



South Asia Regional Initiative for Energy
(SARI/Energy)

SOUTH ASIA UTILITY PLACEMENT PROGRAM HANDBOOK

**CONDUCTED BY THE U.S. ENERGY ASSOCIATION
FUNDED BY THE
U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT
UNDER THE
SOUTH ASIA REGIONAL INITIATIVE FOR ENERGY
(SARI/ENERGY)**

2008

1. Background & Description of USEA

The United States Energy Association (USEA) is tax-exempt 501(c) (3) non-profit, nongovernmental organization with 150 of the major U.S. public and private energy organizations, corporations, and government agencies. USEA's membership covers the breadth of the industry from energy exploration, production, transmission, distribution, facility design/construction, energy policy, planning, regulation, and research into new technologies.

USEA membership includes supporting engineering, consulting, legal, and financial services. Among its members are:

- Oil, coal, gas and renewable energy producers
- Electric and natural gas utilities
- Energy regulatory agencies
- Energy equipment manufacturers
- Research institutes, laboratories and universities
- Engineering, consulting, legal and financial firms

As a non-lobbying association headquartered in Washington, D.C., USEA represents the entire U.S. energy industry as the U.S. Member Committee to the World Energy Council (WEC), headquartered in London. WEC is composed of 93 member countries intent on fostering increased understanding of energy issues worldwide. As the U.S. Member Committee, USEA has correspondent relations with the other member committees of the WEC member nations. As a result, USEA has access to international government ministries, companies and industry associations.

2. South Asia/Utility Placement Program

2.1. Summary of the Placement Program

With funding from the U.S. Agency for International Development (USAID), the United States Energy Association (USEA) has established the South Asia Utility Placement Program (Placement Program) in support of the USAID South Asia Regional Initiative for Energy (SARI/Energy).

The USAID/SARI/Energy program promotes energy security in South Asia through three activity areas: (1) cross border energy trade, (2) energy market formation, and (3) regional clean energy development. Through these activities SARI/Energy facilitates more efficient regional energy resource utilization, works toward transparent and profitable energy practices, mitigates the environmental impacts of energy production, and increases regional access to energy. SARI/Energy countries include: Afghanistan, Bangladesh, Bhutan, India, Maldives, Nepal, Pakistan, and Sri Lanka.

The Placement Program is a capacity building program designed to improve the technical and managerial skills of professional staff in South Asian utilities. Candidates from South Asian utilities (hereafter referred to as "Candidates") are placed into U.S or other country energy counterpart utilities (hereafter referred to as "Host Organization") for a period of approximately two weeks to two months. These limited term internships through on the job training provide real time and real life experiences to the participants.

Based on a placement plan and schedule developed jointly by USEA, USAID and the Host Organization and the Statement of Interest developed by the candidate, the candidate is placed in the appropriate department or division of the Host Organization and begins an extended period of job shadowing/on-the-job training, mentoring and internship. The Candidate is involved in his mentor's full range of activities, including planning, decision making meetings, operational activities, field site visits, and other related activities, to learn the best practices in his selected areas of focus.

The Placement Program concentrates on job-shadowing and on-the-job training – proven experiential approaches to learning – that emphasizes hands-on, practical learning, compared to more traditional classroom training. The Placement Program may also include some formal classroom training as deemed applicable and will require a significant amount of self-study and self-sufficiency and self study on the part of the candidate.

Eligible candidates are executives, managers, and other high-level professional staff from South Asian utilities. USEA will match the candidates with U.S. utilities and transmissions system operators.

The knowledge, skills, and documents obtained during each placement will enable the Candidate Organization to provide more affordable, reliable and efficient energy to their customers. The intended results of these placements are the transfer or adaptation of market-based approaches, proven operational procedures and best practices from the Host Organizations to the Candidate Organizations with the intent of creating an environment that fosters investment and an increase of cross-border energy trade and energy security. The Candidate Organizations will have the opportunity to incorporate the newly acquired knowledge, skills, and best practices of the Host Organizations and implement these new techniques.

USEA recommends there be two candidates placed at the Host Organization. The two candidates could act as a support system to one another and help to lessen the strains of adjusting to a new organization and living environment, and therefore enhance the success of the placement.

2.2. Duration of Placement Program

The duration of the placements will depend on the needs of the South Asian utilities and on the willingness of the Host Organizations. Generally, the placements would range from two weeks to two months. Longer placements would also be considered, if Host Organizations concur.

2.3. Objectives of the Placement Program

The objectives of the Placement Program are:

1. Improve the technical and managerial skills of the candidates
2. Expand the benefit of the lessons learned through the Placement to other staff of the Candidate Organization via the candidate sharing the knowledge through training of their peers and other colleagues
3. Establish a relationship between the Host Organization and Candidate
4. Facilitate the development, transfer of existing emerging and longer term cost-effective cleaner, more efficient technologies and market based practices through transfer of best practices

5. Facilitate and encourage change in the Candidate Organization through the transfer of best practices and capacity building in market oriented practices
6. Establish and enhance relations with Host Organizations to address market operations, development of energy policies for national security, and climate change issues

2.4 Benefits of the Placement Program Approach

The Placement Program concentrates on job-shadowing and on-the-job training – a proven experiential approach to learning – that emphasizes hands-on, practical learning, compared to more traditional classroom training. In particular, the candidates will benefit from this Placement Program approach in the following ways:

1. Assigned mentors will provide close, long term and personalized guidance and monitoring to candidates
2. The longer term of the placements allows for more repetition and correction of learned skills
3. Placements surround the Candidates with actual practitioners, rather than trainers
4. Placements provides actual opportunities to implement and practice skills at the Host Organization facilities

2.4. Results

As a result of the placement at the U.S. utilities and the opportunity to introduce and adapt U.S. best practices, the South Asian utilities will achieve the following:

- Improve system operations by benchmarking against U.S. utility practices;
- Introduce more efficient technologies
- Learn how to operate in market based energy systems;
- Introduce new management and performance-based practices;
- Have the opportunity to establish and maintain relations with the U.S. utility on key issues vital to the south Asian utilities.

3. Eligible Organizations

3.1. Candidate Organization

The electric utilities in South Asian engaged in transmission or distribution are eligible to nominate candidates for the Placement Program.

3.2. Host Organization

The Host Organization will be an energy utility or other appropriate energy organization in the U.S. or overseas that is willing and capable of providing internships in the fields of interest of the Candidate Organization. USEA shall identify suitable generation, transmission, distribution utilities, system operators, energy markets or exchanges, or energy traders and other organizations as required for the placement of the candidates

The Host Organization will assign a Mentor who will have a general responsibility for coordinating and assigning the activities for the candidate.

4. Detailed Responsibilities

A list of responsibilities for each organization is outlined in Attachment # 1.

4.1. Host Organization

The Host Organization would be responsible for providing the capacity building experiences and mentoring the candidate in the topics selected. The Host Organization will place candidates in specific departments and develop, with USEA and the candidate, a placement plan that outlines the activities and assignments to be completed during the placement timeframe. The Host Organization will assign a Mentor who will educate and guide the candidate in completing the assignment and arrange one-on-one interaction sessions for the candidate with various officials within the organization.

4.2. Host Organization Mentor

The Host Organization Mentor is the executive from the Host Organization who will be the lead person responsible for the candidate. The mentor will:

1. Serve as the primary contact with USEA
2. Communicate with USEA
3. Participate in all the placement activities coordinated by the Host Organization
4. Assist in the development of the placement plan and schedule.
5. Coordinate and conduct the day-to-day placement activities for the overseas candidate(s)

4.3. Candidate

The candidate will be responsible for:

1. Assisting in the development of the placement plan and schedule
2. Capable of self-sufficiency in the U.S. or other overseas post for the duration of the placement
3. Participate in all the placement activities conducted by the Host Organization
4. Complete and submit assignments made by the Host Organization
5. Writing the final report of activities and assignments accomplished, identify specific results and prepare a plan for implementing and integrating certain specific activities into the Overseas Organization

4.3 Candidate's Organization

The South Asian utility is responsible for:

1. Selecting and submitting eligible candidates for the Placement Program and indicating how participation will benefit the utility
2. Paying a portion of associated with the placements, including but not limited to salaries, personnel benefits, airfares, lodging, meals and incidental expenses, transportation, per diems, visas, placement fees (if any), insurance, and miscellaneous costs

4.4. USEA

USEA shall identify a suitable Host Organization (generation, transmission, distribution utility; electricity trader and other energy-related organization). USEA shall be responsible for:

1. Overall program management
2. Coordination with USAID, CCO, Host Organization, and Candidate Organization
3. Identifying the Host Organization
4. Developing a placement plan and schedule for the candidate (in conjunction with USAID, Host Organization ,and Candidate Organization)
5. Assisting in arranging logistics for candidate in country
6. Providing placement material; conducting cultural orientation and receiving candidate in country
7. Monitoring progress of candidate
8. Providing final report to USAID on results of the placement (USEA shall collect reports and develop and send an evaluation to candidates six months after return.)

5. Potential Focus Areas

Listed below are potential focus areas that support SARI/Energy program objectives for the initial placements under this program. Also identified are the types of U.S. partners that would conduct the placements and types of participants. The placement areas and placement plan and schedule will be coordinated after discussions with USAID, Candidate Organization and Host Organization.

5.1 Capacity Planning and Acquisition

Topics:

- Load and demand forecasting
- Prioritizing generation demand options
- Capacity acquisition strategies
- Energy Trading and contracting strategies
- Power Purchase Agreements
- Demand Side Management: energy conservation and energy efficiency

U.S. Partners: U.S. distribution companies

Types of Participants: South Asian utility system planners

5.2 Transmission System Operations: Power Control, Operation and Dispatch

Topics:

- Operation of transmission systems and power pools
- Cross border/jurisdiction issues
- Dispatch procedures, strategies and rules
- Interaction of system operators and energy trading
- Standards for voltage and frequency regulation
- System reliability and protection

U.S. Partners: Regional Transmission Operators and Independent System Operators

Types of Participants: South Asian transmission system operators

5.3 Transmission System Planning and Design

Topics:

- Power system analysis and studies on load flow, stability, reliability and power network
- Design standards and requirements
- SCADA
- Load forecasting

U.S. Partners: U.S. transmission system operators

Types of Participants: South Asian transmission system planners and engineers

6. Candidate Qualifications

6.1. Qualifications and Criteria for Selection of Candidates

6.1.1 Candidate Statement of Interest

In order to assist with the evaluation of candidates and introduce them to the Host Organization, candidates must prepare and submit to USEA a written *Candidate Statement of Interest* (see Attachment 2) containing the following:

1. Brief description of relevant work experience and past education
2. The primary purpose for participating in the Placement Program
3. The specific lessons and skills expected to learn from the Placement Program
4. How the candidate plans to apply what they have learned at their organization
5. How the placement will further the SARI/Energy objectives

6.1.2. Candidate Criteria for Participation in the Placement Program

1. Proficient in English (oral & written)
2. Must have a minimum of five years work experience
3. B.SC Engineering or other equivalent relevant degree
4. Must be employed with an energy-related organization and have positive performance reports of last three years
5. Maximum age limit is 45 for placement up to two months

6. *Letter of Nomination and Support* from the CEO, managing director or chairman (or similar top level position) of the Candidate Organization supporting the nomination of the candidate; documenting the employer will provide financial support for the candidate's salary and benefits, travel (international and domestic), meals and incidental expenses, visa costs, and other miscellaneous costs; and that the candidate is proficient in English. (See Attachment 3 – *Draft Letter of Nomination and Support* from employer.)
7. Capable of operating independently in the U.S. or other country (prior international traveling experience recommended)
8. Willingness and ability to write a final summary report of 4-5 pages containing the information related to the benefits of the Placement Program. Included in the report should also be methods on how the candidate plans to implement the benefits into their Host Organization

6.2. Steps, Selection, and Documentation Process

Step 1 – Initial Selection and Documentation

Candidates should submit all information to the SARI/Energy Country Coordinator (CCO) and USEA.

1. Candidate Data Form (See Attachment 4)
2. Candidate Statement of Interest (See Attachment 2)
3. Employer Letter of Nomination and Support (See Attachment 3)
4. Detailed resume/CV with photograph

Step 2 – CCO's Assessment

The SARI/Energy CCO will interview and assess each candidate. The CCO will submit a *CCO Candidate Assessment* form (see Attachment 5) to USEA certifying that the candidate:

1. Is motivated to enter the program and has sufficient knowledge of the SARI/Energy objectives
2. Has the full support of the Candidate Organization's CEO, Managing Director or highest level executive in the organization
3. Candidate Organization's senior management understands that the costs are to be borne by the Candidate Organization
4. Is fully capable of living independently
5. Will benefit from the Placement (CCO should detail the benefits)
6. Is fully proficient in oral and written English
7. Has sufficient knowledge/expertise in the Placement focus area, own organization and the SARI/Energy objectives?
8. The level of cost-share to be contributed by the Candidate Organization

Step 3 – SARI/Energy and USEA Assessment and Approval of the Candidate

USAID/SARI/Energy staff and USEA will review the information on prospective candidates, including the level of cost-share, and make a final determination to approve candidates for the Placement Program.

Step 4 – Identification of Host Organization

USEA shall identify a Host Organization to participate in the Placement Program

Step 5 – Finalization of the Placement Plan and Schedule, Details and Logistics

In cooperation with SARI/Energy, the Host Organization and the Candidate Organization, USEA will finalize a detailed placement plan and schedule targeted on specific focus areas (see Section 5). The placement plan and schedule will be specific to each placement and include specific objectives, deliverables, results, and timetables for the placement. The placement plan and schedule will be continually developed and updated as the placement progresses.

Step 6 – Commencement and Conduct Placement of Participants

USEA will conduct a cultural orientation and provide introductory materials to the candidate. USEA will also contact the Host Organization shortly after the candidate's arrival to discuss the progress of the Placement and any issues that have arisen, and facilitate their resolution.

Note: USEA will monitor the progress of the candidate with the Host Organization. Should the candidate provide incapable of operating in the Placement Program, the candidate will be returned home.

Step 7 – Ongoing Monitoring of Placement Program by USEA

USEA shall meet with the U.S. Host Organization and Candidate Organization to discuss the results of the Placement Program .

7. Allocation of Costs

The Candidate Organization and USEA will share the costs associated with the placements. The Candidate Organization and USEA will agree upon a specific level of cost-sharing. Costs may include but not limited to:

1. Salaries and personnel benefits
2. Placement fees
3. Airfares and local transportation
4. Lodging
5. Meals and incidental expenses
6. Visas and insurance
7. Miscellaneous costs associated with the care of the executives

The level of cost-share will be determined on a case-by-case basis.

FOR FURTHER INFORMATION OR TO SUBMIT CANDIDATE NOMINATIONS CONTACT

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Nepal

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Sri Lanka and Maldives

Upali Daranagama
Email: udaranagama@usaid.gov
Tel: 94 (1) 472-855

Attachments

Attachment 1	Placement Key Responsibilities Chart
Attachment 2	Candidate Statement of Interest
Attachment 3	Employer Letter of Nomination and Support
Attachment 4	Candidate Data Form
Attachment 5	CCO Candidate Assessment Form

Placement Key Responsibilities

LX = LEAD RESPONSIBILITY						
Tasks & Responsibilities	Responsible Organization					Financial Responsibility
	SAR/E Managem.	CCO	Candidate Org./ Candidate	Host Organization	USEA	
Pre-event						
Overall Project Management	X				LX	USEA
Coordination between USAID, USEA, Candidate Organization & Host Organization	X	X	X	X	LX	USEA
Step 1 - Initial selection and documentation						USEA
Submission by candidate of data form, statement of interest, resume & photograph			LX			N/A
Submission of letter of nomination & support from employer			LX			N/A
Step 2 - CCO Assessment						USEA
CCO assessment of candidate	X	LX			X	USEA
Step 3 - Approval of candidate						USEA
Approval of candidate	LX				X	USEA
Step 4 - Identification of Host Organization						USEA
Identify Host Organization					LX	USEA
Step 5 - Training details and logistics						
Design training plan			X	X	LX	USEA
Arrange logistics (travel, lodging, etc)			X		LX	USEA and/or Candidate Organization
Travel insurance					LX	USEA
Provide per diem			X		X	USEA and/or Candidate Organization
Pay training course fee			X		X	USEA and/or Candidate Organization
Step 6 - J1 Visa						
J1 Visa procurement		LX	X		X	USAID
Step 7 - Commencement of training/placement						
Provide training materials, cultural orientation & receive candidate					LX	USEA
Commencement of training			X	LX		Candidate Organization
Step 8 - End of training						
Candidate returns home			X		X	
Candidate final report submission			LX			
Submit final report to USAID & conduct 6-month follow-up evaluation			X		LX	

SARI/Energy – USEA Energy/Utility Placement Program

Candidate Statement of Interest

Name: _____

Title: _____

Employer/Organization: _____

Date: _____

A. What is your relevant work experience and past education?

B. What is your primary purpose for participating in the placement program?

C. What specific lessons and skills do you expect to learn from this placement?

D. How to you plan to apply what you have learned to your organization?

E. How will this placement further the SARI/Energy objectives (listed below)?

The primary objective of SARI/Energy is to “promote energy security in South Asia” through:

- Increased Access to Diversified Clean Energy Supply
- Harmonize Markets to Enable Regional Energy Trade

DRAFT LETTER OF NOMINATION AND SUPPORT

(to be submitted on organization letterhead by the highest official in candidate's organization)

DATE

John R. Hammond
Program Manager
U.S. Energy Association
1300 Pennsylvania Ave., NW, Suite 550, Box 142
Washington, DC 20004

Dear Mr. Hammond,

As (title of author of letter) of (name of organization), I would like to nominate (name of candidate), who serves as (title at organization) of (name of organization).

This letter is to certify that (name of candidate) has an acceptable level of technical education and substantial experience in the selected focus areas of the placement and has proficient skills in written and oral English.

This letter verifies that (name of organization) will assist in providing financial support for the candidate's salary and benefits, travel (international and domestic), meals and incidental expenses, visa costs, communication expenses, any required fees, and other miscellaneous costs related to the placement. Specifically, (Name of organization) will cover the costs of (_____).

As (candidate title at organization), (name of candidate) has responsibly filled (his/her) duties within (name of organization) for (number of years). Prior to this position, (name of candidate) served as (titles of previous positions held within the organization) for (number of years), where (he/she) held increasing responsibility over the tenure of (his/her) employment.

We understand the purpose of the utility placement is to improve the skills and capacity of (name of candidate) in the areas of (insert focus areas here). (Name of candidate) will have significant responsibilities in these focus areas upon their return to (name of organization). It is our intention that (name of candidate) will apply the lessons learned through this placement and provide the following benefits to (name of organization): (list benefits/impacts to the organization).

For additional information, please feel free to contact me at (telephone and email address of author of letter).

Sincerely,

(Signature of author of letter)
(Title of author of letter)
(Name of organization)



Candidate Data Form

(Return this form and a copy of your passport to USEA.)

Print or Type Your Answers. Your Name Must Be Entered Exactly As It Appears In Your Passport.			
Personal Information			
1. Personal Prefix (Dr., Mr., Mrs, Miss, Eng.,etc.)		2. Gender	
3. First Name (Exactly As In Passport)		4. Middle Name (Exactly As In Passport)	
5. Surname (Last Name, Exactly As In Passport)		6. Date of Birth (Month, Day, Year)	
7. City and State/Province of Birth		8. Country of Birth	
9. Country of Residence		10. Country of Citizenship	
11. Employment Position/Title		12. Employer	
13. Employer Address			
14. Home Address			
15. Home Telephone Number	16. Business Telephone Number	17. Business Fax Number	18. E-mail Address
19. English Proficiency (please circle)			
Written: Excellent Moderate Limited Oral: Excellent Moderate Limited			
Passport Information			
20. Passport Number		21. City Where Passport Issued	22. Country Issuing Passport
23. Passport Issuance Date (Month, Day, Year)		24. Passport Expiration Date (Month, Day, Year)	
Emergency Contact Information			
25. Marital Status	26. Spouse's Name		27. Spouse Date of Birth
28. Emergency Contact		29. Relationship to Emergency Contact	
30. Emergency Contact Address			
31. Emergency Contact Telephone	32. Emergency Contact Fax		33. Emergency Contact E-mail
34. Dietary Restrictions			

CCO Candidate Assessment

To be completed by the SARI/Energy CCO during interview of candidate. Completed form should be submitted to USEA.

1. Is the candidate motivated to enter the program and has sufficient knowledge of the SARI/Energy objectives?

Yes No

Comments: _____

2. Does the candidate have the full support of the Candidate Organization CEO, managing director or highest level executive in the organization?

Yes No

Comments: _____

3. Does the candidate fully understand the related costs and responsibilities associated with the Placement which are to be borne by the Candidate Organization?

Yes No

Comments: _____

4. Is the candidate fully capable of living independently overseas?

Yes No

Comments: _____

5. How will the candidate and the Candidate Organization benefit from the Placement Program? (CCO should detail the benefits.)

6. How proficient is the candidate in oral and written English?

Oral	Excellent proficiency	Moderate proficiency	Limited proficiency
Written	Excellent proficiency	Moderate proficiency	Limited proficiency

7. Does the candidate have sufficient knowledge, current authority, and expertise in the training focus areas, and a detailed understanding of his/her own organization?

Yes No

8. What level of cost-share is the Candidate Organization willing to contribute to the Placement? _____