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- Which constraints may have impeded the full realization of the objectives PPP?
- Are there any other key areas that you think should have been covered?
- Which constraints may have impeded the full realization of the objectives PPP?
- What are the prospects for the sustainability skills, knowledge and capacity acquired under the project?
- How would you assess the training materials in terms of:
  - a. Content
  - b. Organization
  - c. Appropriateness of delivery approach used
  - d. Training materials
- How effective do you view the USAID contractor's work of implementing the USAID assistance? Can you provide comments about the experience, qualifications, and effectiveness of the contractor team?
- What could have been done to improve the effectiveness of the project?
- In your assessment is there a challenge promoting a regional energy agenda?
- What interventions can be undertaken to promote the regional agenda?
- Provide any lessons that were learnt from the PPP project with regard to the following
  - project implementation team
  - future project
  - USAID and implementing partners.

## **EVALUATION QUESTIONS FOR EAC**

- One of the outputs of the powering progress project is the Rural electrification protocol.
- Have EAC countries adopted it?
- In your assessment, does EAPP secretariat have the capacity to drive the regional power agenda?
- Are there opportunities that EAPP can maximize on?
- There are very many development partners wishing to support the energy sector and are already supporting EAPP. In your view, has the support to EAPP made a difference?
- In which trainings were you involved in under the powering progress project?
- What skills, knowledge and capacity have you acquired/enhanced under the PPP?
- Which constraints may have impeded the full realization of the objectives PPP?
- Are there any other key areas that you think should have been covered?
- Which constraints may have impeded the full realization of the objectives PPP?
- What are the prospects for the sustainability skills, knowledge and capacity acquired under the project?
- How would you assess the training materials in terms of:
  - a. Content

b. Organization

c. Appropriateness of delivery approach used

d. Training materials

- How effective do you view the USAID contractor's work of implementing the USAID assistance?  
Can you provide comments about the experience, qualifications, and effectiveness of the contractor team?
- What could have been done to improve the effectiveness of the project?
- In your assessment is there a challenge promoting a regional energy agenda?
- What interventions can be undertaken to promote the regional agenda?
- Provide any lessons that were learnt from the PPP project with regard to the following
  - project implementation team
  - future project
  - USAID and implementing partners.

### **Annex H: SWOT Analysis of PPP**

The SWOT analysis below was carried out on PPP and its implementation environment based on the overall findings, analysis, insights from literature reviews and feedback obtained from stakeholders during interviews. The results are summarized below.

	<b>Findings</b>
<b>STRENGTHS</b>	<ul style="list-style-type: none"> <li>• Strong relevance of PPP in that power interconnectors and generation projects as well as the regional market are being developed.</li> <li>• Good political support and climate in the EAPP member countries.</li> <li>• Strong willingness by USAID and other donors to support development of EAPP and exploitation of renewable energy resources in the region.</li> <li>• Existence of a good number of professional staff in the region involved in EAPP activities, with capacity to drive regional power market forward given the necessary support and continued capacity building.</li> <li>• The donor resources are being directed to a region with abundant renewable energy in the Eastern Africa region which can be harnessed in an optimal manner capable of growing the regional power market.</li> <li>• COMESA linkage with EAPP enabling wider adoption of PTS and grid code standards.</li> </ul>
<b>WEAKNESSES</b>	<ul style="list-style-type: none"> <li>• Assumptions made during project design which later necessitated variation of project design, deliverables and implementation period.</li> <li>• Limited consultations at project inception and design between beneficiaries and donors.</li> <li>• Inadequate presence of implementing contractor within the region resulting in poor communication due to time difference between the region and USA, and little engagement between PPP contractor and project implementing partners/beneficiaries.</li> <li>• Lack of donor coordination resulting in overlaps and possibly duplication of effort, in feasibility studies and capacity building/development initiatives.</li> <li>• Lack of consistency and continuity in the staff of EAPP member utilities that attend to EAPP work.</li> </ul>
<b>OPPORTUNITIES</b>	<ul style="list-style-type: none"> <li>• Project can be scaled up for full realization of intended benefits.</li> <li>• Donors' continued interest and goodwill in support of EAPP and the power sector in the region.</li> <li>• Available global support for development of renewable energy projects in developing countries</li> <li>• PPP support able to work in harmony with and complement other similar ongoing relevant capacity enhancement projects in the region supported by different development partners.</li> <li>• Capacity available at COMESA to assist.</li> </ul>
<b>THREATS</b>	<ul style="list-style-type: none"> <li>• Lengthy negotiations for power trade and wheeling agreements as well as on shared resources for cross-border projects.</li> </ul>

### Annex I: List of Key Informants Interviewed

	Name	Organization/Country	Title	Telephone	Email
1.	Eng. Jasper Oduor	EAPP/Ethiopia	Executive Secretary,	+251 913968145	joduor@eappool.org
2.	Ephraim Tesfaye	EAPP /Ethiopia	Economist	+251 922750274	<a href="mailto:etesfaye@eappool.org">etesfaye@eappool.org</a>
3.	Patrice Manirakiza	EAPP/Ethiopia	Power Engineer	+251 921424319	<a href="mailto:pmanirakiza@eappool.org">pmanirakiza@eappool.org</a>
4.	Ms. Hoda Ismael	EAPP/Ethiopia	IRB Legal Expert	+251 922106048	<a href="mailto:hismael@eappool.org">hismael@eappool.org</a>
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6.	Sheriff Ewiss	EAPP/Ethiopia	Finance & Admin Assistant	+251 911023005	<a href="mailto:sewiss@eappool.org">sewiss@eappool.org</a>
7.	Joseph Magochi	EAPP/Ethiopia	IT Expert	+251 912608276	<a href="mailto:jmagochi@eappool.org">jmagochi@eappool.org</a>
8.	Mekuria-Lema	EEPCO /Ethiopia	Corporate Planning Chief Officer	+251 911833289	<a href="mailto:esplanning469@gmail.com">esplanning469@gmail.com</a>
9.	Katrine Vestbostad	Royal Norwegian Embassy/Ethiopia	Counselor / Climate Change, Environment and Clean Energy	+251 113710799	<a href="mailto:katrine.vestbostad@mfa.no">katrine.vestbostad@mfa.no</a>
10.	Lebby Changulla	TANESCO/Tanzania	Planning Manager		<a href="mailto:lebby.changullah@tanesco.co.tz">lebby.changullah@tanesco.co.tz</a>
11.	Hancox Jaoko, Ph.D	USAID/EA/Kenya	Energy Specialist and Regional Programs Manager Economic Growth Integration	+254 20 8622500	<a href="mailto:hjaoko@usaid.gov">hjaoko@usaid.gov</a>

	<b>Name</b>	<b>Organization/Country</b>	<b>Title</b>	<b>Telephone</b>	<b>Email</b>
12.	Mr. Godfrey Kariuki	KETRACO/Kenya	Head of Planning,	+254 20 4956000	gkariuki@ketraco.co.ke
13.	Patrick Mawala	KPLC/Kenya	Energy Purchase and System Control Manager	+254 20 3201000	pmawala@kplc.co.ke
14.	Erastus Kiruja	Kenya Power/Kenya	Chief Engineer, System Studies	+254 20 3201485	ekiruja@kplc.co.ke
15.	Buge Wasioya	ERC/Kenya	Senior Manager, Power Systems	+254 20 2847000	buge.wasioya@erc.go.ke
16.	Eng. Joe Nganga	ERC/Kenya	Director for Electricity	+254 20 2847000	joe.nganga@erc.go.ke
17.	Timothy Mwenda	KETRACO/Kenya	Electrical Engineer,	+254 20 4956000	tmurithi@ketraco.co.ke
18.	Anthony Karembu	KenGen/Kenya	Chief Energy Economist	+254 20 3666329	akarembu@kengen.co.ke
19.	Mr. Patrick Obath	KEPSA/Kenya	Chairman	254 20 2730371/2; 2727883/936	info@kepsa.or.ke
20.	Ms. Betty Maina	KAM/Kenya	Chief Executive Officer	254 020 2324817/8; 020 8155531/2	info@kam.co.ke
21.	Rutembesa Jean Paul	EWSA/Rwanda	Head of Electricity Planning	+250 788407148	<a href="mailto:jprutembesa@ewsa.rw">jprutembesa@ewsa.rw</a>
22.	Claver Gakwavu	EWSA/Rwanda	Head of Electricity Planning Statistics and Research	+250 788605760	cgakwavu@ewsa.rw

	<b>Name</b>	<b>Organization/Country</b>	<b>Title</b>	<b>Telephone</b>	<b>Email</b>
23.	Jean Baptiste Bwanakeye	RURA/Rwanda	Former Director for Electricity, RURA		jbbwanakeye@yahoo.fr
24.	Oliver Ngororabanga	RDB/Rwanda	Energy Specialist		
25.	Peter Kinuthia	EAC	Senior Energy Officer	+255 272504253/8	PKinuthia@eachq.org
26.	Francis Rugambwa	SINELAC/ (Burundi/Rwanda/DRC )	Manager, Regional Control Centre,	+250 788306895	ruga_francis@yahoo.co.uk
27.	Mohamedain Eltigani Seif-Elnasr	COMESA Energy	Economist	+ 260 977 456204	seifeinasr@comesa.int
28.	Dick Edwards	Nexant Inc./ USA	PPP Contractor – Team Leader	+1 (503) 929-2946	dedwards@nexant.com
29.	Ray Holton	Nexant Inc./ USA	Legal Specialist	+1 (503) 929-2946	rholton@nexant.com
30.	Lauren Wygonski	Nexant Inc./ USA	PPP Programme Coordinator	+1 (503) 929-2946	lwygonski@nexant.com
31.	Edward Hoyt	Nexant Inc./ USA	Rural Electrification, Clean Renewable Energy Advisor	+1 (503) 929-2946	EAHoyt@nexant.com

## Annex J: Lists of PPP participants

Name	Gender	Organization	Title
Raphael Mwaura	M	KPLC	System Development Manager
Patrick Mawala	M	KPLC	Energy Purchase and System Control Manager
Agnes Ongadi	F	KETRACO	Head of HR, ADM, and Corporate Affairs
Godfrey Kariuki	M	KETRACO	Economist
Duncan Macharia	M	KETRACO	Company Secretary
John Mativo	M	KETRACO	Head of Technical Division
Justus G. Kageenu	M	KETRACO	Chairman
Mahmoud A. A. Sayed	M	EAPP	Project Coordination Consultant
Eritrea Mehari	F	EAPP	EAPP/Project Sec.
Jasper Oduor	M	EAPP	Executive Secretary
Joseph K. Magochi	M	EAPP	ICT Expert
Patrice Manirakiza	M	EAPP	Power Engineer
Alemu Tenibo	M	EAPP	Power Economist
Sherif A. Ewiss	M	EAPP	Assistant Secretary
Ziporah Mujawingoma	F	RECO	Head of Procurement Acquisition and Management of Electrical Materials
Pascal Mutesa	M	RECO	Manager of National Control Centre
Jean Baptiste Bwanakeye	M	RURA	Director of Electricity Regulation
Paul Ndoriyija	M	REGIDESO	Chief of Electricity Equipment Service
Aloys Sahiri	M		Ministry of Energy and Mines Advisor in Energy Sector
Gosaye Mengistie Abayneh	M		Dept. Head Ministry of Mines and Energy Development
Tulibumi Bwambi Abel	F	Ministry of Energy and Minerals	Legal Officer II
Leonard Robert Masanja	M	Ministry of Energy and Minerals	Senior Engineer
Iziba Mabilia	M	Ministry of Energy	
Mohamedain Eltigani Seif-Elnasr	M	COMESA Energy	Economist
Fredrick John Sajjabi	M	Ministry of Energy and Mineral Development	Senior Energy Officer
Peter Kinuthia	M	East African Community	Senior Energy Officer
Francis Rugambwa	M	Rwanda/SINELAC	SINELAC Manager – Regional Control Center
Adjua Adjei-Danso	F		Energy Markets Group
Mohammad Ahmad	M		Energy Markets Group
Musara Beta	M		Energy Markets Group
Mohamed Sebugenyi	M	UETCL	Principal Control Engineer
Martin Erone	M	UETCL	Legal Officer
RUTEMBESA Jean Paul	M	EWSA	Head of Electricity Planning
Lydia Wanja	F	KETRACO	Chief Legal Expert
Godfrey Macharia Kariuki	M	KETRACO	Economist/Head of Planning
Daniel Mulatu	M	EEPCO	Planning
Esubalew Kebede	M	EEPCO Ethiopia Kenya Power	System Interconnection Project Manager
Endale Mamo	M	EEPCO	Economist
Mekuria Lemma	M	EEPCO	Corporate Planning Director

<b>Name</b>	<b>Gender</b>	<b>Organization</b>	<b>Title</b>
Zelalem Gebrehiwot	M	EAPP	Technical Ass/ ES
Patrice Manirakiza	M	EAPP	Power Engineer
Eritrea Mehari	F	EAPP	EAPP/Proj Sec.
Eng. Yousif Hamza Yousif	M	SETCO	Engineer
Yasir Mohamed Elhassan	M	SETCO	Economist
Rwabangi Luteganya	M	TANESCO	
Abdul Masunga	M	TANESCO	
Huruge Deogratias	M	REGIDESO	Electricity National Dispatching
Bah. Thierno	M	AfDB	
Ephrem Tesfaye	M	EAPP	Power Economist
Anthony Karembu Njeru	M	KenGen	Chief Energy Economist
Kagaba Paul Mukiibi	M	ERA	Assistant Technical Compliance Manager
Vincent Olie Ochwo	M	UNBS	Head Engineering Standards Division
Gerald Bwowe Muganga	M	UETCL	Manager-Planning & Investments
Alex Mudasingwa	M	RWRA	Electricity Regulation Officer
Olivier Mukeshimana	M	RBS	Standards Officer
Danny Rwagasan	M	EWSA	
Belayneh Gizaw Feleke	M		
Abdu Hussen Ahmed	M	EEA	Electrical Engineer
Nagwan Shaaban Mahmoud Elfass	M	EOS	Standard Specialist
Hatem Amer	M	Egypt Era	Manager of Central Administration for Licensing and Tariff
Atef Elsayed	M		
Izaiah Mulenga	M	ZBS	Standards Officer
Yoane Mukabe	M	ERB	
Claver Gakwavu	M	EWSA	Head of Electricity Planning, Statistics, and Research
Zelalem Gebrehiwot	M	EAPP	Technical Assistant to the Executive Secretary
Justin Muna Mwangi	M	KETRACO	Projects Coordinator/Civil Engineer
Patrick Idawo Mawala	M	KPLC	Energy Purchase and System Control Manager
Etienne Tshibangu Munyen	M	SNEL DRC	Chief Project Director
Ephrem Tesfaye Belayneh	M	EAPP	Power Economist
Simon Ngure	M	KENGEN	Regulatory Affairs Director
Amare Hadgu Seyoum	M	EAPP EC	TA Regional Engineer
Mr Nolasque NDAYIHAYI	M	Ministry of Energy and Mines-Burundi	Director of planning and electric Project studies
Mr Pascal NDAYISHIMIYI	M	REGIDESSO	Director General of REGIDESO
Dr. Frederick Nyang	M	ERC-Kenya	
Emelda Odhiambo	F	KPLC	Chief Engineer, Commercial Services
Gakwavu Claver	M	EWSA	Head of Electricity Planning Statistics and Research
Alexis Mutware	F	RURA	
Mr. Mathew Mbwambo	M	EWURA	
Mr James Philip K Sembegi	M	Electricity Regulatory Authority	Statistician/IT Officer
Muganga Gerald	M	UETCL	Manager Planning and Investments
Mr Philip F P Ggayi	M	Rural Electrification Agency	Senior Planning Engineer
Esther Ruto	F	Kenya Rural Electrification	Manager



<b>Name</b>	<b>Gender</b>	<b>Organization</b>	<b>Title</b>
		Authority	

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