



**USAID**  
FROM THE AMERICAN PEOPLE

# Georgia Rural Energy Program (REP)

## Lessons Learned for Project Design & Implementation

December 2010



**USAID**  
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# Rural Energy Development



**WINROCK**  
INTERNATIONAL  
Putting Ideas to Work



# Georgia Rural Energy Program (REP)

## Goals and Objectives

Project Length: Sept 2005 to Sept 2009

Project Funding: \$10.8M

- 1) **Hydro Development:** Increase supply of energy in rural areas
- 2) **Financing:** Increase access to rural energy project financing
- 3) **EE/RE:** Increase capacity in renewable energy and energy efficiency
- 4) **Legal and Policy:** Support institutional capacity and a legal, policy, and regulatory environment conducive to the promotion of rural access to clean, efficient energy resources
- 5) **Environment:** Improve integrated natural resource management and planning
- 6) **Outreach:** Implement public outreach in support of these objectives

# Successful Design & Implementation Principles

Continually focus on overall Project Goals/Objectives – particularly as new activities added



# Successful Design & Implementation Principles

Continually focus on overall Project Goals/Objectives – particularly as new activities added

Aargh ... we keep adding new project activities!

“How does each activity fit into the goals of project?”



# Successful Design & Implementation Principles

Continually focus on overall Project Goals/Objectives – particularly as new activities added



Prioritize Goals and Activities



# Successful Design & Implementation Principles

Need for continual focus on overall Project Goals/Objectives – particularly as new activities added



**Prioritize Goals and Activities**

We have so many discreet activities!

“What is our main focus? Where should we be spending our energy?”



# Successful Design & Implementation Principles

Continually focus on overall Project Goals/Objectives – particularly as new activities added



Prioritize Goals and Activities



Integrate feedback from pilot activities to improve the project and obtain long-term knowledge





# Successful Design & Implementation Principles

Need for a  
and

We keep calling everything pilot activities, but where do we go from here!

“How are pilot activities not just discreet activities? How do we learn from these activities?”

Prior



Integrate feedback from pilot activities to improve the project and obtain long-term knowledge



# Successful Design & Implementation Principles

Working on Challenges throughout a System: policy, financial, delivery mechanisms



# Successful Design & Implementation Principles

Working on Challenges throughout a System: policy, financial, delivery mechanisms

There are so many challenges and bottlenecks!

“How do we impact systemic change?  
How do we work on strengthening the system – not just on discreet problems”



# Successful Design & Implementation Principles

Working on Challenges throughout a System: policy,  
financial, delivery mechanisms



Planning for Contingencies and Changing Environments



# Successful Design & Implementation Principles

Working on Challenges throughout System: policy, financial, delivery mechanisms



Planning for Contingencies and Changing Environments

Oh no ... War! Financial crisis! Inflation!

“How do we design the program to allow flexibility during the project? How do we continually plan for contingencies?”



# Successful Design & Implementation Principles

Working on Challenges throughout System: policy, financial,  
delivery mechanisms



Planning for Contingencies and Changing Environments



Scaling Successes



# Successful Design & Implementation Principles

Working on Challenges throughout System: policy, financial, delivery mechanisms



Planning for Contingencies and Changing Environments



**Scaling Successes**

Where do we go from here?

“Which activities do we scale-up and replicate? Have we planned for exit strategies and sustainability of each activity?”



# Successful Design & Implementation Principles

## Appropriate Contracting Mechanisms





# Successful Design & Implementation Principles

## Appropriate Contracting Mechanisms

Cooperative Agreements!?  
Contracts!?

“Can this project be accomplished effectively with this mechanism?”



# Successful Design & Implementation Principles

Appropriate Contracting Mechanisms



Document Management and Data Storage



# Successful Design & Implementation Principles

Appropriate Contracting Mechanisms



Document Management and Data Storage

We're not sure where our data is ...  
could it be lost?

“How can data be regularly backed up  
and stored in a central, public  
location?”



# Successful Design & Implementation Principles

Appropriate Contracting Mechanisms



Document Management and Data Storage



Data & Results Evaluated and Confirmed



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Document Management and Data Storage



Data & Results Evaluated and Confirmed

How many new customers were actually connected to the grid?

“Is what we are reporting accurate? Who is checking our data and results?”



# Questions?

How does this apply to your projects?

What lessons do you have that we could learn from?