



# Technical Assistance Report

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Project Number: 41662  
December 2007

**Democratic Socialist Republic of Sri Lanka: Building  
the Capacity of the Sustainable Energy Authority  
(Financed by Clean Energy Fund under the Clean Energy  
Financing Partnership Facility)**

Asian Development Bank

## CURRENCY EQUIVALENTS

(as of 30 November 2007)

Currency Unit	–	SLRe/SLRs
SLRe1.00	=	\$.0090
\$1.00	=	SLRs110.47

## ABBREVIATIONS

ADB	–	Asian Development Bank
CEFPF	–	Clean Energy Financing Partnership Facility
EFD	–	exploration and facilitation division
NEPS	–	National Energy Policy and Strategies
PUCSL	–	Public Utilities Commission of Sri Lanka
RAD	–	resource allocation division
RDD	–	resource development division
SEA	–	Sustainable Energy Authority
SLSEF	–	Sri Lanka Sustainable Energy Fund
TA	–	technical assistance

## WEIGHTS AND MEASURES

kWh	–	kilowatt-hour
MW	–	megawatt

## TECHNICAL ASSISTANCE CLASSIFICATION

<b>Targeting Classification</b>	–	Targeted intervention
<b>Sector</b>	–	Energy
<b>Subsectors</b>	–	Renewable energy generation, energy sector development
<b>Themes</b>	–	Sustainable economic growth, capacity development, private sector development
<b>Subthemes</b>	–	Fostering physical infrastructure development, private sector investment, institutional development

## NOTE

In this report, "\$" refers to US dollars.

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<b>Director General</b>	K. Senga, South Asia Department (SARD)
<b>Director</b>	T. Kandiah, Energy Division, SARD
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## I. INTRODUCTION

1. The Government of Sri Lanka (the Government) requested assistance from the Asian Development Bank (ADB) in building the capacity of its Sustainable Energy Authority. The concept paper for advisory technical assistance (TA) was approved in October 2007 for ADB's 2007 TA program for Sri Lanka. The Fact-Finding Mission visited Sri Lanka from 29 October to 2 November 2007 and reached an understanding with the Government on the objective, scope, cost estimates, counterpart funding, and implementation arrangements of the TA.<sup>1</sup> The TA will focus on strengthening staff capacity in the Sustainable Energy Authority to promote private sector investment in renewable energy projects and develop policy and financial instruments for them. The design and monitoring framework is in Appendix 1.

## II. ISSUES

2. Sri Lanka's power sector struggled through the late 1980s, 1990s, and early 2000s to meet growing demand for electricity and will face another crisis in the near future unless various sector issues are addressed in a timely manner. Delay in implementing the Government's long-term plan for expanding generation capacity is expected to create a shortage of about 400 megawatts (MW) in 2008 and reduce the reserve margin from 9.5% in 2007 to only 2% in 2008. As demand for power is growing at about 8% per year, further delay will extend power shortages beyond 2008 and create significant impediments to economic growth.

3. Sri Lanka's national electrification ratio improved significantly from 10.9% in 1986 to 75% in 2005 and compares very favorably with those of other South Asian countries. However, substantial disparities in access to electricity still exist. As of end-2005, per capita electricity consumption stood at about 366 kilowatt-hours (kWh), which is lower than in India and Pakistan. System losses are estimated at 16.7%. While this is relatively low compared to the average in the region, there is still room for reducing losses at distribution by another 4–5%.

4. In Sri Lanka, the total capacity for power generation available to the grid was 2,414 MW at the end of 2006. Of the total energy provided to the grid, 37.7% is hydro, 58.2% is thermal (oil), and 4.1% is unconventional renewable energy. The hydro share in the power generation mix dramatically declined from 99.7% in 1986 to 37.7% in 2006 as indigenous resources have not been developed at the same pace as demand growth, which has been met primarily by oil-fired thermal generation. This trend needs to be changed to regain the favorable energy security situation that prevailed in the past and gave the country resilience in the midst of escalating fossil fuel prices.

5. The 1998 policy of building only thermal power plants with private financing has resulted in a proliferation of relatively small, high-cost oil-fired plants. The lack of appropriate political decisions and financial resources has left the Government unable to implement its long-term plan for expanding generation capacity, in which coal is proposed as the most economical source of energy. Coupled with the recent fuel price hike and delayed construction of new hydropower plants, this change of generation mix has significantly pushed up generation cost. The urgent need exists to build up base-load generation capacity with low-cost fuels such as imported coal, hydro, and renewable resources.

6. Increased penetration of indigenous resources, reduced consumption of fossil fuels, and diversification into cheaper fuels are the few options available to Sri Lanka. To address these

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<sup>1</sup> The TA first appeared in *ADB Business Opportunities* on 15 October 2007.

issues, the National Energy Policy and Strategies (NEPS) in 2006 identified the development of renewable energy sources and demand-side energy efficiency improvement as major strategic pillars. A 10-year development plan that was prepared to implement the NEPS aims to (i) increase the percentage of households electrified through off-grid supply from 4% at present to 10% by 2016, (ii) increase the share of unconventional renewable energy in on-grid power supply from 4.1% at present to 10.7% by 2016, (iii) add 500 MW of renewable energy capacity by 2016, (iv) introduce the labeling of appliances for energy efficiency by 2010, and (v) update and make mandatory energy-efficient building codes by 2009.

7. To strengthen the institutional framework toward achieve these targets, the Government enacted new legislation to convert the Energy Conservation Fund, a unit under the Ministry of Power and Energy, into a statutory body called the Sustainable Energy Authority (SEA). Mandated to develop and implement the country's policy for renewable energy development, demand-side energy-efficiency improvement, and energy conservation, SEA became operational on 1 October 2007. In addition, the Government recently introduced new technology-specific multi-tier tariffs to attract more private investment for unconventional renewable energy projects.

8. SEA will play a pivotal role in promoting renewable energy development by helping private sector investors to (i) identify potential projects, (ii) obtain all necessary government clearances, (iii) access government subsidies from the Sri Lanka sustainable energy fund managed by SEA, and (iv) enter into power-purchase agreements with the Ceylon Electricity Board. It will also develop and implement new policies and financing schemes for renewable energy development, energy efficiency improvement, and energy conservation. SEA has taken over from the Energy Conservation Fund an office and staff of 50 including 15 professionals and plans to recruit 75 additional staff including 58 professionals.

9. SEA has four functional groups: (i) economic affairs, (ii) knowledge management, (iii) energy management, and (iv) renewable energy. Economic affairs and knowledge management have a strategic, long-term focus and are under the supervision of the deputy director general (strategy), while the other two have a more operational and medium-term focus under the supervision of the deputy director general (operations). Three divisions are placed under each director, and three divisions for corporate support functions come directly under the director general. Six divisions under the deputy director general (operations) are tasked with promoting renewable energy development and projects to improve energy efficiency. The three divisions under the director (energy efficiency) will receive capacity-building support from the Japan International Cooperation Agency.

10. Support for building capacity and institutions is urgently needed for nine divisions under another three directors. In particular, the three divisions under the director (renewable energy) will require immediate support as they will play a critical role in promoting renewable energy projects and already have many applications for immediate review despite not being fully staffed with experienced professionals. These divisions include the resource development division (RDD), resource allocation division (RAD), and exploration and facilitation division (EFD). RDD will be responsible for identifying, assessing, and inventorying renewable energy resources in the country and will provide information to resource-development agencies to improve their investment decisions. RAD will publish resource maps and inventories and grant approvals to developers for the use of renewable resources. EFD will explore new resources and link energy chains between them and all possible end users. This division will also design packages of measures to open up the possibilities of using the new resources. The divisions under the director (economic affairs) and director (knowledge management) will require technical

assistance for developing policy frameworks and financial instruments to ensure the sustainable development of renewable resources.

### **III. THE TECHNICAL ASSISTANCE**

#### **A. Impact and Outcome**

11. The purpose of the TA is to strengthen the institutional capacity and technical capability of SEA to facilitate and coordinate the Government's efforts to promote the sustainable development of renewable energy sources.

12. The outcome of the TA will be building within SEA adequate capacity and technical knowledge of (i) managing a portfolio of renewable energy projects including the identification, assessment, documentation, and inventorying of all renewable energy resources in the country and providing quality information to project developers; and (ii) creating an enabling environment to encourage investments to significantly enhance renewable energy generation through the development of relevant policies, integrated resource planning, and financial incentives in various economic sectors.

#### **B. Methodology and Key Activities**

13. The TA will include two components to be implemented in parallel. For Component 1, TA consultants will (i) lay out SEA's procedures and manuals for processing applications for renewable energy projects, (ii) provide staff of RAD with hands-on support for the application review process, and (iii) help SEA provide immediate training to RAD staff. This component is designed to help SEA achieve its short-term target of issuing provisional approvals for up to 100 MW of additional renewable energy-generation capacity by end-2008.

14. Component 2 will focus on institutional and capacity development in SEA for its medium- and long-term objectives. The TA consultants will (i) prepare a 10-year SEA action plan for renewable energy development; (ii) define the scope of work of RDD and EFD and identify which tasks to keep in house and which to outsource; (iii) draft business procedures, operational manuals, and coordination guidelines for RDD and EFD; (iv) review and propose necessary modifications to draft job descriptions for senior officers of RDD and EFD; (v) develop a transitional plan to manage human resources for the renewable energy and economic affairs groups on meeting human resource requirements to fulfill SEA's immediate mandates under resource constraints; (v) develop and implement a medium-term capacity-development program for the renewable energy, knowledge management, and economic affairs groups; (vi) establish detailed financial resource requirements and possible sources of funding for the management of the proposed Sri Lanka Sustainable Energy Fund to support the funding of renewable energy and energy-efficiency projects for 10 years; and (vii) propose policy and financial instruments to promote investment in renewable energy projects.

#### **C. Cost and Financing**

15. The TA total cost is estimated at \$750,000 equivalent. The Government has requested ADB to finance \$600,000 equivalent. This amount will be financed as a grant by the Clean Energy Fund<sup>2</sup> under the Clean Energy Financing Partnership Facility and administered by ADB.

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<sup>2</sup> Contributor: the governments of Australia and Norway.

The Government will finance the remaining \$150,000 equivalent through in-kind contributions. Detailed cost estimates and the financing plan are in Appendix 2.

#### **D. Implementation Arrangements**

16. The Ministry of Power and Energy will be the Executing Agency, and SEA will be the Implementing Agency. The deputy director general (operations) and deputy director general (strategy) will serve as the project managers for components 1 and 2 respectively.

17. The TA will be implemented over 24 months, from March 2008 to February 2010, and will require a total of 28 person-months of consulting services—10 person-months international and 18 person-months national. Component 1 will be undertaken by individual national consultants working 8 person-months, and Component 2 will be undertaken by a team comprising 10 person-months of international consultancy and 10 person-months of national consultancy associated with the international experts. The consultants will be selected by ADB in accordance with the *Guidelines on the Use of Consultants* (2007, as amended from time to time). All outputs from the consultants will be produced by February 2009. Component 2 will include the implementation of the first phase of the medium-term capacity-development program from March 2009 to February 2010.<sup>3</sup> The TA will finance the cost of organizing in-house training programs and sending SEA staff to outside training programs and seminars.

18. For Component 2, the simplified technical proposal procedure will be used for selecting a consulting firm on the quality- and cost-based selection process at a quality–cost ratio of 80:20. The outline terms of reference for the consultants are in Appendix 3. SEA will provide office accommodation, local communication facilities, and other administrative support.

19. The consultants for Component 2 will prepare (i) an inception report by month 4 of the project and thereafter monthly progress reports, (ii) a draft final report by month 11, and (iii) a final report by month 12. SEA will form a committee of board members to review proposals by the TA consultants and make necessary recommendations to the board to implement them.

#### **IV. THE PRESIDENT'S DECISION**

20. The President, acting under the authority delegated by the Board, has approved ADB administering technical assistance not exceeding the equivalent of \$600,000 to the Government of Sri Lanka to be financed on a grant basis by the Clean Energy Fund under the Clean Energy Financing Partnership Facility for Building the Capacity of the Sustainable Energy Authority, and hereby reports this action to the Board.

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<sup>3</sup> The subsequent phases of the medium-term capacity-development program will be funded by SEA and other funding sources.

### DESIGN AND MONITORING FRAMEWORK

<b>Design Summary</b>	<b>Performance Targets/Indicators</b>	<b>Data Sources/Reporting Mechanisms</b>	<b>Assumptions and Risks</b>
<p><b>Impact</b> Sustainable development of renewable energy sources</p>	<p>Unconventional renewable energy component to increase to 10% in the energy-generation mix by 2015, from 7.5% at present</p>	<p>SEA statistics and annual report</p>	<p><b>Assumptions</b></p> <ul style="list-style-type: none"> <li>• Sound macroeconomic management</li> <li>• The Government's commitment to NEPS</li> <li>• Appropriate tariff structure to attract private investments</li> </ul> <p><b>Risks</b></p> <ul style="list-style-type: none"> <li>• Lack of funding for SLSEF</li> <li>• Delay of associated grid expansion and augmentation program</li> </ul>
<p><b>Outcome</b> Adequate capacity of SEA to manage a portfolio of renewable energy projects and create an enabling environment to encourage investments to significantly enhance renewable energy-generation capacity</p>	<p>Assure timely review of applications for renewable energy projects and provide recommendations to PUCSL on granting licenses.</p> <p>Recommendation and implementation of policies for renewable energy development.</p>	<p>SEA statistics and annual report</p> <p>Government gazette</p>	<p><b>Assumptions</b></p> <ul style="list-style-type: none"> <li>• SEA fully staffed and budgeted to carry out its missions</li> <li>• Timely decision by the Government on new policies recommended by SEA</li> </ul> <p><b>Risks</b></p> <ul style="list-style-type: none"> <li>• Lack of coordination between SEA and other concerned agencies</li> </ul>
<p><b>Outputs</b> Component 1 1. Issuance of provisional approval for renewable energy projects</p>	<p>Issue provisional approvals for up to 100 MW of additional capacity by end-2008.</p>	<p>SEA statistics and annual report</p>	

<b>Design Summary</b>	<b>Performance Targets/Indicators</b>	<b>Data Sources/Reporting Mechanisms</b>	<b>Assumptions and Risks</b>
<p>Component 2</p> <p>2. 10-year action plan for SEA</p> <p>3. Defined tasks of RDD and EFD, job descriptions of their senior officers and business procedures, operational manuals, and coordination guidelines</p> <p>4. A transitional human resource management plan for renewable energy and economic affairs groups</p> <p>5. Medium-term capacity-development program for renewable energy, knowledge management, and economic affairs groups</p> <p>6. Proposal of possible sources of funding for SLSEF</p> <p>7. Proposal of policy and financial instruments to promote renewable energy development</p>	<p>Develop 10-year action plan by December 2008.</p> <p>Job description, business procedures, operational manual, and coordination guidelines prepared by September 2008</p> <p>Transitional human resource management plan prepared by September 2008 and fully implemented by 2009</p> <p>Medium-term capacity-development program developed by December 2008, and its first phase implemented by February 2010</p> <p>Funding proposal prepared by December 2008</p> <p>Proposal of policy and financial instruments prepared by February 2009</p>	<p>Consultants' reports</p> <p>SEA website</p> <p>SEA human resource plan</p> <p>SEA human resource plan</p> <p>SEA human resource plan</p> <p>Consultants' report</p> <p>Consultants' report</p> <p>Consultants' report</p> <p>Government publications</p>	

<b>Activities with Milestones</b>	<b>Inputs</b>
<p>Component 1 (months 1–12)</p> <p>Months 1–2</p> <ol style="list-style-type: none"> <li>1.1 Review present procedure of application review.</li> <li>1.2 Propose necessary changes to the procedure.</li> </ol> <p>Months 1–12</p> <ol style="list-style-type: none"> <li>2.1 Provide hands-on support for application review.</li> </ol> <p>Months 6–12</p> <ol style="list-style-type: none"> <li>3.1 Propose a short-term training program for staff of renewable energy group.</li> <li>3.2 Support SEA in implementing the short-term training program.</li> </ol>	<p>Clean Energy Fund under the CEFPPF (\$600,000): consulting services totaling 10 person-months international and 18 person-months national</p> <p>Government of Sri Lanka (\$150,000): office accommodation, staff remuneration and per diem, and logistic support</p>
<p>Component 2 (months 4–24)</p> <p>Months 4–6</p> <ol style="list-style-type: none"> <li>1.1 Review SEA Act 2007 and NEPS and SEA corporate plans.</li> <li>1.2 Define tasks of RDD and EFD.</li> <li>1.3 Review job descriptions of senior RDD and EFD staff drafted by SEA and make recommendations for necessary changes.</li> <li>1.4 Assess capacity of the present staff and identify the gap to meet immediate missions of SEA.</li> <li>1.5 Identify tasks that can be outsourced and/or undertaken by experts recruited on a contract basis.</li> </ol> <p>Months 7–8</p> <ol style="list-style-type: none"> <li>2.1 Develop business procedures, operational manuals, and coordination guidelines for RDD and EFD.</li> <li>2.2 Identify immediate needs for training.</li> <li>2.3 Develop a draft transitional human resource management plan.</li> <li>2.4 Prepare a long-term projection of SLSEF based on its funding sources provided in the SEA Act.</li> <li>2.5 Review various policy and financial instruments for renewable energy development available in other countries.</li> </ol> <p>Months 9–10</p> <ol style="list-style-type: none"> <li>3.1 Review status of recruitment of additional staff.</li> <li>3.2 Identify gaps between the capacity of present staff and the requirement to fulfill SEA's medium-term objectives.</li> <li>3.3 Prepare a medium-term capacity-development program.</li> <li>3.4 Prepare a 10-year action plan.</li> <li>3.5 Identify possible sources of funding to fill funding gap of SLSEF and propose necessary policies required to introduce such funding sources.</li> </ol> <p>Months 11–12</p> <ol style="list-style-type: none"> <li>4.1 Undertake consultations with private sector investors and understand deficiencies in the present policy to encourage their</li> </ol>	

<b>Activities with Milestones</b>	<b>Inputs</b>
<p>investments.</p> <p>4.2 Propose new policy and financial instruments.</p> <p>Months 13–24</p> <p>5.1 Support implementation of the first phase of the medium-term capacity-development program.</p>	

ADB = Asian Development Bank, EFD = exploration and facilitation division, MW = megawatt, NEPS = National Energy Policies and Strategies, PUCSL = Public Utilities Commission of Sri Lanka, RDD = resource development division, SEA = Sustainable Energy Authority, SLSEF = Sri Lanka Sustainable Energy Fund.

**COST ESTIMATES AND FINANCING PLAN**  
(\$'000)

<b>Item</b>	<b>Total Cost</b>
<b>A. Clean Energy Fund under the Clean Energy Financing Partnership Facility<sup>a</sup></b>	
1. Consultants	
a. Remuneration and Per Diem	
i. International Consultants	250.0
ii. National Consultants	98.0
b. International and Local Travel	50.0
c. Reports and Communications	20.0
2. Training, Seminars, and Conferences	
a. Facilitators	36.0
b. Training Program	75.0
3. Surveys	0.0
4. Miscellaneous Administration and Support Costs	10.0
5. Representative for Contract Negotiations	6.0
6. Contingencies	55.0
<b>Subtotal (A)</b>	<b>600.0</b>
<b>B. Government Financing</b>	
1. Office Accommodation and Transport	40.0
2. Remuneration and Per Diem of Counterpart Staff	70.0
3. Others	25.0
4. Contingencies	15.0
<b>Subtotal (B)</b>	<b>150.0</b>
<b>Total</b>	<b>750.0</b>

<sup>a</sup> Contributors: the governments of Australia and Norway. Administered by the Asian Development Bank.

Source: Asian Development Bank estimates.

## OUTLINE TERMS OF REFERENCE FOR CONSULTANTS

1. Technical assistance (TA) for building the capacity of the Sustainable Energy Authority (SEA) will require 28 person-months of consulting service, 10 person-months international and 18 person-months national. For component 1, individual national experts will be engaged for 8 person-months. For component 2, a consulting firm will be recruited to provide a team of consultants comprising international experts working 10 person-months—to include a renewable energy policy specialist (team leader), fund-management specialist, and business-management specialist—and national experts working 10 person-months, to include a human resource-management specialist and a capacity-building specialist. The TA will be completed in 24 months. The implementation period of component 1 will be from March 2008 to February 2009 and of component 2 from June 2008 to February 2010. The consultants' outputs for both components will be produced by February 2009. Thereafter, the TA will support the implementation of the medium-term capacity-development program until February 2010. A national human resource-management specialist will continue to support SEA during this period. The number of person-months for each specialist is indicative and can be adjusted to best suit the team's need to accomplish the TA assignments.

### A. Component 1

2. **Renewable Energy Development Specialists** (national, 8 person-months). The specialists will have broad knowledge of technical, financial, policy, and regulatory aspects of renewable energy projects in Sri Lanka and have experience in working for power utilities or dealing with various government departments and agencies for developing power projects. The specialists will do the following:

- (i) Review the SEA Act 2007 and the state of SEA's internal procedures and manuals for processing applications for renewable energy projects. Recommend modifications necessary to ensure that SEA is capable of meeting the timing requirements for application reviews stipulated in the act.
- (ii) Provide staff of the resource allocation division with hands-on support for the application review process.
- (iii) Support SEA in designing and implementing a short-term training program to be proposed in a transitional human resource-management plan for the renewable energy and economic affairs groups.

### B. Component 2

3. **Renewable Energy Policy Specialist and Team Leader** (international, 5 person-months). The specialist will have significant demonstrated background in the policy, planning, regulatory, and institutional aspects of the energy sector and renewable energy development. Extensive working experience with international teams in developing countries in South Asia, preferably in Sri Lanka, is essential. The specialist will do the following:

- (i) Prepare a work plan for the consultant team, discuss it with SEA, and agree on the work plan and implementation schedules at an inception meeting, and make adjustments to the schedules as necessary during in the course of TA implementation.
- (ii) Examine and, if necessary, revise in consultation with the SEA staff the mandate and functions of SEA as defined under the SEA Act to avoid duplication of Public Utilities Commission of Sri Lanka functions and compromising regulatory transparency and independence standards.

- (iii) Review the National Energy Policy and Strategies of Sri Lanka and provide recommendations to enhance guidance on renewable energy development based on updated data.
- (iv) Review the corporate development plan 2008–2010 and prepare a 10-year action plan for the renewable energy, knowledge management, and economic affairs groups to enable them to meet goals and objectives set up in the corporate plan.
- (v) Define the functional responsibilities of the resource development division (RDD) and exploration and facilitation division (EFD); identify tasks to be outsourced; and develop business procedures, operational manuals, and coordination guidelines within SEA and with outside stakeholders.
- (vi) With the human resource management specialist, jointly identify gaps between the present capacity of SEA and the human resource skills and expertise requirements for the renewable energy, knowledge management, and economic affairs groups specified in the corporate development plan.
- (vii) Review a set of tariff methodologies developed to accelerate the deployment of renewable energy technologies. Recommend a few methodological guidelines suitable for Sri Lanka including feed-in tariffs for small hydropower generation.
- (viii) Coordinate with and guide other team members to ensure the quality and timely delivery of the TA outputs by all team members.
- (ix) Perform other tasks that will reasonably be required to achieve the objectives of the TA.
- (x) Prepare inception, interim, and final reports as per contractual requirements, with inputs from other consultants.

4. **Fund Management Specialist (international, 2 person-months).** The specialist will have strong financial background in renewable energy projects and the financial aspects of power sector policy and regulations, and will carry out the following tasks:

- (i) Review a draft financial projection of Sri Lanka Sustainable Energy Fund (SLSEF) and make necessary modifications.
- (ii) Based on the projection, propose possible sources of funding for SLSEF, including from external sources and green funds such as clean development mechanism, to ensure that SEA can fulfill its mission in a sustainable manner during the next 10 years.
- (iii) Propose potential policy and financial instruments (including those by way of public-private partnerships) to promote investments in renewable energy projects (both on-grid and off) by the private sector, local communities, and the Government.

5. **Human Resource Management Specialist (national, 6 person-months).** The specialist will have strong background in human resource management in public sector entities, and will be tasked with the following:

- (i) With the human resource management specialist, jointly identify gaps between the present capacity of SEA and the human resources required for the renewable energy, knowledge management, and economic affairs groups.
- (ii) Propose a transitional plan for human resource management for the next 1 year to fill the gap, including outsourcing, the recruitment of experts on a contract basis, and a short-term training program.
- (iii) Based on (i) above, develop a medium-term program of capacity development for the three groups.

6. **Business Management Specialist** (international, 3 person-months). The specialist will have strong background in developing administrative procedures in both public and private sector entities and broad knowledge in power sector, and will carry out the following:

- (i) Support the renewable energy policy specialist in identifying tasks of RDD and EFD to be outsourced and in developing business procedures, operational manuals, and coordination guidelines within SEA and with outside stakeholders.
- (ii) Review draft job descriptions of senior personnel of RDD and EFD and propose necessary modifications.
- (iii) Support SEA in implementing the transitional plan for human resource management.

7. **Capacity Building Specialist** (national, 4 person-months). The specialist will have a strong background in coordinating and organizing various capacity-development programs for the public sector, and will carry out the following:

- (i) Prepare a detailed training program based on the medium-term capacity development program.
- (ii) Support SEA in implementing the training program by organizing in-house training programs and identifying outside training programs.
- (iii) Support SEA in preparing proposals of capacity-building activities for ADB funding.
- (iv) Support SEA in implementing the transitional plan for human resource management.