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**D. O. No. 2/4/2013/ADB-II**

**GOVERNMENT OF INDIA**  
**MINISTRY OF FINANCE**

DEPARTMENT OF ECONOMIC AFFAIR  
NORTH BLOCK, NEW DELHI  
13.5.2014

Dear Mr. Miranda,

**Assam Power Sector Investment program -Periodic Financing Request # 1**

This has reference to Framework Financing Agreement (FFA) for the Assam Power Sector Investment program, signed on 13<sup>th</sup> May, 2014, between Asian Development Bank (ADB) and INDIA. Expressions defined in the FFA shall have the same meanings herein.

2. Pursuant to the provisions of the FFA, INDIA requests ADB to process this Periodic Financing Request (PFR) for a tranche-I, in the form of a loan from its ordinary capital resources (OCR). The proposed financing amounts, terms, conditions, and financing plan are specified in Attachment hereto. Descriptions of the investment project for which financing is hereby requested are also set out in Attachment hereto.

3. It is requested to process the said PFR for the purpose of carrying out a part of Assam Power Sector Investment program in accordance with the provisions of the FFA.

Yours sincerely,

(Sheyphali B. Sharan)

**Mr. Juan Miranda,**  
**Director General,**  
**South Asia Department, Manila,**  
**Philippines D.O.**

## Attachment A

**Project Description** The components proposed for financing under the periodic financing request (PFR) are the replacement of an old and less efficient gas plant, and project implementation support and capacity development support to Assam Power Generation Corporation (APGC), the executing agency (EA). This support also includes actions to advance project readiness under future tranches.

Tranche 1 is for an amount of \$50 million. The outputs of the Tranche 1 will be: (i) upgraded and expanded generation system; and (ii) strengthened institutional capacity of APGC and Assam Power Distribution Company (APDC). Output (i) will replace less efficient and old open gas cycle turbines at the Lakwa gas power plant with more efficient reciprocating internal combustion gas engines with 70 megawatt (MW) capacity. Output (ii) has three major subcomponents: (a) project preparation and implementation support; (b) enterprise resource planning (ERP) support; and (c) capacity building and training. Project preparatory support will be provided for the development of Tranche 3 of the multitranche financing facility (MFF) and implementation support is for the Lakwa gas power plant. ERP support includes both hardware and software for introducing computerized management system for APGC. Capacity building and training will cover financial management and audit, project management, procurement, monitoring and evaluation, human resource management, demand side management, and social and environment safeguards.

The subprojects proposed under Tranche 1 are part of the Government of Assam's (GOA) road map and investment plan for the power sector, and meet the criteria outlined in Schedule 4 of the framework financing agreement (FFA). Therefore, Tranche 1 subprojects are eligible for funding under the MFF.

Detailed project descriptions and the Design and Monitoring Framework for this tranche are in Annexes 1 and 2, respectively.

**Cost Estimates and Financing Plan** The total cost of the investment project is estimated at \$62 million, inclusive of taxes, duties, and interest and other charges on the loan during construction (Table 1). Of the total estimated investment, GOA through APGC is committed to provide \$12 million equivalent of counterpart funding.

**Table 1: Cost Estimates and Financing Plan for Tranche 1 (\$ million)**

<b>A</b>	<b>Investment Costs</b>	<b>ADB</b>	<b>GOA</b>	<b>Total</b>	<b>%</b>
1	Civil works including erection	12.26	0.00	12.26	24.06
2	Equipment	30.76	0.00	30.76	60.36
3	Project management, design and supervision	0.50	0.00	0.50	0.94
4	Environmental mitigation	0.00	0.40	0.40	0.79
5	Consultancy	4.50	0.00	4.50	8.60
6	Project Management Construction supervision	0.00	0.31	0.31	0.61
7	Taxes & Duties	0.00	2.24	2.24	4.39
	<b>Total Base Cost (A)</b>	<b>48.00</b>	<b>2.96</b>	<b>50.96</b>	<b>100.00</b>
<b>B</b>	<b>Contingencies</b>				
1	Physical	1.44	3.04	4.48	8.80
2	Price	0.55	5.22	5.77	11.33
	<b>Subtotal (B)</b>			<b>10.26</b>	<b>11.14</b>
<b>C</b>	<b>Financing and charges during implementation</b>				
1	Interest during construction	0.00	0.73	0.73	1.43
2	Commitment charges	0.00	0.05	0.05	0.10
	<b>Sub-total (C)</b>	<b>0.00</b>	<b>0.78</b>	<b>0.78</b>	<b>1.53</b>
	<b>Total Project Cost (A+B+C)</b>	<b>50.00</b>	<b>12.00</b>	<b>62.00</b>	<b>121.66</b>

<b>Loan Amount and Terms</b>	The request is for a loan of \$50 million from the ordinary capital resources of the Asian Development Bank (ADB) provided under ADB's London interbank offered rate (LIBOR)-based lending facility, with a 25 year term including a grace period of 5 years, an interest rate determined in accordance with ADB's LIBOR-based lending facility, and such other terms and conditions as agreed in the FFA), and further supplemented under the Loan and Project Agreements. The detailed cost estimates and financing plan by financier and by year for Tranche 1 are in Annex 3.
<b>Period of Loan Utilization</b>	The project is expected to be completed by 31 December 2018. The loan closing date is 30 June 2019 or such other date as may from time to time be agreed between the Borrower and ADB.
<b>Advance Contracting</b>	Advance contracting is requested for procurement of equipment and civil works, and recruitment of consultants.
<b>Retroactive Financing</b>	Retroactive financing is requested for the eligible expenditures, not exceeding the amount of 20% of the loan amount, incurred before loan effectiveness, but not earlier than 12 months before the signing of the legal agreement.

## Implementation Arrangements

A Steering Committee, co-chaired by the Chairman, APGC and APDC along with the Secretary, Department of Power, GOA, will serve as the oversight body, and APGC will be the EA for Tranche 1. The Project Management Unit (PMU) under the Chairman of APGC, Assam Electricity Grid Corporation and Assam Power Distribution Company will function for overall project coordination. The PMU will be responsible for implementing, monitoring, and reporting the progresses of project implementation to ADB, the government of India, and GOA. The PMU's responsibilities, in particular, will include: (i) overall coordination, macro level project management and monitoring; (ii) annual budget preparation and monitoring utilization of loan proceeds; (iii) progress reporting, including reports on financial management, safeguard compliance and project impact; and (iv) ensuring compliance with MFF undertakings and loan covenants. The PMU will also be responsible for administration, and financial and technical supervision of the subprojects, including procurement of goods and services, engagement of consultants, engineering and construction contractors, and monitoring subproject operation performance. Department of Power, GOA will support with the policy related issues and in dealing with the central agencies, and government budgetary matter. A Project Implementation Unit (PIU) has been established under APGC, which will have the responsibilities of overall day to day implementation of the project, including supervising the output of project implementation support consultants.

<b>Project Implementation Organizations</b>	<b>Management Roles and Responsibilities</b>
• GOA	➤ Supports in the policy and budgetary related issues and in dealing with the central agencies
• APGC	➤ Responsible for the day to day project implementation
• Project Management Unit (PMU)	➤ Responsible for project coordination, monitoring and administration
• ADB	Will undertake regular project review and facilitate project implementation

## Procurement and Consulting Services

All goods and services to be funded under the MFF will be procured in accordance with *ADB's Procurement Guidelines* (2013, as amended from time to time).

The procurement plan is attached as Annex 4.

## Disbursement

The Loan proceeds will be disbursed in accordance with *ADB's Loan Disbursement Handbook* (2012, as amended from time to time) and detailed arrangements agreed between India and ADB.

**Confirmation of Continuing Validity of and Adherence to Provisions of FFA, Previous Agreements, and the Design and Monitoring Framework**

India confirms that the understandings set out in the FFA and provisions of the loan agreements under the Facility will be adhered to.

**Readiness of the Project for Implementation**

- (i) The PMU for the Facility and the PIU at APGC have been established and fully staffed;
- (ii) The detailed project report comprising the project scope and design, and demonstrating the project's technical, financial and economic viability has been approved by the Board of Directors of APGC; and
- (iii) Bidding documents for procurement of plant and equipment were issued on 21 January 2014 and the terms of reference for the consultants recruitment have been prepared and the issuance of expression of interests was completed by 20 February 2014.

**Safeguards**

- (i) Ministry of Environment and Forest, GOA, and Pollution Control Board of Assam<sup>1</sup> has performed an environment audit and conducted a public hearing.
- (ii) An Initial Environmental Examination (IEE) has been approved by the GOA and published in ADB website.

**List of Annexes**

1. Project Description
2. Design and Monitoring Framework for Tranche 1
3. Detailed Cost Estimates
4. Procurement Plan

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<sup>1</sup> The central and the state level Environment Impact Assessment Authority according to EIA Notification 2006 of GOA.

## **PROJECT DESCRIPTION**

1. The investment proposed under the first tranche includes replacement of aged and inefficient gas plant, including project support and capacity development consultants.

### **A. Project Activities**

2. Tranche1 activities include physical and nonphysical investments. Physical investments includes replacement of 4 Nos x 15 MW of open gas cycle turbines in Lakwa Thermal Power Station (with heat rate of above 3,500 kcal/kwh and aged more than 30 years) with new internal combustion type gas engine generators of 70 MW capacity with heat rate 1,950 – 2,000 kcal/kWh, and corresponding gas compressors. Non-physical investment has three major subcomponents: (i) project preparation and implementation support; (ii) enterprise resource planning (ERP) support; and (iii) capacity building and training. Project preparatory support will be provided for the development of tranche 3 of the MFF and implementation support is for the Lakwa gas power plant in tranche 1. ERP support includes both hardware and software for introducing computerized management system for Assam Power Generation Company (APGC). The ERP will computerize the Financial Accounting & Controls, Human Resource Management and General Management, Procurement and Materials Management, Maintenance Management system, and Project System Management. Capacity building and training will cover financial management and auditing, project management, procurement, monitoring and evaluation, human resource management, demand side management, and social and environment safeguards.

### **B. Technical Justification and Selection Criteria**

3. All selected subprojects have been subject to a rigorous and strict scrutiny processes and met all the criteria listed in the Schedule 4 to the FFA. These subprojects have been examined by APGC for their technical, economic and financial feasibility; then by the Department of Power, Government of Assam (GOA). The Asian Development Bank (ADB) staff and ADB-funded consultants also reviewed all aspects of the proposed subprojects. ADB's loan processing missions also visited sites, reviewed all available reports, and undertook a comprehensive due diligence assessment including safeguard aspects of the subprojects.

4. Peak electricity demand of Assam during 2011-12 had reached 1,250 MW; whereas, the available capacity was only 960 MW including the purchase from open markets, leaving 290 MW peak demand in deficit - a shortfall by 23.2%. Currently, during peak period Assam purchases as much as 200 MW from open market (through bilateral trades from power traders and Indian Energy Exchange, IEX) at higher costs. The electricity demand of the state is forecast to reach 2,222 MW by FY 2019, whereas the available generation capacity during the peak in FY 2019 is expected to be only 1,706 MW, thereby widening the deficit to about 516 MW.

5. The Assam power sector has a roadmap to achieve 100% village electrification by the end of 12th five year plan (2012 – 2017) and attain 100% system availability by 2022. The government has prepared a transmission and distribution investment plan for 12th five year plan. To meet the state's growing power demand at affordable price, the GOA has decided to optimally utilize its existing gas linkage by replacing the aged and inefficient gas power plants with more efficient plants, and expediting the development of clean and renewable energy from the available hydro resources through the state generation utility - Assam Power Generation Corporation (APGC). During the 12th five year plan generation projects totaling 480 MW (Coal

250 MW, Hydro 120 MW, Combine Cycle Gas Plant 100 MW and incremental capacity from gas plant replacement 10 MW) will be undertaken in the state.

6. The expected project benefits include: Tranche 1 of the MFF is replacing the aged gas turbines which are at the end of their economic lives and expensive to operate. The economic benefits will accrue primarily as a consequence of reduced fuel burn from the replacement of generators. The investment will add the available generation in Assam by 190 GWh per year. Energy efficiency improvement are likely to reduce carbon emissions by 42,000 metric tons per year as an automatic byproduct of the project.

### Design and Monitoring Framework for the Tranche 1

Design Summary	Performance Targets and Indicators with Baselines	Data Sources and Reporting Mechanisms	Assumptions and Risks
<p><b>Impact</b></p> <p>Increased capacity and efficiency of energy generation systems in Assam</p>	<p><u>By 2022:</u></p> <p>Energy generation in Assam increased by 962 GWh/year</p>	<p>APGC's annual reports, and CEA and MOP statistics</p>	<p><b>Assumption</b></p> <p>Proposed central generating station (northeast and eastern region) and independent power producer's projects are commissioned as planned.</p>
<p><b>Outcome</b></p> <p>Increase capacity and efficiency in Lakwa power plant.</p>	<p><u>By 2018:</u></p> <p>Energy generation in Assam increased by 354 GWh/year</p> <p>Lakwa plant load factor increased to 90% (Base year 2013 = 59%)</p>	<p>For all indicators:</p> <p>APGC/GOA, annual reports.</p>	<p><b>Risk</b></p> <p>Lack of long term gas supply for the new gas plant.</p>
<p><b>Outputs</b></p> <p>1. Generation system upgraded and expanded</p> <p>2. Institutional capacity of APGC&amp; APDC strengthened.</p>	<p><u>By 2018:</u></p> <p>Lakwa 4x15 MW gas power generation units are replaced with new gas engines with (7x10) MW of total capacity.</p> <p>ERP system made fully operational by 2018</p> <p>About 30 staff trained on procurement, project implementation, demand side management, safeguards, monitoring and evaluation by 2017;</p> <p>About 70 of staff trained on financial and human resource management by 2017.</p>	<p>For all indicators:</p> <p>Project Review Reports of APGC.</p>	<p><b>Risk</b></p> <p>Exchange rate fluctuation result in inadequate resources to deliver outputs</p>



<p><b>Activities with Milestones</b></p> <p><b>1. Generation system upgraded and expanded</b></p> <p>1.1. Complete procurement by Q1 2015</p> <p>1.2. Complete construction of Lakwa gas power plant by Q4 2018</p> <p><b>2. Institutional capacity of APGC&amp; APDC strengthened</b></p> <p>2.1 Complete detailed needs assessment by Q1 2015</p> <p>2.2 Develop ERP systems by Q4 2015</p> <p>2.3 Develop training modules by Q2 2015</p> <p>2.4 Conduct training through 2015–2017</p> <p>2.5 Initiate construction supervision for Lakwa gas power plant by Q1 2015</p> <p>2.6 Prepare Lower Kopili HEP project documents by Q3 2015</p>	<p><b>Inputs</b></p> <p><b>ADB:</b></p> <p><b>Loan: OCR</b> \$50 million</p> <p><b>Government:</b> \$12 million</p>
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ADB= Asian Development Bank; APGC = Assam Power Generation Corporation; CEA = Central Electricity Authority; CGS= Central Generating Station ER = Eastern Region; ERP = enterprise resource planning; CO<sub>2</sub> = carbon dioxide, GOA = Government of Assam, GWh = gigawatt hour, HEP = hydroelectric power; MOP = Ministry of Power; NER = North Eastern Region; MW = megawatt, OCR = ordinary capital resources.

Source: Asian Development Bank.

### C. Detailed Cost Estimates by Financier (Tranche 1)

Item	Total	USD million Cost			
		ADB		Government/APGC	
		Amount	% of Cost Category	Amount	% of Cost Category
<b>A. Investment Costs</b>					
1. Civil works and erection	12.26	12.26	100.00	0.00	0.00
2. Equipment	30.76	30.76	100.00	0.00	0.00
3. Consultants					
a. Project management, design and supervision	0.48	0.48	100.00	0.00	0.00
b. Capacity Development	4.50	4.50	100.00	0.00	0.00
4. Taxes and duties	2.24	0.00	0.00	2.24	100.00
<b>Subtotal (A)</b>	<b>50.24</b>	<b>48.00</b>	96	<b>2.24</b>	4.00
<b>B. Other Costs</b>					
1. Land	0.00	0.00	0.00	0.00	100.00
2. Environmental and social mitigation	0.40	0.00	0.00	0.40	100.00
3. Project management and construction supervision	0.31	0.00	0.00	0.31	100.00
4. Other consultancy	0.00	0.00	0.00	0.00	0.00
<b>Subtotal (B)</b>	<b>0.72</b>	<b>0.00</b>	0.00	<b>0.72</b>	100.00
<b>Total Base Cost</b>	<b>50.96</b>	<b>49.00</b>	94	<b>2.96</b>	6.00
<b>C. Contingencies</b>					
1. Physical	4.48	1.44	32	3.04	68.00
2. Price	5.77	0.55	10	5.22	90.00
<b>Subtotal (C)</b>	<b>10.26</b>	<b>1.99</b>	19	<b>8.26</b>	81.00
<b>D. Financing Charges During Implementation</b>					
1. Interest during implementation	0.73	0.00	0.00	0.73	100.00
2. Commitment charges	0.05	0.00	0.00	0.05	100.00
3. Front-end fees	0.00	0.00	0.00	0.00	100.00
<b>Subtotal (D)</b>	<b>0.78</b>	<b>0.00</b>	0.00	<b>0.78</b>	100.00
<b>Total Project Cost (A+B+C+D)</b>	<b>62.00</b>	<b>50.00</b>	80	<b>12.00</b>	20.00

Sources: Assam Power General Corporation and Asian Development Bank estimates.

**D. Detailed Cost Estimates by Year (Tranche 1)**

Item	Total Cost a/	USD million		
		Year 1	Year 2	Year 3
<b>A. Investment Costs</b>				
1. Civil works and erection	12.26	2.45	7.36	2.45
2. Equipment	30.76	6.15	18.46	6.15
3. Consultants				
a. Project management design and supervision	0.48	0.10	0.29	0.10
b. Capacity Development	4.50	0.90	2.70	0.90
4. Taxes and duties	0.00	0.00	0.00	0.00
<b>Subtotal (A)</b>	<b>48.00</b>	9.60	28.80	9.60
<b>B. Other Costs</b>				
1. Land	0.00	0.00	0.00	0.00
2. Environmental and social mitigation	0.00	0.00	0.00	0.00
3. Project management and construction supervision	0.00	0.00	0.00	0.00
4. Other consultancy	0.00	0.00	0.00	0.00
<b>Subtotal (B)</b>	<b>0.00</b>	0.00	0.00	0.00
<b>Total Base Cost</b>	<b>48.00</b>	9.60	28.80	9.60
<b>C. Contingencies</b>				
1. Physical	1.44	0.29	0.86	0.29
2. Price	0.55	0.11	0.33	0.11
<b>Subtotal (C)</b>	<b>1.99</b>	0.40	1.19	0.40
<b>D. Financing Charges During Implementation</b>	<b>0.00</b>	0.00	0.00	0.00
<b>Total Project Cost (A+B+C+D) a/</b>	<b>50.00</b>	10.00	30.00	10.00
<b>% Total Project Cost</b>	100.00	20.00	60.00	20.00

a/ The total cost amount represented in this table is the sum of ADB OCR loans funds for the Project.

## Procurement Plan (Tranche 1)

### A. Project Procurement Thresholds

1. Except as ADB may otherwise agree, the following process thresholds shall apply to Procurement of goods and works:

<b>Procurement of Goods, Works and Consulting Services</b>	
<b>Method</b>	<b>Threshold</b>
International Competitive Bidding (ICB) for Works	\$40,000,000 and more
ICB for Goods	\$1,000,000 and more
NCB for Works	Less than \$40,000,000
NCB for Goods	Less than \$1,000,000
Recruitment of Consulting Firms	
Quality and Cost Based Selection	to be determined based on the nature of assignment
Quality Based Selection	to be determined based on the nature of assignment

### B. ADB Prior or Post Review

2. Except as ADB may otherwise agree, the following prior or post review requirements apply to the various procurement and consultant recruitment methods used for the project.

<b>Procurement Method</b>	<b>Prior or Post</b>	<b>Comments</b>
<b>Procurement of Goods and Works</b>		
ICB Works	Prior	
ICB Goods	Prior	
NCB Works		
NCB Goods		
<b>Recruitment of Consulting Firms</b>		
Quality- and Cost-Based Selection (QCBS)	Prior	
Quality-Based Selection (QBS)	Prior	
Other selection methods: Consultants Qualifications	Prior	
<b>Recruitment of Individual Consultants</b>		
Individual Consultants	Prior	

### C. Goods and Works Contracts Estimated to Cost more than \$1 million:

3. The following table lists goods and works contracts for which procurement activity is ongoing or expected to commence within next 18 months.

<b>General Description</b>	<b>Contract Value (\$ millions)</b>	<b>Procurement Method</b>	<b>Prequalification of Bidders (y/n)</b>	<b>Advertisement Date Comments</b>	<b>Comments</b>
Turnkey Contract for Design and Engineering, Manufacture, Supply, Erection, Testing and Commissioning including all Civil and Allied Works of 70MW (Nominal) Gas Engine based Lakwa Thermal Power Replacement Project at Lakwa Thermal Power Station	43.02	ICB	N	Q1- 2014	Financed by ADB

#### D. Consulting Services Contracts Estimated to Cost More Than \$100,000

4. The following table lists consulting services contracts for which procurement activity is either ongoing or expected to commence within the next 18 months.

General Description	Contract Value (\$ million)	Recruitment Method	Advertisement Date (quarter/year)	International or National Assignment	Comments
<b>A. Project Preparation and Implementation support</b>					
1. Project Management and Construction Supervisor for Lakwa Replacement Gas Engine Based Power Plant	0.520	QCBS	Q4/2014	International	Financed by ADB
2. Project Preparation, Tender Development and Award Management Process for Lower Kopili Hydropower Project	0.380	QCBS	Q3/2014	International	Financed by ADB
<b>B. ERP and IT Support</b>					
1. ERP Specialist	0.350	Individual	Q3/2014	National	Financed by ADB
2. ERP Implementation and Infrastructure Development for APGC	1.500	QCBS	Q3/2014	International	Financed by ADB
<b>C. Capacity Building and Training Support</b>					
1. Environment and Social Specialist for Lakwa Replacement Gas Engine Based Power Plant	0.325	Individual	Q3/2014	National	Financed by ADB
2. Environment and Social Specialist for Lower Kopili Hydropower Project	0.325	Individual	Q3/2014	National	Financed by ADB
3. Accounting, Audit, Budget & Cost Accounting & Materials	0.200	QCBS	Q3/2014	National	Financed by ADB
4. Capacity Building and Human Resource Development for Power Sector Utilities	1.400	QCBS	Q3/2014	International	Financed by ADB

ADB = Asian Development Bank, QCBS = Quality- and Cost-Based Selection

#### E. Indicative List of Packages Required Under Tranche 1

5. The following table provides an indicative list of all procurement (goods, works and consulting services) over the life of the project under Tranche 1. Contracts financed by the Borrower and others should also be indicated, with an appropriate notation in the comments section.

**Component A: Goods**

<b>General Description</b>	<b>Estimated Value (cumulative) (\$ million)</b>	<b>Estimated Number of Contracts</b>	<b>Procurement Method</b>	<b>Domestic Preference Applicable</b>	<b>Comments</b>
Turnkey Contract for Design and Engineering, Manufacture, Supply, Erection, Testing and Commissioning including all Civil and Allied Works of 70MW (Nominal) Gas Engine based Lakwa Thermal Power Replacement Project at Lakwa Thermal Power Station.	43.02	1	ICB	N	Financed by ADB

ADB = Asian Development Bank, ICB = international competitive bidding

**Component B: Consulting Services**

<b>General Description</b>	<b>Estimated Value (cumulative) (\$ million)</b>	<b>Estimated Number of Contracts</b>	<b>Procurement Method</b>	<b>Domestic Preference Applicable</b>	<b>Comments</b>
<b>A. Project Preparation and Implementation support</b>					
1. Project Management and Construction Supervisor for Lakwa Replacement Gas Engine Based Power Plant	0.520	1	International	STP	Financed by ADB
2. Project Preparation, Tender Development and Award Management Process for Lower Kopili Hydropower Project	0.380	1	International	STP	Financed by ADB
<b>B. ERP and IT Support</b>					
1. ERP Specialist	0.350	1	National	Individual	Financed by ADB
2. ERP Implementation and Infrastructure Development for APGC	1.500	1	International	FTP	Financed by ADB
<b>C. Capacity Building and Training Support</b>					
1. Environment and Social Specialist for Lakwa Replacement Gas Engine Based Power Plant	0.325	1	National	Individual	Financed by ADB
2. Environment and Social Specialist for Lower Kopili Hydropower Project	0.325	1	National	Individual	Financed by ADB
3. Accounting, Audit, Budget & Cost Accounting & Materials	0.200	1	National	STP	Financed by ADB
4. Capacity Building and Human Resource Development for Power Sector Utilities	1.400	1	International	FTP	Financed by ADB

ADB = Asian Development Bank, FTP = Full Technical Proposals, ERP = enterprise resource planning, HEP = hydroelectric power, HR = human resources, ICB = International Competitive Bidding, QCBS = Quality- and Cost-Based Selection, STP = Short Technical Proposals.