

**ANALYSIS OF INTERNATIONAL TECHNOLOGY
TRANSFER EXPERIENCES IN CEYLON
ELECTRICITY BOARD AND DEVELOPMENT OF
TECHNOLOGY TRANSFER MODEL**

By

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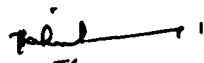
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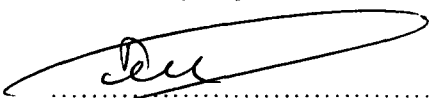
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I certify that this thesis does not incorporate without acknowledgement any material previously submitted for a degree or diploma in any university to the best of my knowledge and belief it does not contain any material previously published, written or orally communicated by another person except where due reference is made in the text.


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Table of Contents

LIST OF TABLES	3
LIST OF ILLUSTRATIONS	3
LIST OF ABBREVIATIONS	4
ACKNOWLEDGEMENTS	5
ABSTRACT	6
CHAPTER 1	8
1. INTRODUCTION	8
1.1. ELECTRICITY IN SRI LANKA: A BRIEF HISTORY	8
1.2. CURRENT STATUS OF SRI LANKAN POWER SECTOR	9
1.2.1. <i>Generation Systems</i>	9
1.2.2. <i>Transmission Systems</i>	10
1.2.3. <i>Distribution Systems</i>	11
1.2.4. <i>Consumer Statistics</i>	11
1.3. RESEARCH PROBLEMS	11
1.4. IMPORTANCE OF STUDY.....	13
1.5. RESEARCH OBJECTIVES.....	14
1.6. SCOPE AND LIMITATION.....	14
1.7. METHODOLOGY	15
1.8. ORGANIZATION OF DISSERTATION	15
CHAPTER 2	17
2. LITERATURE REVIEW	17
2.1. WHAT IS TECHNOLOGY	17
2.2. TECHNOLOGICAL RESOURCES	19
2.3. WHAT IS TECHNOLOGY TRANSFER.....	21
2.4. THE MEANING OF INTERNATIONAL TECHNOLOGY TRANSFER.....	22
2.5. THE EXPERIENCE OF TECHNOLOGY TRANSFER TO CHINA	26
2.6. TRANSFEREE MOTIVATION.....	27
2.7. TRANSFEROR MOTIVATION AND ENVIRONMENT.....	28
2.8. LINKING MECHANISM FOR TECHNOLOGY TRANSFER	29
2.9. TECHNOLOGICAL CAPABILITIES	32
2.10. CAPABILITY BUILDING	35
2.11. CAPACITY BUILDING	37
2.12. TRANSFEREE ENVIRONMENT	39
2.13. BARRIERS TO TECHNOLOGY TRANSFER.....	41
2.14. ACTIONS TO OVERCOME THE BARRIERS.....	44
2.15. ENABLING ENVIRONMENT FOR TECHNOLOGY TRANSFER.....	49
2.16. TECHNOLOGY NEEDS ASSESSMENTS	51
2.17. APPROPRIATE TECHNOLOGIES	51
2.18. TECHNOLOGY INFORMATION	57
2.19. SUMMARY OF THE LITERATURE REVIEW.....	57
CHAPTER 3	59
3. POWER SECTOR SCENARIO IN SRI LANKA: A CASE OF CEB	59
3.1. POWER SECTOR POLICY STATEMENT	61
3.2. AN ANALYSIS OF THE EXISTING GENERATING SYSTEM	61
3.2.1. <i>Existing Hydro Power Plants</i>	64
3.2.2. <i>Existing Thermal Power Plants</i>	65
3.3. THE FUTURE OF CEB.....	66

CHAPTER 4	67
4. RESEARCH DESIGN AND METHODOLOGY	67
4.1. INTRODUCTION	67
4.2. SEVEN FACTOR MODEL ANALYSIS.....	67
4.3. COMBINED MODEL FOR TECHNOLOGY TRANSFER.....	68
4.4. DATA COLLECTION METHOD.....	71
4.5. DATA COLLECTION AND ANALYSIS.....	72
4.5.1. <i>Assessment of the Technological Capabilities</i>	72
4.5.2. <i>Assessment of the Technology Components</i>	73
4.5.3. <i>Conducting Interviews</i>	74
4.5.4. <i>Sample Selection</i>	75
4.5.5. <i>Technology Transfer Experiences – Case Studies</i>	75
CHAPTER 5	76
5. RESEARCH FINDINGS	76
5.1. DATA ANALYSIS.....	76
5.2. ASSESSMENT OF THE TECHNOLOGICAL CAPABILITIES	76
5.3. ASSESSMENT OF THE TECHNOLOGY COMPONENTS.....	79
5.4. TECHNOLOGY TRANSFER EXPERIENCES: SUCCESS AND FAILURE STORIES (CASE ANALYSIS) 82	
5.4.1. <i>Case 1: Bowatenna Power Station Failures (1991/1992)</i>	82
5.4.2. <i>Case 2: Refurbishment of Ukuwela</i>	85
5.4.3. <i>Lessons Learnt</i>	87
5.4.4. <i>Rehabilitation of Kelanitissa Power Station (KPS)</i>	87
5.4.5. <i>Poor Advice from Consultants: Examples</i>	88
5.4.6. <i>Identification of Barriers for Technology Transfers for Electricity Generation</i>	89
CHAPTER 6	97
6. CONCLUSIONS AND RECOMMENDATIONS	97
6.1. CONCLUSIONS.....	97
6.2. RECOMMENDATIONS	100
6.2.1. <i>Improving Technological Capabilities in CEB</i>	101
6.2.2. <i>Improving Technology Components in CEB</i>	102
6.2.3. <i>Overcoming Barriers to Technology Transfer</i>	102
7. REFERENCES	104
8. APPENDICES	108
APPENDIX – 1: TECHNOLOGY INFORMATION.....	109
APPENDIX – 2: QUESTIONNAIRE SECTIONS A&B.....	111
APPENDIX – 3: QUESTIONNAIRE SECTIONS C&D.....	115
APPENDIX – 4: INTERVIEWEES DATA	119
APPENDIX – 5: ACCIDENT AT BOWATENNA POWER STATION	120
APPENDIX – 6: BREAKDOWN AND OVERHAUL OF UKUWELA POWER STATION.....	128
APPENDIX – 7: DATA ANALYSIS	130

List of Tables

<i>Table 1-1: Power Generation Statistics of Sri Lanka – 2004</i>	10
<i>Table 1-2: Summary of Transmission network</i>	10
<i>Table 1-3: Summary of Grid substations</i>	10
<i>Table 1-4: Summary of Distribution Lines</i>	11
<i>Table 1-5: Summary of Distribution Substations</i>	11
<i>Table 2-1: Components of Process Technology</i>	19
<i>Table 2-2: Components of Inforware</i>	20
<i>Table 2-3: Market Barriers and Corresponding Actions</i>	43
<i>Table 2-4: Policy Tools for Creating an Enabling Environment for Technology Transfer</i>	45
<i>Table 2-5: Priority Technology Selection</i>	56
<i>Table 3-1: Electricity Generation 1988-2003</i>	62
<i>Table 3-2: Existing and Committed Hydro Power Plants</i>	64
<i>Table 3-3: Details of Existing and Committed Thermal Plants</i>	65
<i>Table 4-1: Scale to Measure Technological Capabilities of CEB</i>	72
<i>Table 4-2: Summary of Questions and Types</i>	73
<i>Table 4-3: Likert Scale Used in Section B</i>	73
<i>Table 4-4: Summary of Questions and Types</i>	73
<i>Table 5-1: Summary Assessment of the Technological Capabilities in CEB</i>	76
<i>Table 5-2: Status of Process Technology in CEB</i>	79
<i>Table 5-3: Status of Product Technology in CEB</i>	80
<i>Table 5-4: Analysis of Results for Process Technology in CEB</i>	80
<i>Table 5-5: Analysis of Results for Product Technology in CEB</i>	81
<i>Table 5-6: Project Summary of Bowatenna Power Station</i>	83
<i>Table 5-7: Analysis of Technological Capabilities</i>	83
<i>Table 5-8: Analysis of Process Technology: Bowatenna Case</i>	84
<i>Table 5-9: Analysis of Product Technology: Bowatenna Case</i>	84
<i>Table 5-10: Analysis of Technological Capabilities Ukuwela Power Station 1989/1990 & 1998</i>	86
<i>Table 5-11: Technological Capabilities in Rehabilitation of KPS</i>	88
<i>Table 5-12: Policies Identified to Overcome the Major Barriers for Wind Power</i>	91
<i>Table 5-13: Policies Identified To Overcome the Major Barriers for Dendro Power</i>	92
<i>Table 8-1: Technology information clearing houses and databases ESTs</i>	109

List of Illustrations

<i>Figure 2-1: Contingent Effectiveness Model of Technology Transfer (Bozeman, 2000)</i>	25
<i>Figure 2-2: The Technological Content of International Technology Transfer</i>	27
<i>Figure 2-3: Korean Model on Priority Steps From Technology Acquisition Up To Self Reliance</i>	34
<i>Figure 2-4: A Framework of Technology Information for Technology Strategy Management</i>	39
<i>Figure 2-5: Different and Interacting Levels of Enabling Environment</i>	50
<i>Figure 3-1: Hydro & Thermal Generation Mix 1988-2004</i>	63
<i>Figure 3-2: Variation of Profit (Loss) with Hydro Contribution 1988-2003</i>	63
<i>Figure 4-1: Conceptual Framework for Technology Transfer Process</i>	68
<i>Figure 4-2: Combined Technology Transfer Model</i>	70
<i>Figure 5-1: Assessment of Technological Capabilities in CEB</i>	77
<i>Figure 5-2: Analysis of Technological Capabilities in CEB</i>	77
<i>Figure 5-3: Technological Capabilities of CEB vs. Expected Score</i>	78

List of Abbreviations

ADB	Asian Development Bank
CBSL	Central Bank of Sri Lanka
CEB	Ceylon Electricity Board
DGEU	Department of Government Electrical Undertakings
DMOT	Department of Management of Technology
ESCO	Energy Service Company
EST	Environmentally Sound Technologies
FDI	Foreign Direct Investment
GHG	Green House Gas
HSI	Humanware-Specific Inforware
IPCC	Intergovernmental Panel on Climate Change
ITT	International Technology Transfer
LDC	Least Developed Countries
LECO	Lanka Electricity Company
LV	Low Voltage
MCCB	Moulded Case Circuit Breaker
MIV	Main Inlet Valve
NGO	Non Governmental Organization
OEM	Original Equipment Manufacturer
OSI	Orgaware-Specific Inforware
PCB	Printed Circuit Boards
PDI	Product Design Inforware
PPP	Private Power Purchase
PUI	Product Usage Inforware
R&D	Research & Development
S&T	Science & Technology
SME	Small and Medium-scale Enterprises
TCB	Technological Capability Building
TSI	Technoware-Specific Inforware
TT	Technology Transfer
UNCTAD	United Nations Conference on Trade and Development
UNFCC	United Nations Framework Convention on Climate Change
WTO	World Trade Organization

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Abstract

Choice of appropriate technologies and technology transfer in very early stage of CEB has smoothly and successfully taken place mainly through foreign funded projects on Turnkey basis. Laxapana and the Accelerated Mahaweli programme are good examples. But, later on the environments for technology transfer seem to be not very conducive and created many barriers for the acquisitions appropriate technologies. Proposed Upper Kotmale hydro electric project and Coal power project at Norochcholai are well known examples hence there are many barriers in implementing those projects as planned, and resulted in the CEB to face many problems. Those problems have become very severe since 1990s. Choice and acquisition of appropriate technologies for the power generation has been the prime issue. Consequence was “*Power Crises*” and subsequently “*Financial Crises*” which are found to be cause and effect for each other. Hence the choice of appropriate technologies which are suitable for Sri Lankan context and acquiring them through proper means of technology transfer mechanisms would resolve many of those problems. Therefore, it was decided to study the major causes and barriers which prevent CEB to acquire appropriate technology in timely manner.



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Hence this research project investigated and analyzed the barriers faced by CEB in acquiring appropriate technology for power generation and assessed the technology transfer experiences, analyzed the problems faced and identified factors affecting technology transfer at CEB.

The major barriers for successful technology transfer to the CEB both internal and external have been analyzed using the model containing conceptual framework for effective technology transfer developed in this report. According to this model, the seven key elements were examined in depth so that the major barriers affecting the technology transfer were systematically identified. Many barriers which were identified during literature survey were tested with regard to Sri Lankan context such as General, Institutional, Political, Technological, Economic, Informational, Financial and Cultural barriers. Further actions to overcome the barriers are also addressed in the report. In addition, the report proposes some of the “*Appropriate Technologies*” which are feasible in Sri Lankan context.

The data analysis revealed fascinating results with respect to both technological capabilities as well as technology components within the CEB. Furthermore, the technology transfer experiences were analyzed using a few case studies which provide some insights into the success and failures of technology transfers in CEB.

Technological Capabilities of CEB was found to be in advanced status for both Converting and Acquiring capabilities while Vending, Modifying and Innovating Capabilities remain to be only in secondary status. In the process of assessing of the Technology Components the researcher has found that the Technoware, Humanware-Specific Inforware (HSI), Orgaware-Specific Inforware (OSI) were above average level while other process technology components such as Humanware, Orgaware and Technoware-Specific Inforware (TSI) were below average level. Finally from the research finding several guidelines were proposed in order to overcome many issues discussed above. The main vital issues found were the development of in-house humanware capability and the orgaware capability for successful technology transfer.

