PALESTINIAN RENEWABLE ENERGY PROJECT

QUARTERLY PERFORMANCE REPORT
April 1, 2017 – June 30, 2017
PALESTINIAN RENEWABLE ENERGY PROJECT

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APRIL 1, 2017 – JUNE 30, 2017

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Prepared by:
AECOM International Development

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DISCLAIMER

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<tr>
<td>CFR</td>
<td>Code of Federal Regulations</td>
</tr>
<tr>
<td>CLA</td>
<td>Collaborating, Learning, and Adapting</td>
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<tr>
<td>COP</td>
<td>Chief of Party</td>
</tr>
<tr>
<td>DISCO</td>
<td>Distribution Company</td>
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<tr>
<td>EMMP</td>
<td>Environmental Mitigation and Monitoring Plan</td>
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<tr>
<td>EOP</td>
<td>End of Project</td>
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<tr>
<td>EPC</td>
<td>Engineering, Procurement, and Construction</td>
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<td>FGD</td>
<td>Focus Group Discussion</td>
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<td>GIF</td>
<td>Gender Integration Framework</td>
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<td>HEBCO</td>
<td>Hebron Electricity Distribution Company</td>
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<td>HICD</td>
<td>Human and Institutional Capacity Building</td>
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<tr>
<td>HO</td>
<td>Home Office</td>
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<tr>
<td>IEC</td>
<td>Israel Electricity Corporation</td>
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<tr>
<td>IFC</td>
<td>International Finance Corporation</td>
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<td>IPCC</td>
<td>Intergovernmental Panel on Climate Change</td>
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<td>JDECO</td>
<td>Jerusalem District Electricity Company</td>
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<tr>
<td>KPIs</td>
<td>Key Performance Indicators</td>
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<td>KW</td>
<td>Kilowatt</td>
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<td>LOP</td>
<td>Life of Project</td>
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<td>M&amp;E</td>
<td>Monitoring and Evaluation</td>
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<td>North Electricity Distribution Company</td>
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<td>Non-governmental Organization</td>
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<td>OP</td>
<td>Operational Plan</td>
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<td>PA</td>
<td>Palestinian Authority</td>
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<td>PC</td>
<td>Professional Community</td>
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<td>PDP</td>
<td>Pakistan Power Distribution Program</td>
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<td>PENRA</td>
<td>Palestinian Energy and Natural Resources Authority</td>
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<td>Palestinian Electricity Regulatory Council</td>
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<td>PETL</td>
<td>Palestinian Electricity Transmission Company</td>
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<td>Palestinian Monetary Authority</td>
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<td>Project Monitoring Plan</td>
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<td>Project Management Unit</td>
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<td>Personal protection equipment</td>
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<td>Palestine Polytechnic University</td>
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<td>Palestinian Solar Initiative</td>
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<td>PV</td>
<td>Photovoltaic</td>
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<td>Renewable Energy</td>
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<td>RFI</td>
<td>Request for Information</td>
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<td>SELCO</td>
<td>Southern Electricity Company</td>
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<td>Abbreviation</td>
<td>Full Form</td>
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<tr>
<td>SOW</td>
<td>Scope of Work</td>
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<td>STTA</td>
<td>Short-term Technical Assistance</td>
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<td>WBG</td>
<td>World Bank Group</td>
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OVERVIEW – PURPOSE AND APPROACH

The United States Agency for International Development (USAID) awarded AECOM International Development the Palestinian Renewable Energy Project (PREP), Order No. AID-294-TO-16-00006 under the Clean Energy Non-CPC IDIQ (No. AID-OAA-I-13-00012), which was executed on September 30, 2016.

The purpose of PREP is to advance the Palestinian energy sector to support affordable and sustainable energy independence in the West Bank. The project focuses on improving the Palestinian Authority’s efforts to modernize and diversify the Palestinian electricity sector. The project also focuses on improving access to and reliability of electrical services by strategically incorporating renewable energy, which will increase the Palestinian Authority’s control of its electrical supply and improve affordability over time.

PREP uses an inclusive, sustainable three-pronged approach to achieving its stated purpose utilizing robust learning mechanisms and global best practices. The project is designed to build the institutional capacity of PERC, PETL, PEC, and select DISCOs to improve their operational performance as well as their ability to plan, manage, and operate transmission grids that integrate intermittent renewable energy. PREP is also working towards increasing the attractiveness of the sector to the private sector by refining current net metering schemes with PENRA and PERC and then facilitating roll out to select DISCOs, simultaneously working to develop financial incentives to increase private sector renewable energy investment. Finally, the project is designed to assist PERC and select DISCOs towards full cost recovery by reducing non-technical losses and increasing revenue through improved collections, processes, and infrastructure.

This document is a deliverable under Section F.5 (4) of the aforementioned contract. Its purpose is to detail the progress towards technical delivery; update USAID on key operations, staffing and management developments; and provide USAID with upcoming activities and potential obstacles.

USAID’s partnership with the Palestinian Energy and Renewable Energy sectors through PREP interventions sought to improve and advance a sustainable the sector in the West Bank. Moving into the second quarter of the Project, PREP will work to ensure the sustainability of energy, with emphasis on Renewable energy and improved institutional and human capacities at counterpart institutions.
PROGRAM ACTIVITIES – STATUS OF OVERALL PROJECT PROGRESS

PROJECT ACTIVITIES

As the time from April through June 2017 marked the third quarter of operations for PREP, many of the initiatives shifted from analysis to implementation in addition to supporting USAID in designing a response for additional support to the PA energy sector.

During Q3, PREP fostered a deeper working relationship with stakeholders and launched the implementation of a number of key initiatives. Among the most notable was the development of the Renewable Energy Demonstration Project pipeline, DISCOs Performance Benchmarking Workshop, and the redesign of the PREP program to reflect increased support to the PA energy sector. While the first two initiatives supported the existing PREP program, a number of new activities were dedicated to supporting this new work stream and the PA energy sector in its efforts to expand ownership and control of its energy assets. These new activities took a priority due to the political environment and recent decisions related to energy asset ownership between Israel and the Palestinian Authority. These activities included finalizing Billing, ERP and SCADA system requirements and configuration, recruitment of additional technical support personnel and designing a training program to support PETL in its commercial and operational transformation.

During this quarter, additional non-key personnel joined PREP as full time to support the project. The Monitoring and Evaluation Specialist started in May, and final selections were made for the Renewable Energy Program Manager. Additionally, the recruitment of technical STTA personnel began with employment advertisements in both international and local recruitment websites.

COMPONENT 1: BUILD PA ENERGY SECTOR INSTITUTIONAL CAPACITY TO SUPPORT INCREASED CLEAN ENERGY GENERATION AND GRID INTEGRATION

HICD

During this reporting period, PREP continued implementation of the first two steps of the HICD engagement process, including obtaining client commitment, orienting stakeholders, developing criteria and conducting assessments with the four long-term HICD partners (PETL, PERC and JDECO).
The progress in the first step of the HICD process included sharing the commitment documents with the HICD partners and soliciting them for their comments and feedback. PREP received the commitment document from PETL in June.

In the second step of the HICD process, PREP developed organization evaluation criteria and supporting tools and metrics, called Key Performance Indicators (KPIs), for the five focus areas: Leadership, People, Knowledge, Processes and Finance. PREP customized the tool kit to align with the PA energy sector targets. PREP also continued the data collection and performance analysis with PETL, JDECO and PERC focus groups in the “Leadership” HICD criteria, and drafted the evaluation report of “Leadership” criteria for PETL for further discussion with the internal team as a final stage before developing the training solution package for this performance dimension.

NET METERING

During this reporting period, PREP worked closely with PENRA, PERC and PETL to build their awareness and institutional capacity with integrating new RE generation into the grid. PREP conducted meetings with partners to investigate and assist in resolving the regulatory and tariff barriers to RE success that are embedded within the current metering schemes.

PREP conducted a meeting with representatives from PERC and PEC to better understand their concerns and issues with the current net metering schemes, including a review of the supporting processes, infrastructure, economics, policies, rules and regulations. PERC requested PREP’s assistance in the secondary regulation orders, especially the 25% deduction imposed by the net metering law.

Furthermore, PREP conducted initial assessment meetings with EPC representatives from the Renewable Energy Industry Federation to understand their concerns about the net metering scheme. PREP also conducted a meeting with JDECO to discuss their net metering concerns as an initial step in developing a stakeholder workshop that will lead to recommendations for revising the current net metering scheme.

Based on the discussions and meetings with the partners on the net metering schemes concerns, PREP developed a SOW for a Net Metering STTA Expert and began the recruitment process for this position. The Expert will assess the impact of the current net metering scheme on various consumer classes and will identify specific issues and potential changes that will improve the scheme. The Expert will also assist PENRA and PERC in reviewing and refining the existing net metering schemes for small RE units.
GRID MODELING

In coordination with PETL, PREP finalized the selection and procurement of grid modelling software specifications. The US-based firm ETAP was selected as a sole source supplier of modelling electrical networks software due primarily to PETL’s previous experience with this specific network modelling application. The software was procured in May. PREP continued planning for the training on ETAP software targeting eight engineers from PETL, JDECO, and NEDCO, scheduled to be conducted in Dubai in July 2017.

During this quarter, PREP worked on the logistical preparations for the candidates in compliance with USAID’s training requirements. The training will build the capacity of PETL and DISCO engineers to manage conventional and renewable grid integration, load flow, loss of load, short circuit of the system and operational impacts on system reliability and stability. The workshop will allow the engineers to learn power system modelling and analysis using ETAP software and will enable them to apply their newly-gained skills once they start using the ETAP software procured by PREP.

ASSIST THE PA TO DEVELOP INCENTIVES THAT WILL HELP SECURE FINANCING FOR ENERGY INVESTMENTS

During this quarter, PREP continued to work to support the PA in creating effective financing of renewable energy projects, which is key to the success of a sustained renewable energy transformation. To achieve this, PREP met with the Palestinian Monetary Authority (PMA) to discuss and coordinate efforts in activating the Green Finance Committee and improving opportunities for increasing RE investment financing. As a result of the meeting, the PMA scheduled a meeting with PENRA to request activation of the Green Finance Committee and discuss the committee’s needs for technical assistance.

COMPONENT 2: STRENGTHEN AND COMMERCIALIZE THE ELECTRICITY DISTRIBUTION SECTOR TO IMPROVE COLLECTIONS, INCREASE REVENUES, AND ENABLE UNINTERRUPTED PAYMENT TO SUPPLIERS

ASSESSMENT OF DISCOS TO SELECT SECOND DISCO TO JOIN JDECO FOR LONG TERM HICD
During this quarter, PREP conducted the Performance Benchmarks Orientation Workshop for West Bank DISCOs. The benchmarking orientation and data collection workshop was the first ever workshop that gathered representatives from PERC, PETL, JDECO, NEDCO, HEBCO and SECLO to discuss the operational performance of DISCOs and the role of PERC as a regulator for the PA power sector. The workshop assisted the DISCOs to better understand operational performance and the role that benchmarking can play in performance monitoring, comparing practices and identifying areas needing operational improvement. Twenty-two representatives from the power sector attended the workshop.

PREP also conducted a follow-up workshop on the performance benchmarks for DISCOs representatives that focused on data collection and validation, where participants reviewed Key Performance Indicators (KPIs) and data elements and gained a common understanding and interpretation of the KPIs and data quality. PREP provided further assistance for the DISCOs to collect and validate the data.

Finally, PREP continued to assessment report for the technical capabilities of DISCOs in order to select a second DISCO to join JDECO for long-term HICD engagement.

ASSIST TARGETED DISCOS TO STRENGTHEN COMMERCIAL OPERATIONS, DEVELOP, AND IMPLEMENT COST-EFFECTIVE AND SUSTAINABLE LOSS REDUCTION STRATEGIES

During this quarter, in support of the project’s efforts to develop sustainable loss reduction strategies for DISCOs, PREP stared a baseline performance assessment of the DISCOs to evaluate the current state and understanding of loss reduction to assist in exploring potential loss reductions solutions, performing loss reductions feasibility studies and recommending potential solutions.

As technical and non-technical losses are a major challenge facing the DISCOs, PREP started to work on preparing for a “Revenue Protection Workshop” to present reduce commercial losses. The workshop will highlight key topics such as: the importance of loss reduction to system stabilization; the relationship among smart metering, metering and revenue enhancement; and billing and collections best practices, prepayment systems and new technologies.

PREP also finalized a SOW for a Losses Reduction Expert STTA to assist the DISCOs to develop a
revenue protection and loss reduction strategies. PREP will move forward during the next reporting period in recruiting the Expert and begin working with the DISCOs.

**ASSIST DISCOS TO REGULARIZE ILLEGAL CUSTOMERS AND INCREASE AFFORDABILITY OF SERVICES**

As part of the overall loss reduction efforts included in this task, PREP continued to work with the DISCOs to regularize illegal customers and increase the affordability of services to low income customer to assist in deterring electricity theft. PREP developed a SOW for a STTA to work on reducing non-technical losses; the STTA will assist the selected DISCOs in identifying the type and geographic distribution of illegal customers. The STTA will work with the selected DISCOs to identify potential solutions, required steps, and any needed incentives to regularize each segment, and to determine areas for improvement based upon developed criteria that will include the geographic area, customer type and revenue savings potential. In order to collect data, PREP prepared a questionnaire and distributed it to all DISCOs to help in identifying the geographic areas with high fraud and low collection.

**DONOR COORDINATION AND CONSULTATION**

PREP participated in the “Municipal Sustainable Energy Workshop”; Cleaner Energy Saving Mediterranean Cities (CES-MED) an EU-funded initiative, which included an introduction on the Sustainable Energy Action Plans for municipalities and a discussion meeting for donors to explore opportunities on financing municipal projects. This workshop provided a great opportunity for PREP to explore and expand the RE demonstration projects pipeline as well as gain knowledge on similar activities in the energy sector.

**COMPONENT 3: PROMOTE THE BENEFITS OF SOLAR PHOTOVOLTAIC ELECTRICITY AND/OR OTHER RENEWABLE ENERGY GENERATION THROUGH THE DEVELOPMENT OF SUSTAINABLE DEMONSTRATION ACTIVITIES**

**PROVISION AND SUSTAINABLE OPERATIONS PLANS OF SOLAR PV SYSTEMS AND/OR OTHER RE**

In support of the project’s objective to improve the capacity to deliver and utilize distributed solar PV and/or other renewable energy generation, PREP continued to work the on provision of RE demonstration projects. PREP worked to identify potential partners through a series of site visits and targeted projects that have a potential for replication in specific market segments by demonstrating available technologies, ease of installing and maintenance. PREP visits to potential renewable energy demonstration project sites included Al-Najah University, Sharek youth Forum, Al Estiklal Public Park, and Ramallah Municipality Public Park where an overview of the PREP program was presented and renewable energy demonstration project application process criteria were discussed.
PREP identified Palestine Polytechnic University (PPU), located in Hebron, as recipient of the first RE demonstration project, which will consist of a solar PV project. PPU presented a solid proposal in building awareness and promotion of education in renewable energy. This solar rooftop demonstration project involves many positive attributes ranging from co-funding support to the installation being used as an educational site to providing renewable energy scholarships for both men and women. This project is a major opportunity for PREP to increase the public awareness on benefits of renewable energy and to maximize exposure of the project and increase demand for renewable energy systems. PREP developed an action plan, implementation process and timeframe for the installation of this demonstration activity. The progress towards implementing the first demonstration project is underway as the PREP team continued to work closely with PPU to finalize the proposal and Memorandum of Understanding (MOU) in order to start the project implementation as well as planning for awareness activities to promote the benefits of renewable energy.

PREP meeting with PPU

PREP also finalized the Request for Information (RFI) for the other potential RE demonstration projects. As a further step in building the renewable energy demonstration project pipeline, the RFI will be advertised during the next quarter to solicit potential projects. This application review process will enable PREP to evaluate a wide range of potential projects and develop a short list of potential projects and beneficiaries who will receive project support from USAID. The targeted beneficiaries will include projects from government, private and public institutions who align with the project’s overall goals.
PROFESSIONAL COMMUNITIES

During this quarter, PREP continued working on the Palestinian Renewable Energy Professional Communities (PREPC) activity, which will strengthen the Palestinian renewable energy sector through regular and ongoing interactions and engagement between sector stakeholders. PREP started developing a plan that includes messages targeting community leaders who will participate in the PREP activity.

In support of its public outreach initiatives, PREP continued the development of the PC web portal that will focus on increasing awareness by providing a platform for renewable energy information through a portal for the energy sector to exchange information and an interactive consumer and provide renewable energy project feasibility analysis tools. During this quarter, the PC consultant established the domain name and began the preliminary design and functionality of the web portal.

PUBLIC AWARENESS AND OUTREACH

PREP continued to work on the project communications plan that is designed to optimize the project’s ability to effectively implement activities, create an organizational culture that values information sharing, and continually incorporate lessons learned into future program development. The plan presents the communications function as a central element of good project management. This plan was developed based on communication priorities that include: addressing PREP project’s communication needs; helping to promote the role of USAID in the development process; and supporting stakeholders to strengthen public knowledge of renewable energy.

Additionally, PREP began developing a SOW to subcontract a PR and advertising firm to work on designing and implementing a public awareness campaign to increase public knowledge of renewable energy, maximize exposure of the project, and increase demand for renewable energy systems. The campaign will incorporate several traditional media and social media tools to educate the public on the benefits of renewable energy and the availability of RE options and systems.

PREP also drafted the awareness and outreach plan for the PPU solar PV project. The plan will promote the utilization of PV solar systems for electric power generation to increase awareness on cost effectiveness and reliability of the RE options as well as increase the demand of renewable energy options.

GENDER, YOUTH, CONFLICT, AND SUSTAINABILITY ANALYSIS

This quarter, PREP completed and submitted the Gender, Youth, Conflict, and Sustainability Analysis to USAID. The analysis provided literature on the links between energy access and the dimensions of gender, youth, conflict, and sustainability, and described and evaluated the available evidence on the linkages between gender and youth considerations in the energy sector in Palestine. This comprehensive analysis also provided insights to the issues related to the challenges that women, youth, and other marginalized groups face in the West Bank. PREP will incorporate the recommendations of the analysis in planning for activities to provide special consideration to increase opportunities that would benefit women and youth as stakeholders within the public sector.
STATUS TOWARDS APPROVED INDICATORS
At present, PREP is still working with USAID to finalize the indicators in the Year 1 M&E Plan.

SUMMARY OF COMPLETED ACTIVITIES

- Completed Benchmarking Orientation Workshop
- Completed Assessments of all DISCOs to Select Second DISCO to Join JDCO for Long Term HICD
- Completed the Procurement of ETAP Grid Modelling Software
- Secured the Commitment of PETL
- Completed the Request for Information (RFI) for the RE demonstration Projects
- Completed the Awareness Plan for First RE demonstration Project
- Completed Gender, Youth, Conflict, and Sustainability Analysis

COMPLETED REPORTS AND DELIVERABLES

Please find below an exhaustive list of deliverables and report PREP completed during this quarter

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<td>Short-Term Consultants’ Reports:</td>
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STTA OBSERVATIONS

In Quarter 3 of PREP, the only technical STTA to visit the project was [redacted], the project’s Gender Advisor.

During her trip, Ms. [redacted] worked to complete the Gender, Youth, Conflict, and Sustainability analysis to guide implementation efforts to effectively address gender and social inclusion considerations throughout the project life cycle. Over the course of her assignment, Ms. [redacted] and the project’s local Gender Specialist met with nearly 15 different stakeholder organizations to collect primary data on perspectives and opinions to the most pressing challenges related to access and participation in the renewable energy sector, and what those differences may be between men and women. Interviews also focused on what constraints exist regarding sustainability and how to mitigate any potential negative consequences brought on by improved access to renewable energy across the West Bank.

Ms. [redacted] also worked with the local Gender Specialist to provide guidance on how to support the PREP project on tasks related to addressing gender and youth considerations. She spent time speaking with the project’s HICD Specialist to determine how gender could feature prominently in stakeholder organizations’ sustainability assessments and plans. Finally, Ms. [redacted] conducted a training for the PREP team on the importance of gender and social inclusion considerations in the context of the PREP project, by using the AECOM-tested Gender and Social Inclusion Training Module.

STATUS OF BUDGET EXPENDITURES

PREP spent $456,429 from April through June 2017

PROBLEMS, DELAYS, AND ADVERSE CONDITIONS

N/A

SUMMARY OF ACTIVITIES PLANNED FOR YEAR 1, QUARTER 4

- Conduct HICD performance assessment to evaluate organization’s performance and prepare a report of gaps and needs.
- Develop Performance Solution Package based upon the performance assessment, performance solution packages will be developed and presented to Senior Management to confirm needs and gain support.
- Select second DISCOs to join JDECO for long term HICD engagement.
- Conduct “Power System Modelling Analysis” training for eight engineers at ETAP training center in Dubai.
- Receive and install ETAP software for selected DISCOs and PETL.
- Develop and conduct Revenue Protection Workshop.
- Prepare evaluation report on revenue and loss performance.
- Develop comprehensive reports on ways to streamline the consumer application process and technical specifications and processes of net metering.
- Prepare reports on type and geographic areas of illegal customers and potential solutions.
to regularize illegal customers.

- Organize and conduct stakeholder workshop to better understand their concerns and issues with the current net metering schemes.
- Install Billing and ERP Systems for PETL.
- Conduct comprehensive research study of renewable energy financing including global best practices.
- Design and conduct training for EPC firms to improve their performance and service quality.
- Finalize the selection of RE demonstration projects and sign the MOUs with selected institutions.
- Conduct the competitive procurement process for the RE systems for the selected demonstration projects.
- Develop demonstration project awareness plans and impellent the awareness activities.
- Conduct awareness campaign to increase public knowledge of renewable energy and to maximize exposure of the project and increase demand for renewable energy systems.
- Review current public relations approaches used by DISCOs. This will include a review of public outreach activities to various consumer groups that will include industrial, commercial and residential customers as well as a focus on women, youth, civil groups and Bedouin communities.
- Build DISCO staff capacity to design, develop, and facilitate a public relations strategy that may include campaigns that will inform the public regarding changes to loss reduction strategies and activities.

RELEVANT CONSTRAINTS AND IMPEDIMENTS

At present, there are no constraints or impediments towards project performance.

ANTICIPATED REQUESTS PROJECTED FOR NEXT QUARTER

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<td>Revised Technical Proposal, Management and Staffing Plan, Branding and Marking Plan, Budget, and Rapid Implementation Plan in response to revised Scope of Work</td>
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<td>Revised Work Plan and M&amp;E Plan</td>
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<td>Environmental Compliance Specialist</td>
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<td>Tariff &amp; Regulatory Expert</td>
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<td>Utility Protection and Commercial Losses Reduction Expert</td>
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<td>Prefeasibility Studies Expert</td>
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<td>Consent to Subcontract with ERP Billing Firm</td>
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<td>Home Office OneSource Specialist</td>
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<td>Approval Request</td>
<td>Home Office Contracts Administrator</td>
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**M&E PLAN DEVELOPMENT / GEO-MIS ATTACHMENT REFLECTING PROGRESS AGAINST INDICATORS:**

During May, PREP’s M&E Specialist joined the team as a full time resource. The specialist began reviewing program documents and M&E plans to modify the plan to ensure it meets with USAID’s M&E requirements.

PREP has not received an approved M&E plan from USAID. However, PREP’s M&E Specialist met with USAID Management Information System Specialist /GIS, to obtain feedback on the submitted version of the project’s Monitoring and Evaluation Plan. An initial matrix for activity indicators for Geo-MIS was developed to be reviewed with the PREP technical team. The project will address all related comments in the revised version, which will be submitted once finalized with the technical team.

**TraiNet**

TraiNet reporting requirements are up to date.
STATUS OF REQUIRED AUDIT PROCESSES
N/A