



**INVITATIONAL TRAVEL IN SUPPORT OF GLOBAL  
CLIMATE CHANGE RELATED WORKSHOPS,  
CONFERENCES AND OTHER INTERNATIONAL  
FORA**

**USAID  
Energy and Environment Training Program (EETP)**

**Task Order Duration: September 26, 2000 – June 4, 2004**

**Submitted To**

**The U.S. Agency for International Development  
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**Submitted By**

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## **I. SUMMARY OF ACTIVITIES**

The Invitational Travel (IT) Task Order in Support of Global Climate Change Related Workshops, Conferences and Other International Fora (IT Program), was established to provide the opportunity for developing country energy sector stakeholders from government, the private sector, NGOs, and financial institutions to participate in international and USAID-sponsored conferences, workshops and courses in order to enhance their knowledge of best practices in energy development, management, and operations. Over 394 participants from 30 countries benefited from 71 separate Invitational Travel activities under this Program. The energy topics ranged from regulatory reform, energy efficiency, renewable energy, power trading, oil and gas resource utilization, climate change, and project finance – and most often were presented in the regional context.

Participation in these events contributed to USAID's objective of facilitating human capacity building through adaptation of best practices in the development, management, and operation of clean energy initiatives. These activities have helped foster greater developing country cooperation and collaboration with international financial institutions, local and international NGOs, private business associations, and other bilateral donors.

The period of performance for the Invitational Travel Program activities was November 2000 through June 2004. The events were held in over twenty different countries, including events in eight different Asian locations, six African countries, five Latin American countries and one in Eastern Europe. Some eleven events were held in the U.S. and one in Australia.

Attendees included government and government ministry officials, private sector representatives, NGOs, financial institutions, and other energy sector stakeholders. Over 8% of the sponsored attendees at these events were female. Country representatives who benefited from the IT Program included individuals from Bangladesh, Bhutan, Bolivia, Botswana, Colombia, Costa Rica, Dominican Republic, Ecuador, El Salvador, Ghana, Guatemala, India, Indonesia, Kenya, Lesotho, Malawi, Mali, The Maldives, Mexico, Mozambique, Namibia, Nepal, Nigeria, Panama, Paraguay, Peru, Russia, Senegal, South Africa, Sri Lanka, Uganda, Zambia, Zimbabwe, and other countries.

Funding from USAID supported the travel of individuals to international and regional conferences, events, workshops, and other training programs. A typical support package included airfare, lodging, insurances, visa processing and fees, meals and incidental expenses, and registration fees – all in accordance with ADS 253 guidelines. The events ranged in length from a single day workshop or conference, to as long as a comprehensive 10 day training program.

The average cost per person for all of the events sponsored under this Program was approximately \$4,300. Activities ranged from a high of \$13,200 per person to a low

of \$1,100. The average costs quoted here includes all logistical services and processing costs associated with CORE's services.

The least expensive overall program was the "Local Government Participation in Climate Change" held in Bucharest, Romania on February 12-16, 2001, and focused on the role that local governments can play mitigating energy related climate change impacts. Through this activity, USAID provided partial funding for one person to attend the event.

On a per person cost basis, the least expensive IT Program was the South Asia Sub-regional Economic Cooperation conference, held in Calcutta, India on November 28-29, 2000. Two people attended this event at a cost of \$1,103 per person. The conference was held for various South Asian government officials and focused on increasing regional cooperation in the energy, trade and investment, tourism, and transportation sectors.

The most expensive program overall – at a cost of \$96,360 – was the SARI/E Semi-Annual Meeting (IV) in Colombo, Sri Lanka on June 9-10, 2003. Twenty eight people attended the meeting. This forum allowed for a discussion of technical assistance and training activities associated with the South Asia Regional Initiative for Energy Program's objectives. A variety of public policy leaders, energy sector representatives, private industry representatives, and other stakeholders assisted in the process of critiquing program activities, overcoming challenges, and channeling resources based on the needs of each of the six countries participating in the Program.

The most expensive event on a per person basis was the Leaders in Development (Harvard III) held in Cambridge, Massachusetts on June 9-20, 2003. One person (the head of Zambia's Energy Regulation Board) participated at a total cost of \$13,200.

Numerous examples of direct benefits to the participants have been documented in USAID-supported follow-up surveys. Some of these benefits include: (1) direct energy sector policy changes; (2) adaptation of best practices for energy generation and use; and (3) documented actions taken by participating governments to increase consumer and other stakeholder participation in their respective energy sectors.

Section II provides a complete list of all Invitational Travel activities sponsored by USAID during the period of the Task Order. It also provides a summary of the total cost for each program, the total number of participants, as well as the per person participant cost. The per person participant cost was factored by dividing the total cost by the number of the participants attending the event.

**II. LIST OF ACTIVITIES  
(September 26, 2000 - June 4, 2004)**

<b>Name of Program</b>	<b>Total Cost</b>	<b>Total Number</b>	<b>Per Participant</b>
CO. 01 WEATS (Wind) Washington, D.C. Nov 26-27, 2000	\$ 29,986.76	6	\$ 4,997.79
CO. 03 FIF (GOA) Goa, India Jan 15-25, 2001	\$ 30,844.28	6	\$ 5,140.71
CO. 04 SAS (CALCUTTA) Calcutta, India Nov 28-29, 2000	\$ 2,207.07	2	\$ 1,103.54
CO. 06 Zimbabwe STEM (TTT) Harare, Zimbabwe Mar 6-8, 2001	\$ 15,645.72	7	\$ 2,235.10
CO. 07 "Local Government Participation in Climate Change" (Romania) Bucharest, Romania Feb 12-16, 2001	\$ 1,889.11	1	\$ 1,889.11
CO. 08 SAPP Coordination/Planning Meeting Harare, Zimbabwe Mar 5-6, 2001	\$ 8,572.62	5	\$ 1,714.52
CO. 09 CDM Workshop (Honduras) Tegucigalpa, Honduras Mar 15-25, 2001	\$ 5,691.83	3	\$ 1,897.28
CO. 11 SARI Semi-Annual (I) Colombo, Sri Lanka Apr 30-May 3, 2001	\$ 47,659.48	14	\$ 3,404.25
CO. 12 USEA Study Tour Washington, D.C. Apr 28-May 8, 2001	\$ 25,592.29	3	\$ 8,530.76
CO. 13 CIGRE Regional Meeting New Delhi, India Nov 8 - 10, 2001	\$ 29,130.51	8	\$ 3,641.31
CO. 14 AFUR Accra, Ghana May 2-5, 2001	\$ 16,535.85	5	\$ 3,307.17
CO. 15 Project Based Activities in the Clean Energy Sector (Paraguay) Asuncion, Paraguay May 22- 24, 2001	\$ 11,527.34	3	\$ 3,842.45

*Invitational Travel in Support of Global Climate Change Related Workshops, Conferences and Other International Fora*

<b>Name of Program</b>	<b>Total Cost</b>	<b>Total Number</b>	<b>Per Participant</b>
CO. 16 CLASP Bangkok, Thailand May 29-31, 2001	\$ 4,146.02	1	\$ 4,146.02
CO. 17 SAFIR (II) Agra, India Oct 8 -19, 2001	\$ 34,294.55	5	\$ 6,858.91
CO. 18 SARI Semi-Annual (II) Dhaka, Bangladesh Jan 29-31, 2002	\$ 44,098.94	20	\$ 2,204.95
CO. 19 EIA Kathmandu, Nepal Jan 20-25, 2002	\$ 42,479.94	12	\$ 3,540.00
CO. 20 World Bank/AFUR Workshop Dakar, Senegal Nov 27-29, 2001	\$ 27,105.95	7	\$ 3,872.28
CO. 21 IOMAC Symposium Colombo, Sri Lanka Dec 18-21, 2001	\$ 19,227.10	2	\$ 9,613.55
CO. 22 FIF Course (GOA II) Goa, India Jan 14-25, 2002	\$ 46,515.09	8	\$ 5,814.39
CO. 23 CII Conference Chennai, India Feb 15-16, 2002	\$ 4,036.42	1	\$ 4,036.42
CO. 24 DFAT Environment Meeting Sydney, Australia March 6-8, 2002	\$ 21,639.34	2	\$ 10,819.67
CO. 25 New Era Workshop Houston, Texas May 12-24, 2002	\$ 44,018.76	4	\$ 11,004.69
CO. 26 SAREC Workshop II Delhi, India April 16, 2002	\$ 6,536.96	2	\$ 3,268.48
CO. 27 Nature Conservancy Workshop Arlington, Virginia May 16-17, 2002	\$ 18,938.06	6	\$ 3,156.34
CO. 28 Infrastructure in a Market Economy Workshop (Harvard University) Cambridge, Massachusetts July 14-26, 2002	\$ 11,007.02	1	\$ 11,007.02

*Invitational Travel in Support of Global Climate Change Related Workshops, Conferences and Other International Fora*

<b>Name of Program</b>	<b>Total Cost</b>	<b>Total Number</b>	<b>Per Participant</b>
CO. 29 EIA/DOE Workshop Kathmandu, Nepal June 24-28, 2002	\$ 42,001.74	15	\$ 2,800.12
CO. 31 SAFIR Conference Goa, India September 15-23, 2002	\$ 59,465.96	13	\$ 4,574.30
CO. 32 HydroVision 2002 Portland, Oregon July 29 - August 2, 2002	\$ 19,658.39	6	\$ 3,276.40
CO. 33 UN-WSSD/ICLEI Johannesburg, South Africa August 25 - September 4, 2002	\$ 4,978.27	1	\$ 4,978.27
CO. 34 TAG for USAID/Indonesia's IR2 Strategy West Java, Indonesia August 19 - September 7, 2002	\$ 5,349.56	4	\$ 1,337.39
CO. 35 SAREC/US Chamber Seminar Kathmandu, Nepal October 10 - 11, 2002	\$ 3,860.78	2	\$ 1,930.39
CO. 36 Natural Gas Vehicles Conference Washington, D.C. October 8 - 10, 2002	\$ 4,899.43	8	\$ 612.43
		<b>* Only partially funded by CORE</b>	
CO. 37 ICLEI (COP8) New Delhi, India October 23 - 29, 2002	\$ 19,466.03	4	\$ 4,866.51
CO. 38 TERI International Regulators Conference New Delhi, India October 18 - 19, 2002	\$ 17,855.86	4	\$ 4,463.97
CO. 39 SARI/E Semi-Annual Meeting (III) Bangkok, Thailand December 9 - 12, 2002	\$ 7,323.36	1	\$ 7,323.36
CO. 40 AFUR (III) Pretoria, South Africa November 5 - 7, 2002	\$ 3,659.25	2	\$ 1,829.63
CO. 41 SAFIR Dambulla, Sri Lanka Dec 4-15, 2000	\$ 41,928.24	6	\$ 6,988.04

*Invitational Travel in Support of Global Climate Change Related Workshops, Conferences and Other International Fora*

<b>Name of Program</b>	<b>Total Cost</b>	<b>Total Number</b>	<b>Per Participant</b>
CO. 41 Study Tour on Wind Resource Assessment (WINDEX) Los Angeles, California November 16 - 23, 2002	\$ 1,594.60	5	\$ 318.92
		<b>* Only partially funded by CORE</b>	
CO. 42 Better Air Quality Workshop (BAQ) Hong Kong, China December 16 - 18, 2002	\$ 3,438.42	1	\$ 3,438.42
CO. 43 SAREC Strategic Planning Session New Delhi, India December 17, 2002	\$ 12,712.97	4	\$ 3,178.24
CO. 44 EIA Workshop (III) Kathmandu, Nepal February 17 - 21, 2003	\$ 44,812.99	12	\$ 3,734.42
CO. 45 SAREC-CIPE Conference New Delhi, India March 20 - 21, 2003	\$ 48,095.42	17	\$ 2,829.14
CO. 47 SARI/Energy Renewable Energy Trade Mission Sacramento, California February 2003	\$ 2,100.55	1	\$ 2,100.55
CO. 49 SAFIR Training Course on Infrastructure Regulation and Reform Marawila, Sri Lanka August 3 - 11, 2003	\$ 92,460.72	18	\$ 5,136.71
CO. 50 Leaders in Development (Harvard III) Cambridge, Massachusetts June 9 - 20, 2003	\$ 13,222.46	1	\$ 13,222.46
CO. 52 SARI/E Semi-Annual Meeting (IV) Colombo, Sri Lanka June 9 - 10, 2003	\$ 96,360.48	28	\$ 3,441.45
CO. 53 SAREC Seminar (Rescheduled) Colombo, Sri Lanka June 11-12, 2003	\$ 25,253.48	12	\$ 2,104.46
CO. 54 NARUC Event Windhoek, Namibia June 15, 2003	\$ 6,604.64	2	\$ 3,302.32

<b>Name of Program</b>	<b>Total Cost</b>	<b>Total Number</b>	<b>Per Participant</b>
CO. 55 Project Finance World Africa 2003 Johannesburg, South Africa August 26-28, 2003	\$ 3,707.99	1	\$ 3,707.99
CO. 57 RETRUD 2003 Kathmandu, Nepal October 12-14, 2003	\$ 13,088.91	2	\$ 6,544.46
CO. 62 AFUR (IV) Capacity Building Workshop Yaoundé, Cameroon November 10-13, 2003	\$ 37,080.84	12	\$ 3,090.07
CO. 63 ICMA Watergy Training Mexico City, Mexico November 3-7, 2003	\$ 6,721.05	2	\$ 3,360.53
CO. 64 EIA/SARI Workshop IV Pokhara, Nepal January 5-9, 2004	\$ 50,675.26	24	\$ 2,111.47
CO. 65 Energy Efficiency Seminar Kingston, Jamaica November 3-4, 2003	\$ 6,736.64	2	\$ 3,368.32
CO. 68 NREL Integrated Rural Energy Options Analysis & Program Design, Denver, Colorado May 17-29, 2004	\$ 15,453.30	6	\$ 2,575.55
CO. 69 WS Agricultural Carbon Sequestration In Latin America, Piracicaba, Brazil June 2-4, 2004	\$ 8,925.63	2	\$ 4,462.82
CO. 56 Energy Management Conference (Indian Institute for Technology) Mumbai, India Sept. 29 – Oct. 1, 2003	\$ 11,262.58	3	\$ 3,754.19
CO. 58 Fossil Power Generation Issues and Best Practices Course New Delhi, India October 13-15, 2003	\$ 13,448.67	4	\$ 3,362.17
CO. 70 GVEP Workshop on Lending and Microfinance to Expand Access to Energy Services in Manila, Philippines May 19-21, 2004	\$ 40,399.00	13	\$ 3,366.59
CO. 71 EIA Workshop on "Energy Statistics and Analysis Requirements in Support of Regional Energy Trade", Kathmandu, Nepal May 31-June 4, 2004	\$ 50,682.95	22	\$ 2,303.77



### III. ACTIVITY DESCRIPTIONS

Each IT Program supported activity had a unique subject content and USAID invited attendees that would receive the maximum benefit from their participation. Below is a brief description of the subject contents of each IT Program event. Annex I provides a complete list of the individuals that were sponsored, including their titles and contact numbers.

#### **Wind Energy Symposium (WEAT) – Village Power Symposium 2000, Boulder Colorado; Canyon and Abilene, Texas, and Washington, D.C., November 26-27, 2000**

This two-day symposium focused on wind energy as part of a program of renewable and alternative energy applications.

#### **South Asia Forum for Infrastructure Regulation (SAFIR) – I, Dambulla, Sir Lanka, December 4-15, 2000**

The event provided participants with a strong idea of both the theory and practice of infrastructure regulation and reform. The materials and discussions covered the main aspects of price regulation resulting from the introduction of competition in infrastructure markets including asset valuation, the cost of capital, the incorporation of measures of efficiency, and incentives for price regulation. Participants were assigned case studies for hands-on training and were given the opportunity to interact with regulators, government officials, and executives of regulated companies from around the region.

#### **South Asia Sub-Regional Economic Cooperation, Asian Development Bank, Calcutta, India, November 28-29, 2000**

This two-day conference for senior officials from the South Asian countries focused on increasing regional cooperation in the areas of energy, trade and investment, tourism, and transportation sectors.

#### **Frontiers in Infrastructure Finance (FIF) World Bank Institute, Goa, India, January 15-25, 2001**

The Program focused on project development and implementation through financing. The Program correlated with the Bank's project lifecycle, targeting areas such as: project selection, risk mitigation, insurance and contract design, concession awards, international financing opportunities, and public policy issues involved in infrastructure project finance.

#### **Train the Traders STEM, Harare, Zimbabwe, March 6-8, 2001**

The purpose of this course was to "train the traders" from various Southern African countries in the operation of short-term energy markets.

**International Conference on Bulk Power Transmission System Integration in Developing Countries (CIGRE) – New Delhi, India  
November 8-10, 2001  
Invitational Travel Task Order**

*"I believe that the knowledge I gained from the Conference can be applied to improving the quality of power supply in the NEA system, extending the NEA system so that the bulk of Nepal's population will have access to electricity, and integrating the NEA system with Indian Power Systems so that bulk power export to India can be made possible."*

Mr. Anil Rajbhandary  
Assistant Manager, System Planning  
Development  
Nepal Electricity Authority (NEA)  
Nepal

**Local Government Participation in Climate Change – Romania, Bucharest, Romania, February 12-16, 2001**

This event focused on the role that local governments can play in mitigating energy related climate change effects.

**South African Power Pool (SAPP) Regional Roundtable for Training Program Development, Harare, Zimbabwe, March 5-6, 2001**

This roundtable centered on the development of electricity policy, legal and regulatory reform, and trade issues.

Green Power International Conference  
On Micro and Green Power  
Confederation of Indian Industry (CII),  
Chennai, India  
February 15 - 16, 2002  
Invitational Travel Task Order

*"The Minister highly appreciated the presentation (on the Conference). He advised all the present officials to co-operate with me. He advised the Secretary to write PDB to undertake initiatives and projects on Green Power and Energy Conservation. He has agreed to recommend to the Prime Minister for launching an Energy Conservation Award and an Energy Conservation Week."*

Mr. Md. Fazlur Rahman  
Chief Executive Officer  
New Energy Solutions, Ltd.  
Bangladesh

**First SARI/Energy Semi Annual Meeting, Colombo, Sri Lanka, April 30-May 3, 2001**

The forums allowed for open and direct discussion of completed and on-going technical assistance and training activities associated with the South Asia Regional Initiative for Energy Program's objectives. Leading public policy leaders, energy sector representatives, private industry representatives, and other stakeholders assisted in the process of overcoming challenges, critiquing program activities, and channeling resources based on the current needs of each of the six countries participating in the Program.

**USEA Study Tour, Washington, D.C., April 28-May 8, 2001**

The USEA organized this senior executive exchange for Southern African Power Pool (SAPP) participating companies allowing them to gain a better understanding of U.S. electricity supply management, accounting, and trading practices.

**Africa Forum for Utility Regulation (AFUR), Accra, Ghana, May 2-5, 2001**

The forum, sponsored by the World Bank, encouraged senior level utility officials in the region to promote consumer awareness of the regulatory process and encourages transparency.

**Project Based Activities in the Clean Energy Sector (Paraguay), Asuncion, Paraguay, May 22-24, 2001**

The workshop focused on existing project-based activities in the clean energy sector and sought to provide information on best practices and practical approaches to relevant issues (i.e. carbon management) and other key components, such as project monitoring.

**Regional Symposium on Energy Efficiency Standard and Labeling, Collaborative Labeling and Appliance Standards Program (CLASP), Bangkok, Thailand, May 29-31, 2001**

The symposium focused on energy efficiency standards and labeling and the options for introducing comparable standards between the countries in the South Asia region.

**South Asia Forum for Infrastructure Regulation (SAFIR) – II, Agra, India, October 8-19, 2001**

The Program provided participants with a strong idea of both the theory and practice of infrastructure regulation and reform. The materials and discussions covered the main aspects of price regulation resulting from the introduction of competition in infrastructure markets including asset valuation, the cost of capital, the incorporation of measures of efficiency, and incentives for price regulation. Participants were assigned case studies for hands-on training and were given the opportunity to interact with regulators, government officials, and executives of regulated companies from around the region.

**CIGRE Regional Meeting, New Delhi, India, November 8-10, 2001**

This international conference focused on the technological issues affecting the development of a bulk power market in South Asia. In addition to the many technical factors (EHVAC and HVDC transmission systems), the conference also addressed the regulatory and operational experiences of other regions around the world.

**SARI/Energy Semi-Annual Meeting, Dhaka, Bangladesh, January 29-31, 2002**

The SARI/Energy Bi Annual Meetings were a key component to the SARI/Energy Program as a whole. The forums allowed for open and direct discussion of completed and on-going technical assistance and training activities associated with the Program's objectives. Leading public policy leaders, energy sector representatives, private industry representatives, and other stakeholders assisted in the process of overcoming challenges, critiquing program activities, and channeling resources based on the current needs of each country participating in the Program. The forums allowed for open and direct discussion of completed and on-going technical assistance and training activities associated with the South Asia Regional Initiative for Energy Program's objectives. Leading public policy leaders, energy sector representatives, private industry representatives, and other stakeholders assisted in the process of overcoming challenges, critiquing program activities, and channeling resources based on the current needs of each of the six countries participating in the Program.

**Africa Forum for Utility Regulation (AFUR), Dakar, Senegal, November 27-29, 2001**

This AFUR program focused on training representatives from regional regulatory agencies within West Africa to assist them in better managing their relationships with their service providers.

**Energy Access Integration (EAI) – U.S. Department of Energy/Energy Information Administration (DOE/EIA), Kathmandu, Nepal, January 20-25, 2002**

The workshop assisted in the development of internal procedures for evaluating the quality and consistency of energy statistics in South Asian countries and focused on strengthening the internal capacity of the countries in collecting, researching, and analyzing data.

**IOMAC Symposium, Colombo, Sri Lanka, December 18-21, 2002**

The training workshop on sediment fans of the Indian Ocean focused on the probability of oil and gas deposits associated with sediment fans in the Indian Ocean and the ownership rights to those deposits.

**Frontiers in Infrastructure Finance (FIF)  
World Bank Institute, Goa, India, January 14-25, 2002**

The Program focused on project development and implementation through financing. The Program correlated with the Bank's project lifecycle, targeting areas such as project selection, risk mitigation, insurance and contract design, concession awards, international financing opportunities, and public policy issues involved in infrastructure project finance.

**World Bank/Africa Forum for Utility  
Regulation (AFUR) Meeting, Dakar, Senegal  
November 27 - 29, 2001**

*"The ERB decided that in keeping with its policy of functioning in a climate of transparency and accountability, the DFR would be examined by a stakeholder workshop on January 10, 2002. The Stakeholder Workshop was attended by 42 key Stakeholders, including government ministers, permanent secretaries, chairmen and board of directors of corporations, public and private power generators, the electric power supplier (transmission and distribution), public universities, research institutions, consumer organizations, the media and ERB directors, staff, and consultants. I was privileged to chair this Workshop. This was the highlight of my career in ERB."*

Mr. Jeremia K. Murithi  
Chairman  
Electricity Regulatory Board  
Kenya

**Micro & Green Power- International Conference, Chennai, India, February 15-16, 2002**

The conference focused on green power technologies and a comparative analysis of their successful application in various countries worldwide.

**DFAT Environment Meeting, Sydney, Australia, March 6-8, 2002**

The meeting of the Australian Department of Foreign Affairs and Trade focused on environmental issues and concerns.

**New Era Workshop, Houston, Texas, May 12-24, 2002**

This workshop focused on wholesale markets for gas and power and the development of the related legal and regulatory frameworks.

**SAREC Workshop II, New Delhi, India, April 16, 2002**

This conference focused on the regional trade in South Asia and the development of business-to-business linkages for implementing better utilization of regional energy resources.

**Nature Conservancy Workshop, Arlington, VA, May 16-17, 2002**

This workshop focused on technical issues related to forest sector projects and their benefits for mitigating climate change impacts.

**Infrastructure in a Market Economy – Harvard University, Cambridge, Massachusetts, July 14-26, 2002**

This two-week program covered the issues and concerns related to the development of major infrastructure projects in a market economy.

**Energy Access Integration (EAI) (II) – U.S. Department of Energy/Energy Information Administration (DOE/EIA), Kathmandu, Nepal, June 24-28, 2002**

The workshop assisted in the development of internal procedures for evaluating the quality and consistency of energy statistics in South Asian countries and focused on strengthening the internal capacity of the countries in collecting, researching, and analyzing data.

**South Asia Forum for Infrastructure Regulation (SAFIR) – III, Goa, India, September 15-23, 2002**

This activity represented an intensive training program for utility regulators, senior government officials, and executives from both public and privately regulated service providers.

**Hydro Vision 2002, Portland, Oregon, July 29-August 2, 2002**

Hydro Vision 2002 provided international participants with the latest knowledge on current hydro development projects, new technologies, flow models, and other operations technologies.

**United Nation World Summit on Sustainable Development, South Africa, August 25-September 4, 2002**

The United Nation's World Summit on Sustainable Development brought together world leaders to discuss efficient and targeted solutions for poverty alleviation. The Presidential Initiative for the Global Village Energy Partnership Program (GVEP) was launched at this world conference.

**Indonesia TAG Travel Support, West Java, Indonesia, August 25 - September 3, 2002**

The Invitational Travel Program supported the participation of several local NGOs in the development of a strategic plan for greater public participation in Indonesia's energy sector.

**Natural Gas Vehicles Conference, Washington, D.C., October 8-10, 2002**

This 8<sup>th</sup> International and 20<sup>th</sup> National Conference and Exhibition focused on natural gas vehicles for a livable world.

**ICLEI Delegation to the 8<sup>th</sup> Conference to the Parties United Nation Framework Convention on Climate Change, New Delhi, India, October 23-29, 2002**

The Invitational Travel Program supported the participation of a highly successful NGO to participate in the UN Framework Convention on Climate Change.

**TERI International Regulations Conference, New Delhi, India, October 18-19, 2002**

The Tata Energy Research Institute provided a series of conference papers and information exchange on the subject of international regulations and how they relate to better project implementation.

**SARI/Energy Semi-Annual Meeting, Bangkok, Thailand, December 9-12, 2002**

The forums allowed for open and direct discussion of completed and on-going technical assistance and training activities associated with the South Asia Regional Initiative for Energy Program's objectives. Leading public policy leaders, energy sector representatives, private industry representatives, and other stakeholders assisted in the process of overcoming challenges, critiquing program activities, and channeling resources based on the current needs of each of the six countries participating in the Program.

**Study Tour on Wind Resource Assessment, Los Angeles, California, November 16-23, 2002**

This study tour was designed to allow potential purchasers of U.S. equipment and supplies to see both products as well as data related to wind resource projects in the United States.

**Africa Forum for Utility Regulation (AFUR), Pretoria, South Africa, November 5-7, 2002**

The forum, sponsored by the World Bank, encouraged senior level utility officials in the region to promote consumer awareness of the regulatory process and encourages transparency.

**Better Air Quality Workshop, Hong Kong, China, December 16-18, 2002**

This regional workshop on better air quality focused on the current status of air quality management in Asia and formulation of recommendations on how the cities in Asia can improve their air quality.

**South Asia Forum for  
Infrastructure Regulation  
(SAFIR) Workshop – Agra, India  
October 8-19, 2001  
Invitational Travel Task Order**

*“As enshrined in the ‘Purpose and Opportunity’ of SAFIR, the course faithfully provided an opportunity to learn problem solving techniques while facilitating regional and international exchange of ideas and experience.”*

Mr. Harishankar Sahu  
Commissioner  
Department of Energy, Orissa  
Electricity Regulatory Commission  
(OERC)  
India

**SAREC Strategic Planning Session, New Delhi, India, December 17, 2002**

This conference focused on the regional trade in South Asia and the development of business-to-business linkages for implementing better utilization of regional energy resources.

**Energy Access Integration (EAI) (III) – U.S. Department of Energy/Energy Information Administration (DOE/EIA), Kathmandu, Nepal, February 17-21, 2003**

The workshop assisted in the development of internal procedures for evaluating the quality and consistency of energy statistics in South Asian countries and focused on strengthening the internal capacity of the countries in collecting, researching, and analyzing data.

**SAREC-CIPE Conference, New Delhi, India, March 20-21, 2003**

This conference focused on the regional trade in South Asia and the development of business-to-business linkages for implementing better utilization of regional energy resources. The SAREC programs supported the South Asia Regional Initiative for Energy Programs, providing the commercial sector viewpoint.

**SARI/Energy Renewable Energy Trade Mission, Sacramento, California February 20, 2003**

This trade mission supported the exchange of information on the latest renewable energy technologies available from U.S. manufacturers.

**SAFIR Training Workshop on Infrastructure Regulation and Reform, Marawila, Sri Lanka, August 3-11, 2003**

The Program provided participants with training in the theory and practice of infrastructure regulation and reform. The materials and discussions covered aspects of price regulation that result from the introduction of competition in infrastructure markets including asset valuation, the cost of capital, the incorporation of measures of efficiency, and incentives for price regulation. Participants were assigned case studies for hands-on training and were given the opportunity to interact with regulators, government officials, and executives of regulated companies from around the region.

**Leaders in Development (Harvard III), Cambridge, Massachusetts, June 9-20, 2003**

This Program focused on the economic, political, and social challenges relating to globalization, decentralization, and democratization. The Program aimed to develop leadership capacity through a consultative and participatory process.

**SARI/E Semi-Annual Meeting (IV), Colombo, Sri Lanka, June 9-10, 2003**

This forum allowed for open and direct discussion of completed and on-going technical assistance and training activities associated with the South Asia Regional Initiative for Energy Program's objectives. Leading public policy leaders, energy sector representatives, private industry representatives, and other stakeholders assisted in the process of critiquing program activities, overcoming challenges, and channeling resources based on the needs of each of the six countries participating in the Program.

**SAREC Seminar, Colombo, Sri Lanka, June 11-12, 2003**

This seminar on renewable energy focused on the renewable energy issues and an enabling regulatory framework that would allow for the use of renewable technologies in the South Asia Region.

**NARUC Conference, Windhoek, Namibia, June 15, 2003**

This conference focused on the experiences of the new regulatory bodies in the Southern African region. The establishment of the new regulatory bodies in each of the countries of the region was discussed.

**Project Finance World Africa 2003, Johannesburg, South Africa, August 26-28, 2003**

This conference focused exclusively on African major infrastructure projects and opportunities for foreign and direct investment.

**RETRUD 2003, Kathmandu, Nepal, October 12-14, 2003**

This conference provided a forum for the exchange of experience and information in the latest available knowledge in the renewable technology area.

**Energy Management Course (Indian Institute for Technology), Mumbai, India, September 29-October 1, 2003**

This EMC course provided engineers with capacity building skills in the area of energy efficiency management and project implementation.

**Fossil Power Generation Issues and Best Practices Workshop, New Delhi, India, October 13-15, 2003**

This workshop focused on issues related to fossil-fuel based power generation and relevant best practices.

**AFUR (IV) Capacity Building Workshop, Yaoundé, Cameroon, November 10-13, 2003**

The forum, sponsored by the World Bank, encouraged senior level utility officials in the region to promote consumer awareness of the regulatory process and encourages transparency.

**ICMA Watergy Training, Mexico City, Mexico, November 3-7, 2003**

The Watergy course developed an understanding of the role of energy and energy efficiency within the context of local government and municipal management of water resources and effluent. It was designed to raise awareness of energy efficiency applications among municipal managers.

**Energy Efficiency Seminar, Kingston, Jamaica, November 3-4, 2003**

This energy efficiency seminar facilitated the sharing of experiences learned through implementation and financing of energy efficiency projects in the Caribbean region as well as provided insights on energy efficiency from the perspective of ESCOs, financiers, bankers, and government representatives.

**Energy Integration Access EIA/SARI Workshop IV, Pokhara, Nepal, January 5-9, 2004**

The workshop assisted in the development of internal procedures for evaluating the quality and consistency of energy statistics in South Asian countries and focused on strengthening the internal capacity of the countries in collecting, researching, and analyzing data.

**NREL "Training on Strategies for Sustainable, Least-Cost Rural Electrification", Denver, Colorado (May 17-30, 2004)**

This training program focused on increasing the institutional capacity of several key NREL local partners in Brazil, and particularly from the Amazon region, in technical, financial, and planning for renewable energy programs. The participants received training at NREL's main facility in Boulder, Colorado on the use of NREL's analytical models and tools for optimal system design and cost effective refurbishment strategies directly related to the Campinas hybrid system (a wind/PV system).

Several of the participants also attended meetings in Washington, D.C. with U.S. Department of Energy officials. Following the training, participants will hold comprehensive training programs at the village level throughout Amazonas.

**Workshop on "Agricultural Carbon Sequestration in Latin America", Piracicaba, Brazil, June 2-4, 2004**

**EIA Workshop on Energy Statistics and Analysis Requirements in Support of Regional Trade – Kathmandu, Nepal  
May 31 – June 4, 2004  
Invitational Travel Task Order**

*"The EIA Workshop on Energy Data Analysis and Forecasting Techniques" was helpful for us to improve our knowledge and to share the experiences of the other neighboring countries."*

Ms. Amali Seneviratne  
Chief Engineer / Tariff  
Cevlon Electricity Board, Sri Lanka

The Workshop focused on Agriculture Carbon Sequestration (ACS) practices and their applied use in improving the productivity of agricultural soils while simultaneously reducing the negative impacts of global climate change.

**GVEP Workshop on "Consumer Lending and Microfinance to Expand Access to Energy Services", Manila, the Philippines, May 19-21, 2004**

The workshop brought together representatives from 21 countries to discuss means by which the

multilateral development banks, private sector, government policy makers, and donor agencies could work together to increase access to consumer loans and microfinance mechanisms for increased energy services delivery. The workshop provided a forum for the discussion of worldwide best practices and means for overcoming barriers to rural energy financing by the multilateral financing institutions.

**EIA Workshop (V) on "Energy Statistics and Analysis Requirements in Support of Regional Energy Trade", Kathmandu, Nepal, May 31 – June 4, 2004**

The workshop focused on the Southeast Asia region. It provided the participants from Bangladesh, Bhutan, India, Nepal, and Sri Lanka with comprehensive knowledge on energy statistics and analysis as important elements of energy planning and management at national and regional level. The participants were provided with experience in energy statistics use in regional energy planning and trade.

The following section provides USAID with a selection of the documented outcomes resulting from its support of the IT Program during the period November 2000 through June 2004. The selection of outcomes focus on the transfer of best practices as actually applied by participants due to their participation in a particularly IT Program activity.

#### IV. DEVELOPMENT OUTCOMES

Through this Task Order, energy sector representatives from the public and private sectors, NGOs, regulatory agencies, and financial institutions shared best practices and transferred modern institutional management methods and practices. Selected “success stories” below illustrate specific benefits and developmental outcomes achieved through USAID support of the Invitational Travel Program.

**Invitational Travel funding leads to enhanced long-term projections on gas demand and supply in Bangladesh:** Mr. Motuza Ahmad Faruque, Deputy Director of Hydrocarbon Unit at the Ministry of Energy and Mineral Resources in Bangladesh, attended the EIA Workshops on *Needs Assessment and Action Plan on Creating an Infrastructure for Energy Data in SARI Countries (February 2003)* and *Model South Asia Energy Forecast Report (June 2002)* in Kathmandu, Nepal where he became acquainted with the mission, goal, strategy, and analysis method for energy demand forecast of the U.S. Department of Energy's Energy Information Administration (EIA). Thanks to the opportunity to share knowledge and views with the regional country representatives from India, Nepal, Bhutan, Sri Lanka and Maldives, Mr. Faruque reported having formulated an action plan for establishing and integrating an energy information source and developing a model of energy sector reporting for the regional countries. Gaining knowledge on the process of data collection, verification and statistical analysis to provide high-quality energy information to different users proved useful to him during the establishment of a mini-data bank for the gas sector in Bangladesh, where he applied his experiences from the workshops in his day-to-day work in the Hydrocarbon Unit. Mr. Faruque and his colleagues are now in the process of establishing a cost database for hydrocarbon exploration, development, surface facilities, and transmission activities in Bangladesh and also for regional countries, where he is personally responsible for preparing short-, mid- and long-term projections for gas demand and supply.

**Invitational Travel funding leads to the initiation of an advocacy campaign on renewable energy resources in Nepal:** Dr. Sandeep P. Shah, General Manager of Bhote Koshi Power Company in Katmandu, Nepal, attended the SAREC *Seminar on Renewable Energy Resources (June 2003)* in Colombo, Sri Lanka, where he learned about various renewable energy related issues and subject matters including new technologies; latest developments and best practices in renewable energy sector; financial models and project development structures for renewable energy projects; and legal and regulatory framework existing in other countries in the region. Dr. Shah's organization is in the development of a 45-MW hydropower project in central Nepal, and based on information gained on incentives provided to renewables in other countries, Dr. Shah plans to initiate an advocacy campaign on

Frontiers in Infrastructure Finance  
(FIF) – Goa, India  
January 14-25, 2002  
Invitational Travel Task Order

*“The cash flow model learned at the workshop has enriched my knowledge and I am now sharing the knowledge with others in the power sector of the country.”*

Mr. Anisur Rahman  
Director of Finance  
Power Grid Company of Bangladesh  
Bangladesh

the utilization, efficiency and developments of renewable energy resources in his home country.

**Invitational Travel Funding Leads to Greater Stakeholder Involvement in Kenya's Energy Sector Regulatory Reform Process:** From participating in the *World Bank's African Forum for Utility Regulators (AFUR) meeting (May 2001)*, Mr. Kevin Kariuki, Chief Power Engineer & Consumer Affairs Manager of the Electricity Control Board of Kenya benefited from the program's focus on the promotion of consumer involvement in the regulatory process. Shortly after Mr. Kariuki attended the program he took the action of organizing workshops on Kenya's regulatory processes which were attended by numerous consumer groups and other stakeholder groups. These programs helped generate a greater confidence in the Kenya Electricity Regulatory Board's transparency and effectiveness, paving the way for increased reforms in the country.

**Invitational Travel Funding Leads to Increased Capacity Building for Wind Energy Development in Guatemala:** After attending the *WEATS – Wind Energy Symposium/Village Power Symposium (November 2000)* which took place in various cities in the United States, Saul Santos and Carolina Palma of the Fundacion Solar, Guatemala, prepared a course for local students based on the knowledge they had gained during their Wind Energy/Village Power Symposium. Based on this and other skills transfer activities, Fundacion Solar is in the process of developing a Wind Energy Application Pilot project in Guatemala.



*Following their participation in the WEATS Travel activity (August 2001), representatives of the program from Guatemala shared their knowledge gained during the program with Ministry of Energy and Mines officials during a site visit to a wind energy communications system near Guatemala City, Guatemala. Invitational Travel activities promote the sharing of lessons learned with the broader community following a participant's attendance through USAID sponsorship.*

**Invitational Travel Funding Assists in the Establishment of a National Clean Development Mechanism (CDM) Promotion Office in Ecuador:** Based on his experience at the *Technical Workshop for the Project-Based Activities in the Clean Energy Sector (May 2001)*, Marcos Castro from Ecuador enhanced his knowledge about the Clean Development Mechanism (CDM) and has been named to head the recently established national CDM Promotion Office in Ecuador.

**Invitational Travel Funding Increases Consumer Involvement in Zambia's Energy Sector Regulatory Reform Process:** Mr. Silvester Hibajene, Technical Director of the Energy Regulation Board of Zambia, attended the *World Bank's African Forum for Utility Regulators (AFUR) meeting (May 2001)* which focused on promoting consumer awareness of the regulatory process. Upon his return to Zambia, he helped develop a thirteen-week series shown on national television which explained the role of the Zambian Energy Regulation Board. Based on the televised forum, Zambian consumers are now more aware of the role of the energy utilities and have information about how and where to address their questions and

concerns. By educating consumer groups and other stakeholders about the reform process, the reform process is likely to meet less resistance and move forward at a much faster pace.

**Invitational Travel Funding Leads to Benefits for Sri Lankan Bank based on the Lessons Learned from India's Experiences:** Ms. Jayangani Perera, Senior Project Officer at the Development Finance Corporation of Ceylon (DFCC) Bank in Sri Lanka, attended the World Bank's *Frontiers in International Finance Course (January 2002)* and reported to USAID that the course helped her to better analyze and complete the financial appraisals that led to the approval of two major hydropower projects in Sri Lanka with capital costs exceeding \$20 million. She applied the best practices and theories presented in the course materials, as well as the lessons learned from other countries such as India to her day-to-day development and planning for infrastructure project loans. Ms. Perera is responsible for structuring some of the major infrastructure loans at the DFCC Bank.

**Invitational Travel Funding Supports the Regulatory Reform Process in Rajasthan, India:** After attending the *South Asia Forum for Infrastructure Regulation (October 2001)*, Mr. D.R. Mathur, Deputy Secretary (Tariffs) at the Rajasthan Electricity Regulatory Commission, incorporated a Multi-Year Tariff Structure into the commission's draft "Standards of Performance" document, a key working document for the State of Rajasthan's energy sector reform process. Two key features now included in the Standards Policy document are (i) specific provisions that accommodate the importance of small-scale service providers, and (ii) multi-year tariff structures. These provisions improved operating policies that

assist the State of Rajasthan in meeting its restructuring goals.



**An Invitational Travel participant trains a group of engineers of The Ministry of Energy and Mines in Guatemala in a self-sponsored training workshop on the basic concepts of wind energy, following her participation in the WEATS Invitational Travel activity, one of 74 activities supported by USAID. The workshop was given as a strategy to share the knowledge gained at WEATS, and was based on knowledge gained during the program as well as published materials provided to the participants from Guatemala during their visit to the U.S. and West Texas A&M. Over 390 participants were funded by USAID to participate in Invitational Travel activities. Hundreds of other individuals benefited from such programs based on knowledge sharing by the participants upon their return to their home country.**

**Invitational Travel Funding Leads to Increased Energy Conservation Practices and Awareness in Bangladesh:** Mr. Md. Fazlur Rahman, Chief Executive Officer of New Energy Solutions, Ltd. in Bangladesh, attended the

*Confederation of Indian Industry (CII) Green Power International Conference (February 2002)* and brought back techniques and awareness to his home country. Since attending the conference, he briefed the Energy Ministry on energy conservation issues, and his presentations were so effective that the Minister now supports, and is recommending to the Prime Minister, the launching of an Energy Conservation Award and a National

Energy Conservation Week for Bangladesh. Lessons learned at the Green Power conference also contributed to presentations that he made before the kick-off for the Program for Renewable Energy, Energy Efficiency, and Green House Gas Abatement (PREGA) funded by the Asian Development Bank (ADB), as well as a meeting of the Bangladesh Power Development Board.

The next section provides a listing of all host country beneficiary organizations of the Invitational Travel Program, by country.

## **V. List of Host Country Counterparts**

### **Bangladesh**

1. American Chamber of Commerce in Bangladesh
2. Bangladesh Bureau of Statistics
3. Bangladesh Power Development Board (BPDB)
4. Crane Limited
5. Dhaka Electric Supply Authority (DESA)
6. Dhaka Electric Supply Company (DESCO)
7. Directorate of System Planning
8. Energy Division, MEMR
9. Federation of Bangladesh Chambers of Commerce and Industry
10. Gas Transmission Company Ltd. (GTCL)
11. Hydrocarbon Unit
12. Industry & Energy Division, Planning Commission
13. Jalalabad Gas, Petrobangla
14. Ministry of Energy & Mineral Resources, GOB
15. Ministry of Planning, GOB
16. National Accounting Wing of the Bureau of Statistics, Bangladesh
17. New Energy Solutions, Ltd.
18. Petroleum & Mineral Resources Engineering Department University of Engineering and Technology (BUET)
19. Petroleum Concession Division, Petrobangla
20. Power Cell, BTMC Bhaban (8th level)
21. Power Development Board
22. Power Grid Company of Bangladesh Ltd. (PGCB)
23. Prokaushali Sangsad, Ltd.
24. Rural Electrification Board (REB)
25. SE (Generation) Rural Electrification Board (REB)
26. The Dhaka Chamber of Commerce and Industry

### **Bhutan**

1. Bhutan Chamber of Commerce and Industry
2. Bhutan Power Corporation
3. Computer Services Power Corporation
4. Department of Power, Ministry of Energy
5. Department of Energy, Ministry of Trade and Industry

### **Bolivia**

1. National Climate Change Program of Bolivia

### **Botswana**

1. Botswana Power Corporation, Botswana

### **Brazil**

1. Cond. Parque Marapendi
2. Ecologica Institute
3. Energy Planning System
4. Federal Ministry of Mines & Energy
5. IDER
6. Ministry of Science and Technology
7. Research & Development, Eletronorte
8. Universidad Federal do Amazonas

### **Colombia**

1. Colombian Institute for the Development of Science and Technology
2. Universidad Nacional de Colombia

### **Costa Rica**

1. Centro Nacional de Alta Tecnología
2. Nanotechnology Microsensors Advances Materials Lab

### **Dominican Republic**

1. National Energy Commission
2. Superintendencia de Electricidad

### **Ecuador**

1. Unidad Cambio Climatico

### **El Salvador**

1. Informacion Espacial y Estadisticas Basicas de El Salvador

### **Ghana**

1. Energy Commission, PMB Ministries Post Office
2. Power Energy Commission

### **Guatemala**

1. Fundacion Solar, Guatemala

### **India**

1. Administrative Staff College of India
2. Andhra Pradesh Electricity Regulatory Commission
3. Brihanmumbai Suburban Electric Supply (BSES) Limited
4. Central Electricity Authority
5. Confederation of Indian Industry
6. Daly College, Board of Governors
7. Department of Architecture & Planning
8. Dodson Lindblom Hydro Power Private Ltd.
9. Gas Authority of India
10. Government of Himachal Pradesh
11. Government of Madhya Pradesh
12. Himachal Pradesh Electricity Regulatory Commission (HPERC)
13. India Energy Forum
14. India Oil Corporation, Ltd.
15. Indian Institute of Technology/Dept. of Industrial Mgmt & Engineering
16. Madhya Pradesh Electricity Board
17. Ministry of Power
18. Madhya Pradesh Electricity Regulatory Commission (MPERC)
19. National Thermal Power Corporation
20. Orissa Electricity Regulatory Commission
21. Planning Commission
22. Power Finance Corporation, Ltd.
23. Power Grid Corporation of India Ltd.

24. Power Trading Corporation of India, Ltd.
25. Rajasthan Electricity Regulatory Commission

26. Tata Energy Research Institutes (TERI)
27. Winrock International India

### **Kenya**

1. Electricity Control Board
2. Electricity Regulatory Board

### **Lesotho**

1. Transmission Department

### **Malawi**

1. Transmission Department
2. National Electricity Council

### **Maldives**

1. Island Enterprises Pvt. Ltd.
2. National Chamber of Commerce and Industry
3. Ministry of Communication, Science and Technology
4. Ministry of Planning and National Development
5. Ministry of Science and Technology
6. State Electric Company Ltd.

### **Mali**

1. Commission for Power and Water Sectors Regulation

### **Mexico**

1. Secretaria del Medio Ambiente
2. Soil Fertility Lab/Natural Resources Institute

### **Mozambique**

1. Hydro Canora Bassa
2. National Directorate of Energy

### **Namibia**

1. Electricity Control Board (ECB)
2. Namibian Power Authority Board (NAMPOWER)

### **Nepal**

1. Alternative Energy Promotion Center
2. Bhote Koshi Power Company Pvt. Ltd.
3. Center for Energy Studies, Institute of Engineering
4. Central Bureau of Statistics
5. Cinnovation Group
6. Confederation of Nepalese Industries (CNI)
7. Department of Electricity Development, HMG/Nepal
8. Ministry of Water Resources (MOWR)
9. Dept. of Electricity Development, Koteshwor

- |   |  |
|---|--|
| 10. Institute of Engineering, Dept. of Mechanical Engineering, Tribhuvan University | Commerce   |
| 11. Kathmandu Electricity Authority   | 17. Pancheshwor Multipurpose Project                                     |
| 12. Khetan Group  | 18. Royal Nepal Academy of Science and Technology                        |
| 13. Ministry of Energy and Mineral Resources, Energy Division                       | 19. Swet Bhairab Power Supply (P.) Ltd.                                  |
| 14. Ministry of Finance   | 20. Water and Energy Commission Secretariat, Ministry of Water Resources |
| 15. Nepal Electricity Authority (NEA)   |  |
| 16. Nepal - USA Chamber of  |  |

### **Nigeria**

1. West African Gas Pipeline Authority

### **Panama**

1. National Department of Science, Technology, and Innovation
2. National Program on Climate Change, National Environmental Authority

### **Paraguay**

1. National Science and Technology Council

### **Peru**

1. National Council of Science and Technology
2. National Environment Council of Peru

### **Russia**

1. Institute of Global Climate and Ecology
2. Ministry of Foreign Affairs

### **Senegal**

1. Power Sector Regulatory Commission

### **South Africa**

1. Regional Electricity Regulatory Association (RERA)
2. Southern African Development Community, Forum for Power Utilities

### **Sri Lanka**

- |  |   |
|--|---|
| 1. Caltex Lubricants Lanka Limited                                 | 6. Energy Conversation Fund                                     |
| 2. Ceylon Electricity Board  | 7. Energy Forum   |
| 3. Ceylon Petroleum Cooperation, Refinery Division                 | 8. Energy Supply Committee                                      |
| 4. Ceylon Petroleum Cooperation, Planning and Development Division | 9. Federation of Chambers of Commerce and Industry of Sri Lanka |
| 5. Development Finance Corporation of Ceylon - DFCC Bank           | 10. Hatton National Bank Ltd.                                   |
|  | 11. Ministry of Power and Energy                                |
|  | 12. Petroleum Sector Development, Energy Supply Committee       |

- |  |  |
|--|--|
| 13. Power Sector Reforms Office                                | 17. Sri Lanka Energy Managers Association                |
| 14. Private Power Projects Branch,<br>Ceylon Electricity Board | 18. Sri Lanka Institute of<br>Development Administration |
| 15. Project Small and Medium<br>Enterprise Development         | 19. The Maharaja Organization<br>(Projects) Ltd.         |
| 16. Sri Lanka Electricity Pvt. Ltd.                            |  |

**Uganda**

1. Electricity Regulatory Authority
2. Ministry of Energy
3. University of Moratuwa, Centre for Energy Studies

**Zambia**

1. Energy Control Board (ECB)
2. Kariba North Bank Corporation, Ltd. (KNBC)

## **VI. LESSONS LEARNED**

The Invitational Travel Task Order was designed to further USAID's objectives in training, information exchange, and regional coordination through the provision of funding for the participation of private sector and public sector representatives from USAID assisted countries to attend international and regional workshops/roundtables, conferences, training courses, study tours and meetings. A direct relationship between the attended activities and new initiatives undertaken in the participants' home countries is evident. There is clearly a need and purpose for the regional capacity building activities funded through the Invitational Travel tool, resulting not only in knowledge sharing of best practices and technological developments in various energy sector areas, but also in building relationships and networking with counterparts from other countries in the regional context. Great benefits resulted from programs where participants were provided the opportunity to be involved in interactive exchanges which allowed for the sharing of experiences with representatives from other countries. In addition, from follow-up surveys conducted by CORE, as well as through unsolicited communications to CORE and USAID by participants after they attended the events, it is clear that the individuals invited by USAID were the individuals most suited and able to cause change in their countries upon their return.

## **VII. RECOMMENDATIONS FOR FUTURE ACTIVITIES**

Continuation of USAID funding of similar activities through the Invitational Travel tool is strongly recommended, based on positive results illustrated by the numerous “success stories”. These success stories show both direct and indirect benefits from Invitational Travel sponsored workshops, conferences, training courses, seminars and other capacity building activities to both USAID and the sponsored participant. CORE International, Inc. would recommend that USAID focus at least 50% of any future Invitational Travel-type funding to conferences, workshops, programs, and events that have a regional context. Participants that learned of best practices implemented in neighboring countries, or benefited from new dialogues with neighboring countries, provided the most enthusiastic reports to USAID as to the benefits that they received from these programs.