



*Empowered lives.  
Resilient nations.*

# INCEPTION REPORT

TRILATERAL COOPERATION ON RENEWABLE ENERGY:  
China – Ethiopia – Sri Lanka

July 30 to August 2<sup>nd</sup>

## **PROJECT BACKGROUND**

With funding from the Ministry of Commerce of China and co-funding from the Government of Sri Lanka and the Government of Ethiopia, UNDP developed a trilateral project under the South-South Cooperation framework to address sustainable development challenges related to international cooperation and access to renewable energy sources, from biogas and solar technologies. This project will take lessons from the previous projects and try to address the energy needs on a larger scale in Ethiopia and Sri Lanka by joining hands with China on renewable energy technologies. The purpose of Ethiopia-Sri Lanka-China Renewable Energy Technology Transfer projects is to increase access to clean energy by showcasing renewable energy solutions for possible scale up-through south-south exchanges.

The total fund of the projects is approximately USD 2 million per project and jointly funded by partners. China (MOFCOM) contributes USD 1 million per project and the Government of Sri Lanka and the Government of Ethiopia contribute USD 1 million, respectively. The projects are implemented by UNDP Ethiopia and UNDP Sri Lanka, and government partners with Chinese technology, expertise, and resources. The roles of UNDP China are brokering cooperation, helping design and approving projects, quality assurance and overall partnership/coordination to the trilateral partnership. Sri Lanka Sustainable Energy Authority, Ministry of Water, Irrigation and Energy of Ethiopia, China Agricultural University, Ministry of Science and Technology of China, Administrative Center for China's Agenda 21, and UNDP (Ethiopia, Sri Lanka, and China) are the main partners of the projects.

This project is also an important achievement of the second Belt and Road Forum for international cooperation which was held in Beijing in late April 2019 and towards the next Belt and Road forum which will be held in 2021. The implementation of this project is well aligned with the UN 2030 Agenda. The Sustainable Development Goals call for worldwide action about governance, business, and civil societies to sustainable development.

Though the project is integrated in terms of governance structures the project will be separated into the China-Ethiopia and China-Sri Lanka projects on renewable energy to ensure country ownership in project implementation, provide a learning platform and be needs-based to the local country contexts. Chinese partners will provide identical expertise in renewable energy technologies linking the projects and building experience on south-south exchange in China.

Ethiopia is making progress in increasing access to basic services in both urban and rural areas, yet the country is facing with several difficulties. The energy sector remains to be driven by a centralized model with priority to increase the generation capacity through large renewable energy systems. The government is relying on the private sector to deliver adapted energy solutions and promote clean and efficient cooking systems. There are demonstration systems (PV systems installed in different public institutions, Biogas system in Universities and Agro-industries) in

different parts of the country which were unsuccessful where many of the installed systems are abandoned or not operating properly. The lack of access to modern energy sources in Ethiopia remains an important challenge and barrier to socio-economic development. Most of the new initiatives on renewable development are targeting off-grid and households' energy uses. However, energy need and use in public institutions, and for productive uses may require different technology answers. Based on above, Trilateral South-South Cooperation project supports the adoption and appropriate uses of Renewable Energy Technologies for increased access to modern energy in off-grid areas for productive uses, improved delivery of public services in on/off grid areas. The project also supports the emergence of sustainable, integrated agriculture and farming practices for increased income generation and employment opportunities, as well as Green House Gas emission reduction.

The Trilateral Cooperation on Renewable Energy in Ethiopia takes a point of departure in the need for renewable energy technology dissemination and scale-up for climate-resilient growth and supports access to energy and sustainable resource consumption through trial and demonstration of biogas and solar energy for productive uses. Key project interventions include the development of the capacity of stakeholders in the energy sector to assess the potential of RET in meeting energy needs in productive sectors such as public service delivery and the agro-industry. Sharing Chinese knowledge and experience in biogas and solar energy for productive uses. Determining suitable business models through south-south knowledge and experience sharing platforms and providing support to Chinese institutions on carrying out relevant capacity development in south partner countries.

The Trilateral Cooperation on Renewable Energy in Sri Lanka supports Sri Lankan GHG emission reduction through trial and demonstration of the potential of biogas, biomass and solar in the agro-industry sector and its transition away from imported fossil fuels to renewable energy sources. Being implemented under a South-South cooperation framework it also enables engagement and cooperation at the international level for renewable energy technology transfer. Project interventions include: development of Sri Lanka's provincial council capacities in assessing carbon footprint in different agriculture activities and monitoring renewable energy technology potential for GHG savings; sharing Chinese knowledge and experience in biogas, biomass and solar power; demonstrating use of hybrid RET systems for energy savings and GHG emission reduction in small & medium sized Agro-Industry including farm, agricultural activities, and Agro-processing in Sri Lanka; determining suitable business models through South-South knowledge and experience sharing platform; and providing support to Chinese institutions on carrying out relevant capacity development in South partner countries.

## **KEY PROGRESS BEING ACHIEVED**

- Bi-monthly cross-country teleconference organized among three UNDP offices over May to July 2019;

- One detail assignment dispatched from UNDP China to UNDP Ethiopia from June 17 to July 29 to support the programmatic set-up of the project, organizing the inception workshop and build partnerships;
- Inception workshop hosted from 30 July to 2 August in Addis (details see below sections);
- Project formally initiated in ATLAS, UNDP internal project management system;
- Project budget funds transferred to the designated project award, waiting for budget split with other two UNDP offices upon the finalized TYWPs.
- National consultations with key national partners in Ethiopia held;
- National consultations with key national partners in Sri Lanka held;
- National consultations with key national partners in China held;
- Approximately 5 rounds of TYWP revisions/consultations among three countries conducted. Chinese partners invited to provide input to UNDP-led TYWP (details see below sections);

## **INCEPTION WORKSHOP**

This inception workshop strengthened planning for the Trilateral Cooperation on Renewable Energy projects (referred to as TSSC Projects in the project documents) by bringing together stakeholders from China, Ethiopia and Sri Lanka to build ties between implementing partners and agree on work plans, budgets and other key decisions necessary to achieve project results for the coming three years of implementation. The projects build on the experiences from soon-to-end trilateral China-Ghana-Zambia Renewable Energy Technology Transfer (RETT) projects and project managers from these projects were invited to share their experiences.

The inception workshop was hosted by UNDP and conducted for four days starting from July 30 to August 2, 2019 in Addis Ababa, Ethiopia. The first day of the workshop was allotted for internal discussion of core project team members coming from UNDP Ethiopia, UNDP China, UNDP Sri Lanka, Ministry of Water, Irrigation and Energy (MoWIE-Ethiopia), China Agricultural University (CAU), Ministry of Science and Technology of China, and Sri Lanka Sustainable Energy Authority and held at UNDP conference room. The second day of the workshop was dedicated to high-level participation and discussion of stakeholders on the overall objectives of the project and attended by 50 participants gathered from different organizations including from China and Sri Lanka. The third day was scheduled for capacity development of project team members on project management. Both the second and third days of the workshop were taken place at Elilly International hotel. The last day of the workshop was programmed for a field visit to an existing project site of a 60 cubic meter digester for cooking and organic fertilizer in a girls' monastery in Sebeta town (25 km from Addis Ababa).

1.2 The objectives of the workshop were the following:

1. The overall objective of the workshop was to ensure project teams can take ownership of the project's goals and objective, as well as finalize preparation of the project's first annual work plan on the basis of the project's log frame matrix.
2. Specifically, the workshop had the following objectives:

- a) To introduce project background and significance in the context of South-South Cooperation and trilateral cooperation, based on experience, best practices and lessons learned from the previous similar projects in Ghana and Zambia;
- b) To exchange ideas on project key milestones, expected outcomes, targets and key intervention approach as well as activities, as to ensure project's offering to be aligned with national and local development needs in the relevant renewable energy sector in respective countries;
- c) To detail out the roles, support services and complementary responsibilities of UNDP Country Offices and Project Management Unit personnel;
- d) To provide a detailed overview of UNDP reporting and monitoring and evaluation (M&E) requirements, with particular emphasis on the project implementation reviews and related documentation, as well as mid-term and final evaluations.
- e) To provide detailed requirements for the project team on UNDP HACT principles, financial management, reporting and project-related budgetary planning, budget reviews, and mandatory budget rephrasing;
- f) To provide an opportunity for all parties to understand their roles, functions, and responsibilities within the project's decision-making structures, including reporting and communication lines, and conflict resolution mechanisms.
- g) To introduce project staff to each other, including UNDP Country Offices, Chinese Embassy, Ministry for Water, Irrigation, and Energy (MOWIE), Sri Lanka Energy Authority, China Agricultural University and the Administrative Center for China's Agenda 21 (ACCA21).

The inception workshop yielded the following benefits and follow-ups:

- Agreed on the direction and approval of two-year work plans and budgets, with a clear understanding of the need for further detailing the annual work plans to include CAU and ACCA21 in activities owned by UNDP Sri Lanka, SLSEA, UNDP Ethiopia and MOWIE to ensure south-south knowledge exchange;
- Re-build commitment and momentum, considering that substantial time that has elapsed since the project design phase in 2016, with the need for UNDP Ethiopia to ensure that the financial commitment from the Government of Ethiopia was honored as per the signed Project Documents (ProDocs);
- Establish the project team and support structures such as the Steering Committee with necessary decision-making power and authority as per the ProDocs. There was interest in a renewed conversation with MOFCOM to discuss whether a Project Management Unit (PMU) in China was to be established. This would however require a change in the ProDocs that clearly stipulate direct implementation in China;
- Ensure that the project teams engaged broadly with stakeholders in Ethiopia to create awareness about the project objectives, build a partnership with existing initiatives, an understanding of South-South cooperation and getting necessary commitments for various level of government;

- Establish procedures for oversight, and for changes in project activities, outputs, outcomes or objective;

The overall objective of the Inception Workshop was to ensure project teams were equipped to take ownership of the project’s goals and objectives, as well as build alignment on the needs to carry out the implementation, which was successfully achieved.

#### IMMEDIATE FOLLOW-UP ACTION POINTS

Task	Led by whom	Deadline
Inception Workshop Report	UNDP China	August 30
Annex to ProDoc (see below for items) <ul style="list-style-type: none"> <li>- Social and Environmental Safeguards Screening (SESS) template</li> <li>- In-house GEWE analysis to identify entry points for contribution to GE</li> <li>- Risk Matrix update</li> <li>- Partnership section</li> <li>- Sustainability section</li> <li>- Agreement on Terminal Evaluation</li> <li>- Set-up of a light China South-South Task Force</li> <li>- Appoint focal points from CAU and ACCA21 for Sri Lanka and Ethiopia</li> <li>- Clarify roles and responsibilities of different stakeholders including CAU and ACCA 21</li> <li>- Establish a Coordination structure, working-level: meeting on a monthly basis with focal points</li> <li>- Confirm Informing Chinese embassy in Sri Lanka and Ethiopia about the project through MOFCOM</li> <li>- Involvement of the Chinese Embassy in Ethiopia and Sri Lanka, including confirming reporting lines</li> <li>- SSC engagement strategy – to be fleshed out in a separate document</li> </ul>	UNDP China takes first cut and shares with all	August 30
Co-financing Ethiopia package	UNDP Ethiopia, ACCA21 to help explore Chinese business support	ASAP
AWP 1 <sup>st</sup> drafts	Ethiopia/MOWIE and Sri	By 14 <sup>th</sup> August

	Lanka to share with CAU, ACCA21, China CO	
AWP workshop in Beijing	2-3 project staff from Ethiopia and Sri Lanka	After 14 September – launch the ACCA21 Centre?
China National South-South Task Force discussion and set-up	UNDP China organizes meeting with CAU, ACCA21 and MOFCOM in Beijing	ASAP
Contract follow-up, e.g. LOA responsible party agreements	UNDP China, Ethiopia, Sri Lanka	ASAP
An alternative approach for procurement to be explored	Eric shares background info/templates with all. China CO to explore/confirm in POPPs	
Secondments purpose and length	China CO (Bing) to discuss with MOFCOM, consult CAU and ACCA21	14 <sup>th</sup> August
UNDP China South-South Engagement strategy for projects	UNDP China penholder	
Reporting template for quarterly reporting – 1 <sup>st</sup> report by Q4	UNDP China shares its templates for suggestions/comments. UNDP China confirms with MOFCOM	
Global Steering Committee meeting to be organized in early 2020	UNDP China	Early 2020
Communication		
Set-up WeChat groups	UNDP China	By Friday 2 <sup>nd</sup> Aug
Set-up email group per project	UNDP China	By Monday 5 <sup>th</sup> Aug
Set-up first call – joint call	UNDP China	August 15 <sup>th</sup>
Overall joint Communication Plan	UNDP China (Comm Officer)	October 1 <sup>st</sup>
High-level launch in Sri Lanka – a detailed plan	UNDP Sri Lanka to consult coming senior management	By Dec 2020

## **TWO-YEAR WORK PLAN AND BUDGET**

Based on the ProDocs and UNDP regulations, the deliverables and activities of the projects were reviewed and produced into a Two-Year Work Plan (TYWP). Correspondingly, a detailed and more operational Annual Work Plan (AWP) with a detailed activity budget for the first year is under development by project partners to further detail technical activities and as to properly reflect Chinese partners contributions to these. It was noted that no changes were proposed to the indicators of the TYWPs and reporting can be made against these.

According to the signed ProDocs the total contribution from MOFCOM is USD 2 million allocated to each project and with a requirement of matching funds from the Government of Ethiopia for USD 1 million and USD 1 million parallel financing from the Government of Sri Lanka through ongoing renewable energy interventions, bringing the tally up to an implementation budget of USD 2 million for each project.

In the China-Ethiopia project, Outcome 1 Capacity for RET transfer built through demonstration of biogas and solar for productive uses is budgeted at USD 693,881 across 2 outputs (Output 1.1 Key partners identified and demonstration sites selected, Output 1.2 Capacity Built through demonstration projects) and 4 activities (Activity 1.1.1: Shortlisting potential institutions, Activity 1.1.2 Undertake 7 initial energy needs assessments, Activity 1.2.1: Site planning and construction, Activity 1.2.2 On-site training for operation and maintenance) and Outcome 2: South-South Knowledge and Experience Exchanged, to be delivered at a budget of USD 325,385 across 2 outputs (Output 2.1 Tailored mentorship/traineeship program for exchange with China developed & participants trained and Output 2.2 Energy Stakeholders in China and Ethiopia are exposed to best business practices in the RE industry) and 6 activities (Activity 2.1.1 Training of Trainers in installation, operation & Maintenance, Activity 2.1.2 Training on system design, Activity 2.2.1: Develop and trial Renewable Ethiopia Awards, Activity 2.2.2: Facilitate Business Best Practices Forum, Activity 2.2.3: Coordinate business match-making platform for energy service providers, Activity 2.2.4 Joint Research Projects) as per the TYWP.

In the China-Sri Lanka project, Outcome 1: Demonstrated use of hybrid RET systems for Energy Savings and GHG emission reduction in small & medium sized agro-industry including farm, agricultural activities and agro-processing, is budgeted at USD 701,082 across 3 outputs (Output 1.1 Capacity of five Provincial Councils to establish energy savings & GHG emissions reduction targets for the agro-industry, Output 1.2 Data consolidated to support the formulation of provincial energy plans and Output 1.3: Capacity built through demonstration) and 6 activities (Activity 1.1.1: Stakeholders consultations to identify demonstration sites, Activity 1.1.2: Develop a monitoring framework and train stakeholders in monitoring energy savings and GHG emission reduction, Activity 1.2.1: Support Provincial Council in developing a data collection framework Activity 1.2.2 Revision/Inclusion of energy savings targets for agr0-industry sector in provincial energy plans, Activity 1.3.1: Site planning and construction, Activity 1.3.2: On-site training for operation and maintenance) and Outcome 2 South-South Knowledge and Experience Exchanged, delivered at a



budget of USD 586,001 across 2 outputs (Output 2.1 Tailored mentorship/traineeship program for exchange with China developed and Output 2.2 Energy Stakeholders in China and Sri Lanka are exposed to best business practices in the RE industry) and 6 activities (Activity 2.1.1 Training of Trainers in installation, operation & Maintenance, Activity 2.1.2 Training on system design, Activity 2.2.1: Develop and trial Renewable Sri Lanka Awards, Activity 2.2.2: Facilitate Business Best Practices Forum, Activity 2.2.3: Coordinate business match-making platform for energy service providers, Activity 2.2.4 Joint Research Projects) as per the TYWP. Since a few years has passed since the development of the project design, national demand in Sri Lanka has necessitated the project scope need to expand to also focus on biomass energy technologies.

## **MANAGEMENT ARRANGEMENTS**

During the Inception Workshop, it was agreed that the first Global Steering Committee of the Project Board will be convened in early 2020 to be able to make decisions on implementation progress from Q3 and Q4.

To ensure project scalability, policy impact and sustainability, the project will be implemented within broader engagement between UNDP and national ministries such as SLSEA and MOWIE. The management structure outlines<sup>1</sup> the overall programmatic management structure for both Ethiopia and Sri Lanka projects. A common Project Board will be convened to ensure overall project coordination and will be co-executed by UNDP China on behalf of MOFCOM, SLSEA, and the MOWIE. UNDP China will also explore the opportunity for setting up a National South-South Task Force in China that is including CAU and ACCA21.

There was also interest in having the MOFCOM seconded staff support key project processes and ensure linkages to national institutions and the private sector in both China, Ethiopia, and Sri Lanka. As per the ProDocs, it is encouraged that the staff member shall have induction briefing and debriefing at the UNDP China office for the first two weeks and the last two weeks of the project support period. The starting date for the seconded staff as well as detailed term of references need to be agreed by respective UNDP offices and MOFCOM.

Following UNDP's planning procedures and reporting modality, the UNDP Country Offices in consultation with Chinese partners will produce further detailed AWP. These plans will provide the basis for allocating resources to planned activities. The PMU will further produce quarterly operational reports and Annual Progress Reports (APR) for submission to the PSC. These reports will summarize the progress made by the project versus the expected results, explain any significant variances, detail the necessary adjustments and be the main reporting mechanism for monitoring project activities.

The management arrangements outlined in the ProDocs were reviewed at the Inception workshop as it was understood that a PMU was to be set up under the National Implementation Modality

---

<sup>1</sup> See annex 1 for diagram of project board as per the ProDoc

(NIM) in Ethiopia and Sri Lanka. Sri Lanka, however, informed that, in consultation with the implementing partner, the implementation modality of the project was changed to DIM as limited funds available to route through the government channel. The Direct Implementation Modality (DIM) would be more appropriate, efficient and effective as UNDP Sri Lanka would still be implementing in close consultation with the Government of Sri Lanka. This was also in agreement with the Sri Lanka Energy Authority, who was represented by the Deputy Director-General, Mr. Harsha Wickramasinghe.

In China, the project is DIM according to the ProDocs, however, ACCA21 and China Agriculture University (CAU) raised a concern of inadequate South-South Cooperation if China did not have a PMU and it was agreed to seek clarification on the structure with MOFCOM. The ProDocs had envisaged a structure where CAU would be a Responsible Party to UNDP Sri Lanka and UNDP Ethiopia during implementation, while ACCA21 would sign a Letter of Agreement (LoA) with UNDP China to carry out activities in China, but also be involved in activities implemented by UNDP Sri Lanka and UNDP Ethiopia as needed and specified in the detailed AWP.

## MONITORING AND EVALUATION

As per the ProDocs, there are a number of project requirements for monitoring and evaluation. Within the annual cycle the project teams agreed to develop:

- **Quarterly Reports.** On a quarterly basis, the project will provide to UNDP a quarterly narrative report outlining project progress and undertaken monitoring activities such as site visits and review meetings, etc. as well as a financial report. These will be done using the standard template from POPP and need to be developed in English and translated to Chinese by UNDP China
- **Issue Log.** An Issue Log shall be kept by the project to facilitate tracking and resolution of potential problems or requests for change
- **Risk Analysis.** Based on the initial project risk analysis the project should, as part of the quarterly narrative reporting, be regularly updated by reviewing the external environment that may affect the project's implementation. Given the recent situations in Ethiopia and Sri Lanka, risk analysis will be updated and strengthened before the project official kick-off.
- **Lesson-learned log.** A project Lesson-learned log will be activated and regularly updated to ensure on-going learning and adaptation within the organization.
- **Monitoring Schedule Plan.** A Monitoring Schedule Plan shall be part of the project work- plans and updated to track key management actions/events
- **Project Visit.** The project is to arrange for a project visit by UNDP at least once a year during which on the ground progress is to be assessed accompanied by meetings to review general project progress as well as project management (including financial management) – field visit reports are to be submitted to UNDP.

Annually

- **Annual Review Report.** An Annual Review Report following UNDP’s reporting format will be prepared by the project coordinators and shared with UNDP and presented to the Global Steering Committee
- **Annual Project Review.** Based on the above report, an annual project review shall be conducted at a time specified during the project inception but preferably within the first quarter of a given year, to assess the performance of the project and appraise the Two Year Work Plan (TYWP) with a specific focus on the following year. This review is driven by the Global Steering Committee but may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

Other

- **Terminal Evaluation:** The project will undergo a terminal evaluation following the normal UNDP rules and procedures. The Terminal Evaluation will be performed by independent consultants who will visit both Ethiopia, Sri Lanka, and China. The consultancy team will review the project progress against the project document set objectives, outcomes, and targets.

## COMMUNICATION AND COORDINATION

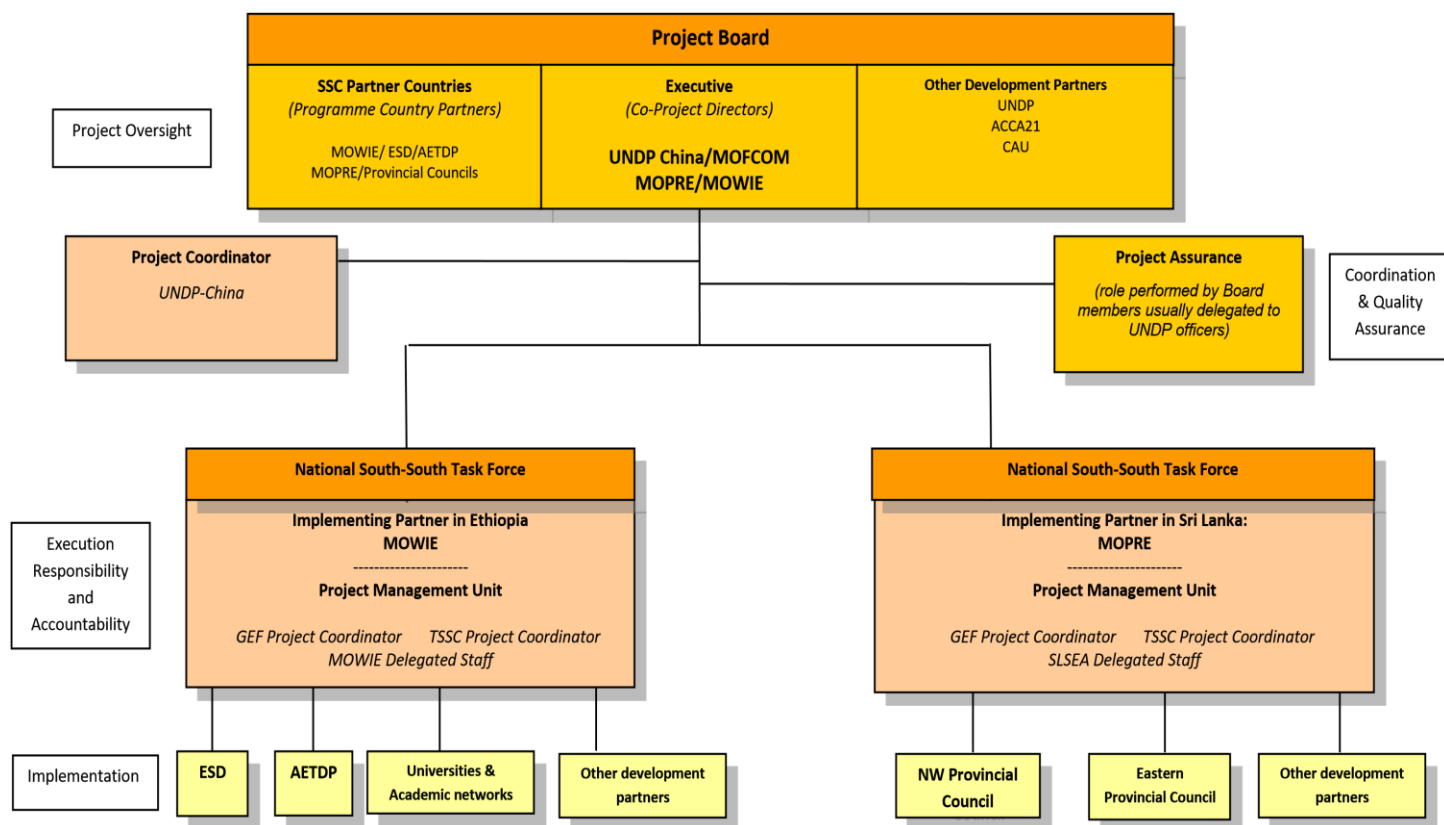
There was a consensus for the need of a communication and coordination plan. UNDP China will take the lead on drafting it. It was encouraged that all downloaded WeChat for improved communication with Chinese partners, as the main channel for communication with Chinese partners, but also Chinese embassies in-country. Building on experiences from the China-Ghana-Zambia RETT project a communication plan could be revised and updated to reflect the needs of the China-Ethiopia-Sri Lanka project.

The communication strategy should be developed as a tool to support the implementation of the projects. Achieving the projects’ objectives is not only a matter of conducting demonstration projects and exchange south-south experience but also one of awareness and perceptions of policy-makers, the private sector, universities, and other stakeholders to build their understanding of the project.

Coordination is furthermore a challenge as the projects hold a minimum of 2-3 stakeholders in each country, making alignment difficult. Progress meetings on a monthly basis were suggested to be developed with the first scheduled on August 14, 2019, and UNDP should support the facilitation of meetings with Chinese stakeholders.

It was also raised that MOFCOM is requesting a high-level launch of the project when project preparations are ready particularly the sites were identified in Q4 of 2019. This would take a minimum of two months to plan to follow necessary MOFCOM procedures. UNDP Sri Lanka was able to host the high-level launch and could confirm dates and time once their new senior management was in place.

## ANNEX I: PROJECT BOARD



\* Under the National South-South Task Force for Sri Lanka, the Southern Provincial Council, Uva Provincial Council and Central Provincial Council will be included.

## ANNEX II: UNDP Roles and Functions

UNDPs role and mandate in a trilateral project falls into the following priorities for United Nations support listed below:

1. Support South-South cooperation efforts;
2. Strengthen partner country institutional and technical capacities;
3. Improve the exchange of knowledge, experience and know-how among China-Ethiopia and Sri Lanka;
4. Respond to the specific development challenges of partner countries.

The following table provides a summary of what and how UNDP can provide support to contribute to achieving expected outcomes:

<b><i>Role (what)</i></b>	<b><i>How (processes)</i></b>	<b><i>Outcomes</i></b>
<b><i>Convener</i></b>	<ul style="list-style-type: none"> <li>• Bring parties together and facilitate dialogue</li> <li>• Support partners in identifying and planning project approaches and implementation</li> </ul>	<ul style="list-style-type: none"> <li>• Consensus reached and project formulated</li> <li>• Consultative and inclusive processes that take partners development needs and priorities into account.</li> <li>• Technical capacities of Sri Lanka energy stakeholders strengthened, including private sector</li> <li>• Experience on SSC institutionalized within key partners in China.</li> </ul>
<b><i>Knowledge broker</i></b>	<ul style="list-style-type: none"> <li>• Bridge knowledge gaps by linking supply and demand of expertise and experience</li> <li>• Identify, document and disseminate good practices</li> <li>• Ensure quality of training and capacity development activities</li> </ul>	<ul style="list-style-type: none"> <li>• Knowledge exchange platform between Ethiopia, China and Sri Lanka facilitated</li> <li>• Successful practices documented for adaptation or scaling up</li> <li>• Sri Lanka institutions connected and networked</li> <li>• UNDP approach and methodology for capacity development used and adapted training delivered. Capacity Development evaluated</li> </ul>
<b><i>Partnership builder</i></b>	<ul style="list-style-type: none"> <li>• Rally partners and key project stakeholders</li> <li>• Organize forums, meeting and events</li> <li>• Mobilize resources</li> <li>• Coordinate and leverage UN and other donor support</li> </ul>	<ul style="list-style-type: none"> <li>• Inclusive partnerships and strategic alliances forged between Ethiopia, China and Sri Lanka</li> <li>• Technical and financial resources mobilized</li> <li>• MOFCOM and GEF co-funding is efficiently managed to support project objective achievements</li> </ul>

UNDP will specifically provide project oversight through its project management setup, modalities and its standard rules and procedures. Project oversight ensures that objectives and outcomes are met and management is adaptive to the context in which the project operates. This includes assessing strategic opportunities as they arise and adopting these when relevant. UNDP will play an important role in facilitating communication and coordination between the implementing partners. At the activity level, UNDP will support processes of capacity development that takes place between the implementing partners and provide quality assurance services to that effect.

At the national strategy level, UNDP, through its roles and functions outlined above, will contribute to both China and Sri Lanka national priorities and strategic outlook.

## ANNEX II: PARTICIPANT LIST

1	Ministry of Water, Irrigation and Energy	Director	Mr. Asress Woldegiorgis
2	Ministry of Water, Irrigation and Energy	Project Coordinator	Mr. Yared Shumete
3	UNDP Ethiopia	Team Leader for Inclusive Growth and Sustainable Development	Mr. Gizachew Sisay
4	UNDP Ethiopia	Programme Analyst	Ms. Kidanua Abera
5	UNDP Ethiopia	Programme Analyst	Ms. Yigyeong Oh
6	ACCA21, Ministry of Science and Technology of China	Deputy Director	Mr. Zhang Xian
7	ACCA21, Ministry of Science and Technology of China	Project Coordinator	Ms. Xiaoyu Liu
8	China Agriculture University	Professor	Mr. Dong Renjie
9	China Agriculture University	Assistant Professor	Mr. Zhou Yuguang
10	China Agriculture University	Assistant Professor	Ms. Ma Zhiyuan
11	Energy Commission of Ghana	Project Manager	Mr. Eric Antwi-Agyei
12	Ministry of Energy of Zambia	Project Manager	Mr. Lloyd Ngo
13	Sri Lanka Energy Authority	Deputy Director General	Mr. Harsha Wickramasinghe
14	UNDP Sri Lanka	Programme Coordinator	Mr. Sampath Ranasinghe
15	UNDP Sri Lanka	Policy and Design Specialist	Ms. Tharuka Dissanaikie
16	UNDP Sri Lanka	Programme Quality and Design Analyst	Ms. Sureka Perera
17	UNDP China	Deputy Head, Global Partnership Cluster	Ms. Tina Stoum
18	UNDP China	Government Affairs Officer	Ms. Bing Wang
19	UNDP China	Programme Analyst	Mr. Peter Morling