financed design and construction of a small generation-distribution utility in Yei that has evolved into a self-sustaining municipal electric cooperative serving approximately 1,200 consumers. Thereafter, USAID financed construction of two additional market town electrification projects in Kapoeta and Maridi; these two systems began commercial operations in April, 2011 and serve approximately 300 customers – households, commercial enterprises, public institutions and NGOs – in each community.

NRECA International Ltd. (NRECA) has initiated implementation of the Electrification Sustainability Program in South Sudan (ESP), with financial support from the US Agency for International Development in South Sudan (USAID/SS) and the NRECA International Foundation (the Foundation). The ESP has been designed to address the needs of all three utilities, as well as to undertake hydroelectric studies in Yei and Maridi (should additional funding become available), and to support Western Equatoria State (WES) and the Republic of South Sudan (RSS) by initiating a plan for utility formation in Yambio.

The program began upon award of USAID Cooperative Agreement No. AID-668-A-12-00002 to NRECA on August 8, 2012, and will conclude on August 7, 2015.

This monitoring and evaluation plan describes the process, output, outcome, and impact indicators for the ESP program.

Program Result

The ESP is designed to support the process of achieving long-term sustainability for the electric generation-distribution utilities in Kapoeta, Maridi and Yei and to initiate utility formation in Yambio.

As per the Cooperative Agreement, the program assistance will result in “generation-distribution utilities that have well-established business systems and staff that are trained to manage the business systems without external oversight; to have a technical team with the capacity to manage the day-to-day operating challenges of small, islanded, vertically integrated electric utilities, including power plant management and the operation and maintenance of the distribution system.” The primary objective of the ESP program will be “Increased managerial and operational capacity of rural electric utilities in South Sudan”.

The ESP primary objective fits within the overall mission of NRECA International Ltd., and of the NRECA International Foundation, to promote and enhance human well-being through the advancement and development of rural electrification in all parts of the world.

With regard to the U.S. Government Foreign Assistance Framework, the ESP Program fits within Program Element 4.4.1 and Sub-Element 4.4.1.4, as detailed below:

Program Element 4.4.1: Modern Energy Services



Electrification Sustainability Program in South Sudan: M&E Plan

Definition: Increase the efficiency, reliability, diversity, and transparency of energy services and promote investment in the development, transport, processing, and utilization of indigenous energy sources and imported fuels.

Sub-Element 4.4.1.4: Commercialization and Management Improvement

Definition: Assist energy utilities or companies in improving their management and operations to achieve higher levels of service and financial performance.

(USAID is also exploring the potential for development of micro- and small-hydro generation near Maridi and Yei through the pre-feasibility studies in order to reduce the cost of power supply to MECO and YECO. In the event that USAID decides to pursue those investments, the ESP program includes an option to review the feasibility of these investments and oversee the completion of final design of micro/small hydroelectric projects as proposed.)

In the event that USAID supports development of hydropower investments in Maridi and Yei, the final design work on those projects would increase access to electric service which would then fit the ESP Program within Sub-Element 4.4.1.8:

Sub-Element 4.4.1.8: Expanded Access to Rural and Low Income Areas

Definition: Support interventions that expand access of rural and urban poor to modern energy services and fuels

Monitoring and Evaluation Plan Tables

Because of the emphasis of the Electrification Sustainability Program in South Sudan (ESP) is on presenting formal training programs supported by ongoing observation and mentoring over a three year period, the monitoring and evaluation plan is relatively straightforward. The ESP program will be focused on improving utility management and operations, and therefore will not track high-level impact indicators. However, while there is no direct correlation with project training activities, an attempt will be made to measure the number of new business or expanded business connecting to the distribution grid during the project. Program indicators are detailed in the tables in the next section.

This plan also includes a template for the success stories which will be collected for Quarterly Progress reports, with the ESP template drawing on a standard USAID success story template.



Electrification Sustainability Program in South Sudan: M&E Plan

Process Indicators

The table below shows the process indicators that will be used to track progress in the program as compared to initial benchmarks for all activities and tasks. The process indicators for the ESP program are drawn from the program workplan, in which completion milestones have been set for each Task within the three Activities of the program. More details on each Activity and Task are available in the ESP program workplan.

Workplan No.	Activities and Tasks	Milestones	Completion (Planned)	Completion (Actual)
1.0	Yei, Maridi, Kapoeta Technical & Financial Sustainability Support			
1.1	Benchmark diagnostics	Diagnostics completed.	31-Oct-2012	
1.2	Board training courses	Board members complete training courses.	18-Jan-2013	
1.3	Board peer-to-peer sessions	Board members participate in peer-to-peer sessions.	23-Jan-2013	
1.4	Leadership Training	Utility managers and key staff complete training courses.	22-Mar-2012	
1.5	GM Training	Utility managers and key staff complete training courses.	29-Mar-2013	
1.6	Annual GM retreat	Utility managers participate in peer-to-peer sessions.	03-April-2013	
1.7	Human resource management training	Utility managers and key staff complete training courses.	24-May-2013	
1.8	Accounting and Financial Control Training	Utility financial and commercial staffs complete training courses.	28-June-2013	
1.9	Meter reading and data management training	Utility financial and commercial staffs complete training courses.	8-Mar-2013	
1.10	Commercial management training	Utility financial and commercial staffs complete training courses.	30-Nov-2012	
1.11	Line worker safety training	Line workers complete training courses.	12-July-2013	
1.12	Power Generation Training	Power plant O&M training for plant operators and key staff	21-Dec-2012	
2.0	Yei, Maridi Hybrid Micro-Hydro Capacity			
2.1	Hydrology data and community coordination	Review completed.	TBD	
2.2	Civil engineering design	Design work completed	TBD	
2.3	Generation and substation design	Design work completed	TBD	
2.4	Power line interconnection design	Design work completed	TBD	
2.5	Cost estimates	RFQ completed	TBD	
2.6	Financial model	Modelling completed	TBD	
2.7	Report delivered	Design report delivered.	TBD	
3.0	WES & Yambio Electric Utility Assistance			
3.1	Planning workshop with WES Government	WES participates in workshop.	13-Mar-2013	
3.2	Diagnostic fieldwork, initial recommendations	Fieldwork completed, initial recommendations delivered.	3-April-2013	
3.3	Diagnostic report prepared	Diagnostic report prepared.	07-May-2013	
3.4	Diagnostic report delivered	Diagnostic report delivered.	08-May-2013	

Electrification Sustainability Program in South Sudan: M&E Plan

Workplan No.	Activities and Tasks	Milestones	Completion (Planned)	Completion (Actual)
3.5	Implementation of Follow-on Training Activity	Follow-on training activity implemented (TBD)	TBD	
4.0	Program Management, Monitoring, Evaluation and Reporting			
4.1	ESP team mobilization	Consultants notified, PSA signed, and Team mobilized to SS	28-Aug-2012	
4.2	Workplan and MEP submitted	Annual workplan and MEP submitted to USAID	5-Sept-2012	
4.3	Workplan and MEP revised	Revised workplan and MEP delivered.	28-Sept-2012	
4.4	Quarterly Progress Reports	Quarterly progress reports delivered within 30 days of end of quarter.	Jan, April and July 2013	
4.5	Quarterly Financial Reports	Quarterly financial reports delivered within 45 days of end of quarter.	Feb, May and August 2013	
4.6	Year 2 - Workplan and MEP submitted	Year 2 - Workplan and MEP submitted to USAID	30-Aug-2013	

Output Indicators

Indicator No.	Indicator Name	Indicator Definition, Description, Data Source, and Discussion	Baseline (2012)	2013	2014	2015	Program Actuals
Output 1.0	Board training.	<p>Definition: Number of people receiving USG supported training in roles and responsibilities of electric utility board members.</p> <p>Description: Total number of participants in electric utility board training sessions, disaggregated by gender and utility.</p> <p>Data Source: NRECA project reports.</p> <p>Discussion: This is an ESP indicator that closely resembles the USAID standard indicator for management training (see Output 2.0 indicator below). While this indicator is disaggregated by gender, the target is not disaggregated because the program has no influence over the gender of board members selected or elected in the three communities.</p>	<p>0</p> <p>0</p> <p>0</p>	<p>M-F</p> <p>5-1</p> <p>6-1</p> <p>6-1</p>	<p>M-F</p> <p>5-1</p> <p>6-1</p> <p>6-1</p>	<p>M-F</p> <p>5-1</p> <p>6-1</p> <p>6-1</p>	<p>M-F</p>



Electrification Sustainability Program in South Sudan: M&E Plan

Indicator No.	Indicator Name	Indicator Definition, Description, Data Source, and Discussion	Baseline (2012)		2013		2014		2015		Program Actuals
			T	A	T	A	T	A	T	A	
Output 2.0	Management training.	<p>Definition: Number of people receiving USG supported training in energy related business management systems.</p> <p>KAPECO MECO YECCO</p> <p>Description: Total number of participants in utility management basic training, and administrative training, disaggregated by gender.</p> <p>Data Source: NRECA project reports.</p> <p>Discussion: This is a USAID standard indicator. While this indicator and reporting is disaggregated by gender, the target is not disaggregated because the program has little influence over selection of utility personnel in the three utilities, and therefore should not set a target as to their gender. Note that the management training and the administrative and financial training envisioned in the program have been combined into this one indicator.</p>	0	0	0	0	0	0	0	0	M-F
Output 3.0	Electric lineworker training.	<p>Definition: Number of people receiving USG supported training in electric line and power plant generation work.</p> <p>KAPECO MECO YECCO</p> <p>Description: Total number of participants in lineworker and power plant generation training, disaggregated by gender.</p> <p>Data Source: NRECA project reports.</p> <p>Discussion: This is an ESP indicator that closely resembles the USAID standard indicator for management training (see Output 2.0 indicator above). While this indicator and reporting is disaggregated by gender, the target is not disaggregated because the program has little influence over selection of utility personnel in the three utilities, and therefore should not set a target as to their gender.</p>	0	0	0	0	0	0	0	0	M-F

Electrification Sustainability Program in South Sudan: M&E Plan

Outcome Indicators

Indicator No.	Indicator Name	Indicator Definition, Description, Data Source, and Discussion	Baseline (2012)	2013 T - A	2014 T - A	2015 T - A	Program Actual
Outcome 1.0	Improved electric service.	<p>Definition: Number of beneficiaries receiving improved infrastructure services due to USG assistance.</p> <p>KAPECO MECO YECCO Yambio</p> <p>Description: Total number of customers connected to the three primary beneficiary utilities (MECO, KAPECO and YECCO), and to a potential new rural utility in Yambio, multiplied by four. This multiplier is used, rather than a higher number of average household size in South Sudan utilized in other analyses, because some of the electric service customers will be small commercial establishments rather than households. No attempt is made to count beneficiaries such as users of public lighting, beneficiaries of public institutions and NGOs, etc. The indicator therefore will provide a conservative estimate of beneficiaries of improved utility management and operations.</p> <p>Baseline and targets to be adjusted following utility diagnostics</p> <p>Data Source: NRECA project reports and utility records.</p> <p>Discussion: This is a USAID standard indicator. In the ESP, this indicator is not disaggregated by gender because it will not be directly measured; i.e. the number of people with electric service will not be directly counted in each customer (household, commercial establishment, public institutions, etc.); therefore any gender disaggregation would be an estimate only.</p>	7,400	300	440	500	
			1,350	50	70	80	
			1,550	60	90	105	
			4,400	190	280	315	
			0				
Indicator No.	Indicator Name	Indicator Definition, Description, Data Source, and Discussion	Baseline (2012)	2013 T - A	2014 T - A	2015 T - A	Program Actual
Outcome 2.0	Utility cost recovery.	<p>Definition: Cost recovery index.</p> <p>KAPECO MECO YECCO</p> <p>Description: This standard index will measure the commercial cycle efficacy of each utility (MECO, KAPECO and YECCO) as the product of collection rates and losses for each utility. A utility with 95% collection rates and 10% losses would have a cost recovery index of $0.95 * 0.90$ or 0.855.</p> <p>Baseline and targets to be set following utility diagnostics.</p> <p>Data Source: NRECA project reports and utility records.</p> <p>Discussion: This is not a USAID standard indicator. Disaggregation by utility.</p>					

Electrification Sustainability Program in South Sudan: M&E Plan

Indicator No.	Indicator Name	Indicator Definition, Description, Data Source, and Discussion	Baseline (2012)	2013 T - A	2014 T - A	2015 T - A	Program Actual
Outcome 3.0	Utility expenditure management	<p>Definition: O&M expenses per kWh sold, normalized for fuel costs.</p> <p style="text-align: center;">KAPECO MECO YECCO</p> <p>Description: The ratio of operation and maintenance expenses per period to kilowatt hours sold in the same period. This ratio will be normalized for variation in fuel costs to ensure that the indicator tracks utility management behavior and not variations in the fuel markets.</p> <p>Baseline and targets to be set following utility diagnostics.</p> <p>Data Source: NRECA project reports and utility records.</p> <p>Discussion: This is not a USAID standard indicator. Disaggregation by utility.</p>					
Outcome 4.0	Utility operating margins.	<p>Definition: Operating margins per kWh generated.</p> <p style="text-align: center;">KAPECO MECO YECCO</p> <p>Description: The operating margins for each of the three utilities (MECO, KAPECO and YECCO) will be tracked and reported. It should be noted that this indicator is not a proxy measure of effectiveness of the ESP program, since fuel costs and other variables in the economic context of each service territory will influence this metric, but it will still be a useful data set for USAID in considering the implications of its investments in utility start-up in South Sudan.</p> <p>Baseline and targets to be set following utility diagnostics.</p> <p>Data Source: NRECA project reports and utility records.</p> <p>Discussion: This is not a USAID standard indicator. Disaggregation by utility.</p>					



Electrification Sustainability Program in South Sudan: M&E Plan

Indicator No.	Indicator Name	Indicator Definition, Description, Data Source, and Discussion	Baseline (2012)	2013 T - A	2014 T - A	2015 T - A	Program Actual
Outcome 5.0	Mgmt. Staff Turnover Percentage	<p>Definition: Management Staff Turnover Percentage</p> <p>KAPECO MECO YECCO</p> <p>Description: A high turnover of key management staff may be an indicator of internal strife and disruption within an organization. While there is little information on utility standards in this area comparisons can be made from project start (possibly a year or two prior) to end dates.</p> <p>Baseline and targets to be set following utility diagnostics.</p> <p>Data Source: NRECA project reports and utility records.</p> <p>Discussion: This is not a USAID standard indicator. Disaggregation by utility.</p>					

Impact Indicators

The ESP program will be focused on improving utility management and operations, and therefore will not track high-level impact indicators. However, while there is no direct correlation with project training activities to the indicator, an attempt will be made to measure the number of new businesses or expanded businesses connecting to the distribution grid during the project; possibly as a percentage of businesses receiving electric service from the distribution grid.

Indicator No.	Indicator Name	Indicator Definition, Description, Data Source, and Discussion	Baseline (2012)	2013 T - A	2014 T - A	2015 T - A	Program Actual
Impact 1.0	Number of new / expanded business connections	<p>Definition: Number of new or expanded business connections</p> <p>KAPECO MECO YECCO</p> <p>Description: While there is no direct correlation between the project training and mentoring activities and the number of new businesses or expanding businesses receiving electric service, an attempt will be made to measure the number of new or expanded businesses connecting to the distribution grid during the project.</p> <p>Baseline and targets to be set following utility diagnostics.</p> <p>Data Source: NRECA project reports and utility records.</p> <p>Discussion: This is not a USAID standard indicator. Disaggregation by utility.</p>					

Electrification Sustainability Program in South Sudan: M&E Plan

Success Story Template

ESP Success Stories Template

This template is for use in drafting ESP success story text for inclusion in Quarterly Progress Reports. Maximum length 2 pages. Each success story must be accompanied by several associated photos.

Story Title: _____

Story Headline:

Main Text: The text should include elements that relate the success story to the intended results of the ESP and demonstrate improvements (including before-and-after situations) in the lives of program beneficiaries.

Pullout Quote: This section includes a quotation from a program beneficiary that summarizes the story or serves as a photo caption, if any.

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Electrification Sustainability Program In South Sudan

Branding Strategy and Marking Plan

NRECA International Ltd.
October 15, 2012

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1.0 Background

NRECA International Ltd. (NRECA) has initiated implementation of the Electrification Sustainability Program in South Sudan (ESP), with financial support from the US Agency for International Development in South Sudan (USAID/South Sudan) and the NRECA International Foundation (the Foundation). The ESP program will strengthen the three market town electric utilities established in Kapoeta (KAPECO), Maridi (MECO) and Yei (YECO), through a program of mentoring, technical assistance and training, and support utility formation in Yambio. The program began upon award of USAID Cooperative Agreement No. AID-668-A-12-00002 to NRECA on August 8, 2012 and will conclude on August 7, 2015.

The ESP is designed to support the process of achieving long-term sustainability for the electric generation-distribution utilities in Kapoeta, Maridi and Yei and to initiate utility formation in Yambio.

The primary objective of the ESP program will be “Increased managerial and operational capacity of rural electric utilities in South Sudan”. As per the Cooperative Agreement, the program assistance will result in “generation-distribution utilities that have well-established business systems and staff that are trained to manage the business systems without external oversight; to have a technical team with the capacity to manage the day-to-day operating challenges of small, islanded, vertically integrated electric utilities, including power plant management and the operation and maintenance of the distribution system.” The principle ESP program office will be located in Maridi, South Sudan, and program-funded advisors will be based in Maridi, Kapoeta, and Yei.

This branding strategy and marking plan describes the co-branding and co-marking activities that will take place during the life of the program.

2.0 Positioning

2.1 Program Name

The Electrification Sustainability Program in South Sudan (ESP) is the name assigned to the program to be supported by USAID through a cooperative agreement with NRECA, with an additional cost-sharing contribution made by the Foundation. The program will implement activities in several towns of South Sudan, specifically in Maridi, Yei, Kapoeta, Yambio, and Juba.

The names of the program sponsors will not appear in the program name. Instead, all program documents and communications materials (as detailed below) will contain the USAID Identity (in English) and the NRECA logo of equal size and prominence. USAID’s required fonts, typefaces, colors, and sizes will be utilized, as appropriate for each document/item, per USAID’s official branding and marking guidelines. The Foundation logo will also appear on any documents or communications materials (as detailed below) that were specifically financed by the Foundation.

A separate logo or identity will not be created for the ESP program. The “ESP” acronym for the Electrification Sustainability Program in South Sudan may be used occasionally in documents and communications.



3.0 Program Communications And Publicity

3.1 Audiences

The ESP Program has the following target audiences with whom it will promote and publicize USAID sponsorship:

3.1.1 Primary audience: Program beneficiaries, notably customers, staff, and directors of the rural utilities supported by the program.

3.1.2 Secondary audience: Host-country stakeholders including government officials and policymakers in the electricity sector, local governments, non-governmental organizations, and secondary/tertiary institutions, among others.

3.2 Messages

With the ESP Program, the primary message in public communications about a program activity will be a description of the program objective, a description of the activity purpose, and recognition of USAID and NRECA sponsorship of the program & activity. Due to the rather straightforward nature of the program, this rather simplified message will suffice. NRECA will publicize and promote the ESP Program in coordination with the USAID AOR as opportunities arise, through press releases, promotion of training events, and other public and media events. In all publicity and communications materials prepared under the Program, NRECA will make clear that each product was produced with the support of “USAID from the American People”, which is noted in section 1.0.

3.3 Acknowledgements

NRECA will work in partnership with the three principle beneficiary utilities, the Kapoeta Electric Company (KAPECO), Maridi Electric Company (MECO), and the Yei Electric Cooperative (YECO), each of which is supportive of the program within the limits of their organizational scope and current financial capabilities. However, none of these organizations and entities will have direct involvement in the project management and administration. In the event that such organizations make a measurable contribution to program implementation, NRECA will on occasion add their brands/logos to program materials on a case-by-case basis.

Signage will include a sign at the ESP program office in Maridi, and signs recognizing the program’s support at the KAPECO, MECO and YECO utility offices. While it is not currently planned to include any national, state or local government logos in these signs, that may change if necessary to facilitate program implementation in each locality.

4.0 Description Of Public Communication, Program Materials, And Events

Because there are numerous technical assistance and training programs underway throughout South Sudan, the opportunities for publicity for the ESP Program are expected to be limited to specific events, in particular training events and ceremonies. As publicity opportunities arise, NRECA will produce public communication program materials, and coordinate the public events as part of the ESP Program. In addition, the success stories produced as part of the Quarterly Progress Reports will be reviewed to determine if broad dissemination would increase public knowledge of the program and its sponsors. NRECA will include summary descriptions of the program on its website (for NRECA and for NRECA International Foundation), and likely issue press releases and stories in the electric cooperative news media, and will describe USAID sponsorship on each occasion.



Any program reports in which the content has not been approved by USAID will contain the following disclaimer:

“The author’s views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.”

5.0 Marking Plan For Materials To Be Produced

Table 1 below outlines the types of materials that will be produced under the ESP Program. Any materials that are not anticipated below, but are produced under the initiative, will also be subject to branding and marking guidelines, as appropriate.

TABLE 1

Category	Type of Co-Marking and Placement of Co-Marking	Deliverable Date
ADMINISTRATIVE		
Stationary Products: Pertains to letterhead, envelopes, mailing labels, fax coversheets, emails.	USAID Identity will not be used on stationery products intended for administrative use.	Throughout the Program period
Business cards	USAID Identity will not be used on business cards.	N/A
Office signs	USAID Identity and NRECA logo will be used to mark project offices.	Office establishment planned for September 2012.
PowerPoint presentations	USAID Identity and NRECA logo will be required on title slides; design follows guidelines for full branding.	Throughout the Program period
Training banners	USAID Identity and NRECA logo printed on the banner; design follows guidelines for full branding.	Throughout the Program period
Project laptops	USAID Identity and NRECA logo will be affixed to project laptops purchased with program funds.	Throughout the Program period
TECHNICAL		
Assessment & Design Reports, Quarterly Progress Reports, Final Report	USAID Identity and NRECA logo will be printed on the cover of documents; design follows guidelines for full branding.	Several, throughout the Program period.
Training Materials	USAID Identity and NRECA logo will be printed on the cover of documents; design follows guidelines for full branding.	Please refer to the Timeline for approximate training dates
Training Completion	USAID Identity and NRECA logo	Please refer to the

Electrification Sustainability Program in South Sudan: B&M Plan

Category	Type of Co-Marking and Placement of Co-Marking	Deliverable Date
Reports	will be printed on the cover of documents; design follows guidelines for full branding.	Timeline for approximate training dates
Vehicles	USAID Identity and NRECA logo will <u>not</u> be affixed on vehicles purchased by the program.	Vehicles scheduled to arrive in 2013, remain on site throughout the Program, followed by local disposition in South Sudan.
PROMOTIONAL		
Signs and banners for events (e.g., stakeholder meeting, stakeholder workshop, training workshop, commissioning ceremony).	USAID Identity and NRECA logo printed on the events signs and banner; design follows guidelines for full branding. Training banners or banners for workshops or ceremonies, will also include logos of beneficiaries (such as the Electric Utilities, Counties and/or State Ministries)	Several, throughout the Program period. Please refer to the Timeline for approximate training dates