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NRECA/CAI ADVISORY TEAM

FOURTH ANNUAL
EVALUATION REPORT

From 3/81 To 3/82

TO

RURAL ELECTRIFICATION BOARD, BANGLADESH

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TEAM LEADER - NRECA/CAI

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CONTENTS

| <u>TITLE</u> | <u>PAGE</u> |
|--|-------------|
| BACKGROUND | 1 |
| SUMMARY & RECOMMENDATIONS | 2 |
| HUMAN RESOURCES | 4 |
| POLICY IMPLEMENTATION | 5 |
| TRAINING | 6 |
| ELECTRIC SYSTEM DEVELOPMENT | 12 |
| ENGINEERING | 12 |
| SYSTEM PLANNING | 14 |
| FIELD ENGINEERING AND CONSTRUCTION | 15 |
| PBS SYSTEM OPERATION AND MAINTENANCE | 16 |
| EQUIPMENT AND MATERIALS | 18 |
| FINANCE DEPARTMENT | 21 |
| DIRECTORATE OF PBS MANAGEMENT OPERATIONS | 27 |
| MEMBER SERVICES AND POWER USE | 28 |
| PBS OFFICE SYSTEMS | 30 |
| INDIVIDUAL PBSs | 31 |
| PROGRAM PLANNING DIRECTORATE | 55 |

Fourth Annual Evaluation Report
of
Area Coverage Rural Electrification - Phase-I

BACKGROUND

The Consultant team of NRECA/CAI is charged with the responsibility of making an annual review of the Rural Electrification program in Bangladesh. The purpose of the report is to call attention to the Progress the program has made, identify Problems that either presently, or may in the future, impede progress and to recommend Plans for remedial action in an effort to ensure that the program progresses satisfactorily toward the objective of achieving nation wide Area Coverage Rural Electrification through approximately 90 Rural Electric Societies in approximately 365 Thanas.

The Rural Electrification Board was established by Presidential Ordinance in October, 1977 and began to function in January, 1978. The duties of the REB are to initiate, formulate, administer and supervise a program of approved projects with respect to the distribution of electric energy in rural areas. It was determined that this could best be accomplished through the formation of member - owned electric societies with the REB acting as banker and adviser to the rural electric systems.

The United States, through the Agency for International Development, initially made \$50,000,000 available to Bangladesh to develop the first thirteen systems, based on estimates in the feasibility study.

The initial consumer applications for membership were more than double the original estimates and U.S. AID made an additional \$19,300,000 available to meet the requirements for the additional basic facilities in the first thirteen systems. The Bangladesh Government matched the U.S. funds of \$69.3 million with the local currency equivalent of U.S. \$28 million making a total project of \$97.3 million.

SUMMARY AND RECOMMENDATIONS

In the short span of four years REB has made truly remarkable progress due primarily to three important factors: A strong national commitment at the highest level; capable and dedicated leadership of REB; and involvement of the people at the "grass roots" level.

During this time REB has been formed and the basic staffing completed; Fourteen Rural Electric Societies have been organized, registered, and have completed membership solicitation. Other major accomplishments are listed below without any attempt to arrange them in order of importance or contribution to the overall progress.

1. Developed both an Institutional and Technical Training Institute with a present curriculum of 39 courses complete with textbooks - manuals and presented them to a total of 4,530 REB and PBS officials, board members, employees, village volunteers and potential village electricians.
2. Adopted Engineering and Construction Standards, prepared specifications and tender documents, ordered and received commodities with a total C & F value of approximately \$36,300,000.
3. Established a central warehouse at Khulna and a comprehensive material management and accounting system.
4. Prequalified and provided basic training in planning and design of rural electric systems to 10 Bangladesh consulting engineering firms.
5. Prequalified and provided basic training in assembly line construction methods to 39 Bangladesh line construction firms.
6. Approved the preliminary design of thirteen local rural electric systems.
7. Awarded ninety contracts for the construction of 3,440 miles of distribution line.
8. Adopted and implemented, in REB and all PBSs, the Utility Uniform System of Accounts.

9. Established standards for housewiring materials and sponsored indigenous manufacture by ordering in sufficiently large quantities, to establish a local market.
10. Sponsored the development of an indigenous Treated Wood Products industry, to supply wood poles and crossarms for the rural electrification program by:
 - a. Making an extensive survey of the forests to ascertain adequacy of timber supply.
 - b. Providing technical expertise to BFIDC to determine the improvements necessary to existing treating facilities to enable them to meet REB wood treatment specifications.
 - c. Providing a market for as many poles and crossarms as BFIDC can produce in the near term.
11. Awarded Construction Contracts to Bangladesh firms for 27, 33/11KV substations for the 13 PBSs.
12. Designed headquarters complexes and awarded construction contracts to Bangladesh firms for all 13 PBSs. Construction is nearing completion on 12 of the headquarters.
13. Energized eight local systems (PBSs) with approximately 1,050 miles of distribution lines energized serving a total of 11,800 meters.
14. Provided the basic training to PBS officials and employees to enable them to begin to manage, operate and maintain their electric distribution system.
15. Established a Program Planning Directorate to evaluate accomplishments of existing projects and to develop plans and arrange for the financing of follow on projects.

While these accomplishments are impressive, by any standard, the Consultant is concerned that REB is under pressure to perform beyond their present capabilities. There must be a recognition on the part of all concerned that rural electrification is a long range program and that a solid foundation of quality must be developed to enable the program to achieve its full potential.

The Government has been slow in sanctioning the required positions, yet all of the sanctioned posts have not been filled. This may seem strange, when there is an abundance of people with College and University degrees seeking employment. However, REB is meticulously screening applicants (usually in excess of 100 for each post advertised) in an effort to employ the best qualified people to train in the Rural Electrification Program. This has slowed the process of employment, but it has resulted in a quality of REB Officers and staff that is far superior to the average for Government organizations in Bangladesh.

The Consultant does not take exception to this approach to achieve quality, however must point out that in the early years, it will require more expatriate advisors for a longer period of time than had originally been contemplated. It may not increase the total expatriate requirement over the expected life of the program, because better quality people should absorb training more rapidly than the average.

HUMAN RESOURCES

There has still been a degree of dependence upon foreign consultants. The urgency to meet deadlines has forced foreign advisors to superintend, rather than to advise. Hence progress toward assumption of total responsibility by REB and PBS personnel - as well as by local consultants and contractors - has been slowed.

The need for more classroom and field training is obvious, but there is no substitute for hands - on experience. Development of a work force with all the necessary knowledge and skills will take time - a fact which must not be forgotten.

There has been a lack of management expertise throughout the program. Sometimes people working in the lower levels of organization may possess talent which is unrecognized because of rank. It will be difficult in the future to keep qualified people in the program because of greater incentives offered elsewhere.

RECOMMENDATIONS

1. Present and future manpower needs must be re-examined for all sectors of the program, both governmental and private. Goals for staffing and training must be met to keep pace with program expansion. People should be gaining experience during the construction phase that can be utilized later in PBS operations or other areas.
2. More emphasis must be placed on training in management and supervisory skills.
3. An intensified effort must be made to identify outstanding people within the project and to channel and train them so their talents may be developed to provide the leadership that is desperately needed.
4. Incentives must be developed, and put into use, that will attract and keep needed talent within the program.
5. Construction targets, and other goals, must be established in view of the ability to accomplish, keeping in mind, that quantity will increase as knowledge and skills improve.

POLICY IMPLEMENTATION

There is much evidence that REB policy is neither properly understood nor effectively implemented in the field. Lines of authority are often circumvented, and confusion results from too many orders from too many sources. Written policies are not distributed to everyone concerned, nor is there adequate follow-up to ensure that the policies are implemented.

There is a tendency to develop plans, then disregard them in the implementation of the program.

Policies adopted by REB were intended to expedite implementation as well as to control results in a responsible manner. Apparently, these policies are not working as intended.

With this dilemma, compromise is necessary. Productivity is important, but care must be taken that goals are realistic. Sacrifice of quality for quantity will prove disastrous, in the long run.

RECOMMENDATIONS

1. REB Policy Bulletins and Instructions must be distributed and communicated to all concerned.

2. Persons responsible for carrying out REB Policy must be directed to follow up all instructions to see that they are implemented.

3. Lines of authority must be clearly defined, relationships understood and chain of command strictly enforced.

Remedial action in these three major areas will accelerate the ability of REB to realize its full potential.

The decisions made as a result of this report will have a lasting effect on the success, or lack of success, of the Rural Electrification Program in Bangladesh.

The balance of this report attempts to objectively and constructively review the overall development of REB, each individual PBS and to recommend the necessary remedial actions to enable the program to realize its full potential.

TRAINING

The Training Directorate continued to meet the primary training needs of the Rural Electrification Program. Training programs were conducted to the extent that qualified trainers and resources were available for such purposes. A serious handicap was the necessity of conducting the program from three separate facilities. On the average, training was timely and of a nature to meet the basic needs of the trainee for such instruction. However, it is felt that not all training needs have been completely met. The need for improved and expanded facilities was especially felt in the Technical Training Division.

It is the primary purpose of the Training Directorate to conduct the formally organized training courses necessary to meet the training needs of the Rural Electrification Program. It is the policy of the Directorate that, to the fullest extent justifiable, these courses be conducted at the central facility in Dacca.

The central training facility provides a focal point and meeting place for all engaged in rural electrification. It permits the opportunity for Directors and PBS employees from all PBSs to gain a broader concept of their work, as well as the opportunity to establish a more effective channel of communication with those working in REB.

Although there will be a definite need for selected field training activities in a number of areas, concerted effort will be made to utilize the central training facility to the fullest extent possible.

TRAINING PROGRAMS

Ninety four training programs were conducted during 1981 with a total enrollment of 1476 trainees. This was an increase of 28 separate classes and 318 trainees over the previous year. In addition, 363 village electricians were tested and certified to do housewiring in their respective PBS service areas.

Courses were conducted for PBS Boards of Directors, PBS officers and employees, and construction contractor and consulting engineering firm personnel. Training programs included the areas of engineering, technical training, finance, accounting, management and administration.

There is a need for more training programs to be developed as the PBSs become operational and responsibilities increase. Since training is a step-by-step process based at each succeeding level of previous experience, new training programs must be developed which will lead trainees to higher and higher levels of performance and responsibilities.

Six new courses for PBS personnel and one for REB personnel were developed and presented during the year.

Most technical training needs of the PBSs in Phase-I are being met, although not all courses are completed or operational. One program in need of implementation at present is the PBS Job Training and Safety Program.

A new course was developed in "Single Phase Meter Testing, Calibration and Maintenance." The Technical Training Advisor was given special responsibilities in the development of this course, as well as in the continuing development of the meter testing laboratory and meter testing program in the PBSs.

FACILITIES

Although training activity increased during the past year, physical facilities for instructional purposes remained nearly the same, or if anything deteriorated. Instead of two previous locations, the Training Institute was further dispersed into three separate facilities with little

more space available, or even less when program expansion and additional staffing are considered. Subsequently, it has been necessary to relinquish an amount of much needed Technical Training space to another Directorate.

A hostel facility (Nakalpara House) was acquired during the year. After it is fully developed, facilities should be adequate for conducting two Class A management courses at the same time. It is important that the hostel be developed to this extent as soon as possible. Hostels for trainees in Technical Training are also available at Zhilimili and Dinajpur Houses. The hostel space at Dinajpur House is badly needed for classroom and office space. Consideration should be given to acquiring additional hostel space for Technical Training. Consolidation, expansion and improvement of physical facilities is badly needed at this time.

As recommended in last year's Evaluation Report, a single training facility, designed and located properly, continues to be needed in order to accommodate the unique characteristics of training activities. It must be large enough to meet the total training needs of the program.

STAFFING -- SPECIAL INSTRUCTORS -- RESOURCE PERSONNEL

Although there were training staff members who were transferred or who left the program during the year, there was a net gain of three in the Directorate. These additions were much needed and have already contributed a great deal to the organization. The addition of a Deputy Director of Management Training was most beneficial, as was the more recent addition of a Deputy Director of Planning and Records.

A critical position in the Directorate remains unfilled, however -- the post of Deputy Director of Technical Training. It is urgent that this position be filled at the earliest opportunity. The development of a person in this job will require a good deal of time. To further delay the appointment will only create more problems in carrying out the work of the Division. Other posts in the Directorate also remain unfilled and should be filled as soon as possible.

At present there are needed a Deputy Director of Technical Training, Assistant Director of Logistics, and three sub-assistant engineers to bring the Directorate up to its full complement according to the staffing plan.

The implementation of the Job Training and Safety Program in the PBS service areas will depend to a large extent upon the posting of the three sub-assistant engineers.

Positions of Director of Training and Deputy Director of Planning and Records were filled through the promotion of qualified personnel from the training staff. In these cases good judgement was shown by utilizing these persons who were experienced and prepared to assume these additional responsibilities.

Although the Training Directorate will intend to use its own staff to the fullest extent to conduct as much of the training possible, especially in the basic areas, there is always a need for the use of outside instructors, especially in the specialized and more highly technical areas. This type of instruction will need to come partly from expatriate advisors, where feasible to do so, but primarily from officers of the various Directorates. It will be necessary to identify specific individuals in each Directorate who will have training responsibilities, and to give these people special training in teaching methods and practices.

In the past, there have been problems in certain areas, as some have failed to recognize their responsibilities for training, as well as what their relationship may be to the Training Directorate. The Training Directorate will need to assume the leadership in clarifying and developing these relationships. Cooperation and progress in this respect have been excellent in some Directorates; in others there is still a good deal of progress to be made.

TRAINING AIDS, MATERIALS AND METHODS

It is the intent of the Directorate that the basic training aid for all training programs be a manual prepared especially for each course. In general, this practice will continue to be followed. During the year five new training manuals were published as well as other printed training materials prepared. Two manuals underwent revision and were republished in revised form.

Translation is also an ongoing program. The manual for the PBS Directors' Orientation Seminar was also revised, translated and published ready for use in the Phase-II project. Translations will need to be made of all manuals as soon as possible -- especially for PBS Directors training and the lower grades of PBS employees.

A goal of the Directorate is to prepare a complete "package" for each training course -- manual, teaching guide, instructional aids, etc. This work continues. Four teaching guides were prepared during the past year. The recent addition of the Deputy Director of Planning and Records will go far in accelerating the development of training aids.

An area where more progress needs to be made is in the use and care of audio-visual equipment. At the present, such equipment is underutilized as a result of the following problems:

1. Limited capability in the country for maintenance and repair of audio-visual equipment. To try to use such services outside the country on a continuing basis is impractical. The Directorate continues to search for these services locally.
2. Lack of supporting services in the preparation of training aids.
 - a. Acquisition, processing and editing of motion picture film. (This area is being explored in how training might be able to use the services of the Department of Films and Publications of the Bangladesh Government.)
 - b. Difficulty in preparing permanent transparencies for the overhead projector. There is need for a transparency maker at the Training Institute.
 - c. Limited access to a photocopier. The Training Institute should have its own photocopier.
3. Need for expertise on the staff for the preparation of training materials. The posting of a draftsman as per the organization plan will help this situation.

There is a need to continue to work for the improvement of teaching methods. Traditional classroom practices in most cases are not providing maximum effectiveness in instruction. In order to improve the quality of instruction and more effective use of instructional aids, a teacher training course should be conducted for all who have teaching responsibilities. Plans have been completed for such a program, along with training manuals, and should be implemented as soon as possible.

POLICIES AND PROCEDURES

A proposed PBS Policy Instruction regarding the Job Training and Safety Program was prepared and submitted to the RLB for approval. Approval is pending. Others will be submitted as needs arise.

PLANNING

Planning precedes all programs and activities of the Directorate. Activity in the area of planning has included the development of a comprehensive proposed training plan for each PBS employee and Director. This is yet to be put into final form.

There is also a need for a master plan for the training function of REB. This plan, among other things, must include plans for programs and facilities.

RECORDS

With the recent posting of a Deputy Director of Planning and Records, a system for keeping accurate training records of each individual in the rural electrification program will now need to be developed. Work on this has already started. Within REB there is becoming a need for a published directory of all working in the rural electrification program. A decision will need to be made as to who will have the responsibility for performing this function.

RECOMMENDATIONS

1. Complete the staffing of the Training Directorate as soon as possible with emphasis on filling the post of Deputy Director of Technical Training.
2. Develop a total recommended curriculum for meeting the needs of the program.

3. Conduct instructor preparation training for all having formal training responsibilities in REB.
4. Implement the Job Training and Safety Program.
5. Develop enough hostel space for carrying on a minimum of two management and two technical training programs at the same time.
6. Prepare a plan for development of physical facilities. All training activities should be located at a single facility which should be large enough to meet all centralized training requirements.

It will be necessary for the Technical Training area to be large enough to build and energize model single - and three-phase distribution lines for demonstrating line equipment and for accomodating A-frame truck training and pole handling.

ELECTRIC SYSTEM DEVELOPMENT

As the construction program continues, qualitative evaluation of field engineering and construction practices must also continue. Deficiencies must be identified and appropriate remedial action taken.

The rural electrification program is a people oriented venture. Its objective is to enhance the quality of life of the people of Bangladesh by providing a means of socio-economic improvement. If the system is to meet that objective, it must provide wide-spread distribution of top quality electrical service at the lowest possible cost.

Therefore, the design, construction, operation and maintenance of the physical plant is of essential importance to the success of the program.

This section of the report is intended as a constructively critical review of system development to date. It is hoped that this review will help to bring about continued improvement of the program.

ENGINEERING

In evaluating the Engineering Department, the recommendations made in the third annual evaluation have been reviewed to determine the extent of the implementation of those recommendations. The Engineering Department has carried

out a very difficult assignment and has accomplished a large portion of their targets. They have been able to take action, when necessary, to improve performance and have shown a strong dedication to their assignments. However, the development of the line consultants and the line contractors have not been up to expectations, and greater emphasis needs to be placed on the control and supervision of their activities.

STANDARDS

Early in the program engineering standards were developed for use in Bangladesh based on criteria, methods, and materials of proven success in other countries. While these standards are generally considered adequate, there is a continuing need to review, revise, and expand them in view of local experience and to take advantage of new developments.

It occasionally becomes necessary for the local consultants to design transmission taps from the PDB system. It will also be desirable in the future to occasionally use underground and double circuit overhead construction on 11KV systems. The present standards do not provide for such construction.

There are at present, some guidelines for conversion of existing PDB lines to be served from PBS systems. While helpful, these guidelines leave too much responsibility for engineering judgment to be made in the field.

The high consumer density encountered in many rural areas in Bangladesh requires extensive construction of low tension distribution systems. There are, at present, no guidelines for design of such systems.

ACCOMPLISHMENTS

1. A committee has been established within REB to review periodically all engineering standards, specifications and material used by REB borrowers and to make such recommendations for modification as may be appropriate.
2. Standard specifications have been developed for construction taps, as well as for 11KV underground and double circuit overhead construction, and revised standards have been issued.

3. A more comprehensive set of rules and specifications was developed for conversion of PDB facilities to be served from REB financed systems and issued to all consultants for their use. In addition, REB/PBS instructions for takeover of PDB lines was developed, approved and implemented.
4. Guidelines for voltage drop calculations and general design of low tension distribution systems were developed and issued to the consultants for their guidance.

SYSTEM PLANNING

The art of planning and designing electric systems can only be developed through years of experience. Optimum coverage and quality of service will only be achieved from plant investment, if proper weight is given to the planning function. Planning must be a continuing, rather than a "one-shot" process.

It can be expected that design errors will occur during the early years of the program, some of which may prove to be very costly if not corrected. Continued review, of both the system plans and the criteria upon which they are designed, will be necessary to minimize waste of resources. The Directorate of Planning and Design must adequately monitor the planning done by local consultants.

RECOMMENDATIONS

1. Each operating PBS must be required to review its long range system plan at least every two years. Modification should be made as warranted by changes in load growth patterns and a review plan filed for REB approval.

However, the development of the PBS's has not yet reached the state where they can do their own long range plan. Steps are being taken with the cooperation of the REB/PBS Operation Directorate, the PBS Management and the REB P&D Directorate to review and update plans as needed.
2. An annual system analysis should be required from each PBS. Load projections should be made for the coming two years and an evaluation made of the system's ability to carry projected loads. Such analysis should also include voltage and sectionalizing studies.

The P&D Directorate is developing new sectionalizing and voltage drop standards that will be utilized in upgrading the design of the systems. The PBS's are starting the process of load analysis for better operating practices.

3. Construction work plans should be prepared to correct anticipated deficiencies and to enable the systems to carry projected loads. Annual work plans should be developed in conformance with long range system design.

The operation and maintenance Directorate is developing plans to be utilized by PBS's for long range planning.

FIELD ENGINEERING AND CONSTRUCTION

It was understood from the beginning, that the local consultants would need time to acquire training and experience. Although considerable progress has been made, they have not yet been required to assume their complete responsibility. Not only should the consultants be responsible for system design and field staking, but they should also provide quality control through construction supervision and contract administration.

Close out procedure requires inspection and inventory of completed construction, cleanup of construction defects and accounting of materials issued to construction. It also requires "as built" staking sheets and other documentation necessary for PBS plant accounting.

In most cases, the consultants still do not have enough adequately trained and equipped field personnel to handle the entire work load. Too much construction engineering is done in the office rather than on the job. A tremendous volume of paper is being generated, but quality improvement is urgently needed in all phases of construction engineering. The local consultants must be required to assume a broader role in the program, but will also need help in doing so.

The construction contractors also suffer from a lack of enough properly trained field personnel and inadequate supervision. Laborers have been used in lieu of qualified linemen. Advance work planning is lacking. There have been numerous reports of unsafe or improper work procedures.

Not only do the contractors need closer supervision, they also need more training, in the technical trades and in work planning and management.

RECOMMENDATIONS

1. REB field engineers and inspectors must take a more active, sincere role in supervision and monitoring the local consultants. REB is in the process of hiring and training technical inspectors to supplement the inspectors of the consultants. There has been a large turnover of the consultants' inspectors who were either degree or diploma graduates. They have been hired to work in countries outside of Bangladesh. It is felt that the use of REB technical inspectors will have an increasing effect on the upgrading of the quality of construction.
2. New construction inspection and contract closeout procedures have been developed and are now in the process of implementation.

PBS SYSTEM OPERATION AND MAINTENANCE

Operation and maintenance of substations and lines has improved. Development of CO&M departmental supervisory and technical staff at each PBS must continue. There will also be a continuing need for engineering talent which must be provided in house, or by use of local consultants.

There is also a growing need for specialists in the testing and maintenance of electrical equipment. Both manpower and facilities will be required as more meters, regulators, reclosers and other apparatus are placed in service.

It would not be economical now for each PBS to acquire the staff and facilities needed in these specialized fields. For some time REB must be prepared to function as a service agency, providing these services collectively for all of the PBS systems.

ACCOMPLISHMENTS

1. The PBS Systems Operation Directorate is Assisting CO&M Management of each PBS in the development of their capability to assume full responsibility for system operation and maintenance. This includes staffing and training, monitoring of the system operations and assignment of responsibility for routing and emergency work.

2. The PBS Systems Operation Directorate have developed a central meter testing facility and are actively working on the development of a maintenance facility for other equipment. They have acquired test equipment and oil filtering equipment and are training PBS employees on the job and with the assistance of Training Directorate Seminars.

Right of way clearance is presently a problem for the PBS. With sixty foot bamboo trees that bend with the cyclonic winds, the right of way must be cut back 35 to 40 feet from the center line of the right of way. This problem is responsible for 90% or more of the PBS outages.

Meter tampering has been obvious and seals broken with no order in the seal control. This subject is one of the control points inspected by field trips of REB inspectors and the control outlined should be adequate.

Engineering design and construction has caused problems where construction has been completed by the PBS employees. Construction has been rough and the design has been poor and inadequate. Additional training is needed with programs for advanced linemen. These training programs are now being finalized and will soon be implemented.

RECOMMENDATIONS

The right of way clearance problem has several solutions with each location being different. Each location will need an independent study. Some possible solutions are:

- a. The line may be rerouted.
- b. Underground may be necessary on the low tension lines.
- c. The trees may be cut back 40 feet from center line.

All meter seals have several numbers. This number is being logged on the meter book. The number should be checked and a report filed by the meter reader, if found incorrect. When necessary for the employee to cut the meter seal, a written report similar to a meter change order should be filed.

EQUIPMENT AND MATERIALS

Due to problems that could not be solved as rapidly as they should have been, tendering for 1982 material was delayed for several months. This has resulted in a slowdown to some extent in construction, however the construction directorate was able to adjust to a large extent by shipping material between PBS's. The final tenders for most of the material and equipment for Phase-I are in the final steps of the tendering procedure.

With cooperation of the E&M Directorate, the Finance Directorate and the Procurement Directorate, REB was able to claim and save, or recover, an excess of \$300,000 from suppliers for over billing and/or shortages of material.

Orders for conductors now include a requirement that reels be made of steel or treated wood. Hauling contractors are held liable for damage caused by them.

A system has been established to move material between PBS warehouses to provide for emergency delivery to alleviate construction shortages.

Shipping documents are now received by the E&M Directorate. They have set up procedures to review these documents for contractual compliance, and notify both the Finance Directorate and the Procurement Directorate of any deviations. The final 10% of payment is withheld until compliance is achieved. This system is working with excellent results.

Upon arrival at Khulna warehouse, substation materials is kept in a special staging area and grouped by station before shipping to job sites.

Most of the substation equipment is on site.

While the foregoing indicates that progress has been made, a number of problems still exist, and new ones are evident.

1. The line consultants have not come up to expectations, especially in the area of construction management.
2. The inability of BFIDC to complete their pole orders on time has resulted in shortages of poles at critical times.

3. Due to the large number of contractors working and the resultant distribution of material and tools, some construction has been curtailed because of shortages of critical material and tools.
4. REB has lost valuable employees to industry and overseas employment. This has resulted in excessive pressure being placed on other employees.
5. While excellent standards, procedures and orders have been established, they are not uniformly followed and in a number of cases, ignored.
6. The multi-financing with separate sources will cause problems with material control, material procurement and construction.
7. Increased development uncontrolled will strain the technical and construction capabilities of the rural electric program.
8. While the E&M Directorate has developed acceptable control of material under their own warehousing, the REB warehouses have not all developed acceptable material handling and accounting procedures.
9. Procurement procedures take longer than seems reasonable due to the time between bid opening and actual contract award.

These problems, while critical, can be solved. The rural electrification program, from the standpoint of construction, is very close to being on schedule. The dedication of the REB staff has gone a long way towards meeting the very optimistic targets that were established. The following recommendations may be of some value in pointing out directions to follow for solving the problems presented.

RECOMMENDATIONS

1. The Deputy Director Material Planning, Design and Implementation Directorate, should concentrate on developing bid packages as far in advance as possible for procurement of materials and equipment for Phase-II. The other Directorate Branches should also give closer supervision to the line consultant of system design, voltage drop studies, sectionalizing studies and verification of system loads.

2. REB should take a direct part in checking the construction supervision of the consultants and require that all instructions and specifications be followed. The employment by REB of technical inspectors should go a long way toward high quality of construction. The good contractors should be utilized to the fullest extent and the poor contractors eliminated. Consideration should be given to the use of non-diploma graduates as junior inspectors. This will require a good training program for them, but should be less costly and tend to keep them on the job.
3. The process of approval of contracts after bids are opened should be studied to determine ways of speeding up the procedure.
4. The plans to increase warehouse locations should be followed and implemented as soon as possible. This will be necessary in order to keep the materials separated by source of funding.
5. All positions in REB should be filled as soon as possible with qualified employees. The work load will increase rapidly with the implementation of Phase-II. This will be intensified by the longer distances to travel and the transportation problems.
6. All of the instructions, orders and specifications must be strictly adhered to until they are changed by competent authority. With the further expansion of Phase-II, uniformity can only be maintained if no exceptions are made unless properly authorized.
7. The E&M Division, working with and through the XEN's, should require the PBS warehouse keeper to properly account for an inventory for all supplies.
8. A vigorous continuing program of evaluation and upgrading line consultants and contractors should be carried on. Their contracts should be reviewed to determine if modification of the contracts would increase the efficiency of the line consultants and/or the line contractors.

FINANCE DEPARTMENT

In our conclusion and recommendation statements of the 1980 Evaluation Report we felt that a definite desire existed with management for the development of a efficient operating department. Positive effort was demonstrated toward this objective although progress was frustrating due to poor internal control. We recommended that a organizational structure with position descriptions as proposed be adopted and staffed as indicated. Training in all areas, we felt, should also start upon adoption of a sound organizational structure.

Decided effort and progress has been demonstrated during the year in implementation of our recommendations. A summary of the progress made is contained in our comments on each directorate, including the Internal Audit Branch. The management and employees of this Department appear strongly motivated toward the development of a effective and efficient operation. Problems that were identified are receiving close attention towards the implementation of correction measures. Employees in general have shown a decided willingness to increase their job performance and management has responded by providing direction and training. Internal Control in the department has improved decidedly over what it was a year ago. While there is still much room for improvement, it should be recognized that many long hours and much effort has been put forth to accomplish the progress that has been made.

The main problem in this department is additional training in the various functions and compliance monitoring of established standards. As stated in our comments on the various Directorates progress, plans have been formulated for continued improvement in this area. Much direction is required as many new technical concepts in Rural Electric Finance have been introduced, and will continue as this Department develops. Plans in this area also have been formulated.

RECOMMENDATIONS

We recommend that the motivation present in the employees of this department continue with added vigor. Further, that additional training be provided in all areas of finance and management with continued emphasis on

training the trainers. The importance of a strong system of internal control cannot be over emphasized, and improvement in this area should be stressed. Much progress, we feel, has been made in this department. The Member and his staff are to be commended for a job well done in 1981. We strongly recommend that the progress shown this year be second only to that of next year.

PBS LOAN AND AUDIT DIRECTORATE

In our 1980 Evaluation Report we recommended that this directorate be staffed as indicated in the organizational chart and training provided immediately upon employment.

During the first quarter of this year organizational meetings were held and plans formulated. Deputy Directors were posted and staffing commenced during the second quarter. During the third quarter classroom training commenced in the conduct of PBS Audits. Plans were made for the first financial audit of a PBS. A projected audit schedule was prepared for the 13 PBSs in Phase-I. Plans were discussed for Phase-II staffing. Dacca PBS-I was visited and the first financial audit of a PBS commenced on 10 July. Field instruction and assistance was provided to the Deputy Directors and Assistants on auditing procedures and work paper preparation. Audit work papers were reviewed as the audit progressed with appropriate instructional comments submitted. Meetings also commenced regarding organization of the PBS Loan Branch. During the fourth quarter field work was completed on Dacca PBS-I Financial Audit. The audit report is in the process of preparation and expected to be completed early in January 1982. Communication was received from Dacca PBS-I management stating that he felt the audit was thorough and auditors very helpful. The first financial audit of Comilla PBS-I was commenced on 7 December. Review of completed workpapers has commenced with appropriate comments submitted. Staffing is being increased to that sanctioned as this directorate develops. Thus far the Directorate is "on track" with our Audit Schedule. An "Accounting Interpretations Manual", which provides REB/PBS personnel with interpretations to specific accounting problems and a vehicle for submission of their questions, has been published. A draft REB Instruction has been prepared assigning necessary responsibility and functions to this Directorate for monitoring the PBSs financial and accounting activities. The Loan Branch has commenced meetings with

the Management Operations Directorate for the orderly transfer of loan activities. System design flow charts have been prepared for these functions and work shops planned on these and related REB/PBS Instructions.

Decided progress has been made in this Directorate during 1981. Our main problem is training of both branches in their respective functions, as well as some system design and implementation. Plans have been formulated in this area, however, and progress is being made.

RECOMMENDATIONS

It is recommended that implementation of this Directorate's functions as detailed in their organizational manual continue. Staffing, system development and training should be provided as required with the objective of developing an effective and efficient Directorate.

INTERNAL AUDIT BRANCH

In our 1980 Evaluation Report it was recommended that this branch be staffed as indicated in the organizational chart and training started immediately upon employment of personnel.

During the second quarter of this year organizational meetings were held. Originally, Internal Audit was planned as a directorate and later changed, due to a requirement of the Ministry, to a branch. This change, however, did not impair its independence as the reporting responsibility remained to the Member Finance. A Branch Organizational Manual was prepared and approved by the Member Finance containing organizational chart, staffing requirements, position descriptions, Statement of Responsibility of the Internal Auditor, Statement of Objectives, Statement of General Standards, Statement of Standards of Field work, and Statement of Standards of Reporting. Staffing was commenced and an Orientation and Training Manual prepared. Classroom and field training started immediately upon posting of employees. An Operational Audit Schedule of the REB program and functions was prepared, in compliance with REB Instruction, consisting of 14 field assignments. On 22 July field assignment number one was commenced. The purpose of this assignment was to determine whether the General Ledger Balance Sheet Accounts maintained by the Finance Directorate were adequately supported as required by the Uniform System of Accounts. During this assignment assistance was provided to the Finance Directorate in specific problem identification and correction. Numerous meetings were held with the Deputy Director to review progress, workpaper preparation and provide necessary

instruction. This field assignment was completed and a report submitted to Member Finance on 13 October. The audit program for field assignment number two has been completed and work commenced on 17 November. The purpose of this assignment is to determine; (a) whether standards have been prescribed for the operation and maintenance of the Finance Directorate, (b) whether they are adequate and being complied with. Instruction and guidance was provided for the Deputy Director and his staff in the conduct of audits, including the utilization of flow charts to identify problem areas. A form was designed to plan and control audit follow-up assignments and periodic assignments that go beyond the scope of the programs contained in the Operational Audit Schedule. Plans were made for the first utilization of this form in a follow-up program on field assignment number one recommendations. During this year numerous work shops were held on organization, procedures and techniques.

The Member Finance and Deputy Director have shown intense interest in the development of an effective Internal Audit Branch and have made significant progress toward that objective. It is apparent that Internal Auditing has been recognized as a managerial control which functions by measuring and evaluating the effectiveness of other controls with its main objective being service to management. The main problem facing the Deputy Director is additional training for himself and staff. This training, however, is continuing with the objective of developing a efficient team.

RECOMMENDATIONS

It is recommended that progress continue in the training and development of a effective and efficient Internal Audit team.

FINANCE DIRECTORATE

In our 1980 Evaluation Report it was recommended that work flow be improved, procedures followed with compliance monitoring, and records brought to and maintained at a current status. We felt that the adoption of the organizational structure and staffing recommended would allow accomplishment of these tasks. We also recommended that training be provided for all current and new employees in their respective task assignments.

Decided effort has been demonstrated during the year in implementation of our recommendations. A significant recommended organizational change has been implemented which has increased management control and progress. A revised chart of accounts was prepared to conform to the Uniform System of Accounts and simplify bookkeeping procedures. Weekly staff meetings were commenced for the purpose of improving work flow and employee job performance. The performance of the Plant Accounting Section was reviewed, plans for improving work flow established and implemented. The first internal audit of the directorate was performed by the Internal Audit Branch on the maintenance of Accounting Records. A air of cooperation was present during the course of the audit and the report was received with appreciation. Deficiencies enumerated in the report and remedial action recommended have been responded to in writing with positive action indicated. Work coordination with other departments has improved and regular meetings are being held with the E&M Directorate in an effort to facilitate the flow of documentation in material and plant accounting. Staffing has also been increased to that sanctioned. Key personnel are continuing to recognize the importance of adherence to established internal controls. Compliance problems have been identified in this area, plans formulated for improvement and some already implemented. Follow-up procedures were installed and, in spite of employee turnover problems, substantial progress has been made. The Audit Advisor (Acting DD General Accounting) is training the Deputy Directors and Assistants in compliance monitoring and exception reporting. A training schedule for 1982 has been developed covering the Accounting Procedures Manual, Uniform System of Accounts Manual, Work Order Procedures Manual, Continuing Property Records Manual, related REB/PBS Instructions and REB Financial Management.

In summary, there has been significant progress in this Directorate during the year. Problems relating to the various elements of internal control that have been identified are being diligently worked on. Employees appear motivated in creating and maintaining a efficient operating Directorate.

RECOMMENDATIONS

It is recommended that the progress demonstrated this year continue with added vigor in the forthcoming years. The strengthening of internal control needs much attention, more especially the elements of organization, procedures and accounting records. Training needs to continue in all areas, more especially

those related to internal control, and be recognized as a ongoing project for all current and new employees in their respective task assignments. Employees need to be made aware of the procedures governing their various task assignments and these have to be complied with. Reports are a major means of control by management and must be prompt, accurate, concise and complete. In order to accomplish this, records have to also be accurate and complete on a monthly basis. At present financial statements are being prepared quarterly. We recommend that these important reports be prepared monthly.

PROCUREMENT DIRECTORATE

Bid Package No. 8 was tendered and all contracts let. Bid Package No.9 and 10 were prepared, approved and on 1 June were issued with bid opening date of 16 July. Bid Package No. 11 was received and opened on 10 December and is in process of being awarded. Bid Package No. 13 has been prepared. Appliances for the REB rest house that were shipped from Singapore, were destroyed by a fire aboard ship with the exception of the air conditioners, which were cleared through customs at Chittagong. Plans were approved to re-order the destroyed refrigerators. Tenders were prepared and issued for the Kuwait Loan estimated at \$6,127,415.00. Bid Package No. 1 was opened on 5 December, No. 2 opened on 28 November and No. 3 opened on 5 December. All are in the process of being awarded. There were 53 insurance claims filed during the year amounting to \$339,311.42. Their status at 31 December is as follows:

| | | |
|---------|-----------|-------------------|
| Paid | 20 | \$163,800.36 |
| Denied | -0- | - 0 - |
| Pending | <u>33</u> | <u>175,511.06</u> |
| | 53 | \$339,311.42 |

The main problem in this Directorate appears to be related to poor coordination between Procurement, EAM and Finance. Control to assure adequate follow-up are still deficient although documented in the Procurement Procedures Manual.

RECOMMENDATIONS

We recommend that increased emphasis be placed on coordinating procurement activities with EAM and Finance activities. This coordination is important to assure that what has been ordered is actually what has been received, and that

its paid for at the agreed price. The procedure outlined in the Procurement Procedures Manual must be followed and controls installed to assure continued compliance.

DIRECTORATE OF PBS MANAGEMENT OPERATIONS

The Directorate PBS Management Operations was changed in the last months of the evaluation year. The staff lacks training, and transfers have delayed some progress. Trained management personal are capable of a number of different job requirements and transfers or advancements could help other Directorates, but longevity is desirable.

The present Director did participate in a six week Rural Electrification Orientation Program in the United States. This orientation should prove to be very beneficial in performing his duties and responsibilities as Director, PBS Management Operations.

With a field staff of four, PBS Board Meetings, Standing Committee activities, and PBS Administration and Management activities of the fifteen PBSs are being monitored with suggestion and assistance given to as much as possible on a monthly basis.

The Director of Management Operations is holding staff meetings on a weekly basis with the 4 Deputy Directors and each of the Assistant Directors in attendance. Also in attendance at the weekly staff meetings are expatriate advisors for PBS Finance, Member Service and Management.

The Director has been delegated the authority and has accepted the responsibility and accountability of trying to achieve the desired results with each of the PBSs. For continued success the Director must manage the Directorate and all communication should be channeled through this Directorate to avoid verbal communication being issued by REB "Official" sources which are not confirmed in writing.

PBS officers and staff strongly feel they are supervised rather than being advised, trained and assisted by REB staff.

RECOMMENDATIONS

1. All communication relating to PBS Management Operations must be coordinated through the Director PBS Management Operations.
2. The Directorate Officers should properly utilize the expatriate advisors knowledge and experience.
3. The NRECA/CAI Advisory Team "MONTHLY REPORT TO RURAL ELECTRIFICATION BOARD" be furnished to each Directorate.
4. Continue inter-departmental weekly staff meeting.
5. Fortnightly meetings should be held when Member of Development and Training is appointed, with his Directorates and their expatriate Advisor in attendance.
6. Closer coordination between Directorate of System Operation and Management Operation and appropriate expatriates.
7. Summary in English of action taken at PBS Board meeting and Items discussed.
8. Continue to provide working space for expatriate advisors with their counter parts in REB.
9. Continue to keep Assistant Directors in the field to monitor advise and assist Management and Staff of the PBS.
10. Continue to train REB staff use Deputy and Assistant Directors for instructors with new employees. Refresher course should be designed to maintain or increase motivation of all employees.

MEMBER SERVICES AND POWER USE

In the first quarter of 1981 REB posted the first Deputy Director of Member Service and Power Use to the PBS Management Operations Directorate. Objectives were established, goals were set and targeted, and communications began between REB and the PBS to promote Member Service and Power Use programs.

Meetings were held with the PBS Directors and employees explaining PBS Policy 300-2 and to point out the importance of their support and involvement in order to have an effective and viable productive uses program. REB assisted the PBS' as they began developing programs in priority areas of responsibility.

A member education program was initiated by the PBS Boards of Directors with the village Advisor program. Advisors are appointed to represent the villages in an advising capacity as the village are energized. Orientation and training programs were held in groups of twenty five to explain the concept of rural electrification, service policies, safe use of electricity, the single-phase three-phase electric system, and the advantages of electrified irrigation. The programs have been well attended and appreciated by the village leaders.

REB called on agencies of the Bangladesh Government, in Dacca and in the districts involved in irrigation, to explain the benefits of electrified irrigation and to coordinate mutual programs. REB helped the PBS's organize coordination meetings with BADC, Krishi Bank, IRDP, and PBS officials. The meetings were successful in promoting electric motors for irrigation and in working out service problems.

GEC delivered the first order of eighty 5 HP single-phase motor pump sets with 3/4 cusec pumps and twenty motor pump sets without pumps. The Krishi Bank assigned two dealers to sell and install the motor pump sets. REB arranged for demonstrations at the PBS and the farmers responded with many orders. REB placed another order for 380 motors from the U.S.A.

A quality outdoor lighting fixture was designed and is presently being manufactured in Bangladesh at a competitive price. Quality power looms are manufactured locally that can be operated by a fractional horse power single-phase motor. Small rice hullers are being introduced to the farmers.

Demonstrations and tests show a need for 7½ HP and 10 HP single-phase motors. The majority of the rice hullers presently being operated by 20 HP, 30 HP, and 35 HP electric motors can be operated by single-phase electric motors.

REB developed plans and procedures for the PBS's to carry out their annual meetings. REB held two seminars and workshop for training the AGM's of Member Service and Power Use.

RECOMMENDATIONS

1. Continue to improve its Member Service and Power Use staff in order to best serve the PBS's.
2. Encourage the Bangladesh Government to review its policies concerning electric motors.
3. Continue working with the PBS's to improve relations with BADC in Dacca and in the district offices in order to increase the number of electric motor used for irrigation.
4. Continue to work with the Krishi Bank and other financial institutions to upgrade the number and quality of dealers of electric irrigation equipment in the private sector.
- X 5. Work with the donors in the planning stage in order to secure advanced specification of electric motors for irrigation.
6. Take advantage of positive field tests and operating statistics to show BADC and government officials the many advantages of the combination single-phase three-phase electric system and the cost advantages of using electric motors for irrigation.
7. Continue to work to convince BADC to replace the rental diesel LLP's on PBS electric lines to single-phase electric LLP's.
8. Utilize its Member Service and Power Use staff to foster and encourage the development of small and cottage industries in the PBS service areas.
9. Continue to develop Member Education programs on productive and safe use of electricity.

PBS OFFICE SYSTEMS

Office systems has the responsibility of monitoring advising and assisting the Finance Department of each PBS.

This branch is headed by a Deputy Director and under his supervision are three Assistant Directors who work in the field with the PBS's.

The duties cover the implementation of the Uniform System of Accounts, billing and collection procedures, preparation of financial and statistical reports, and preparation of operating and capital expenditure budgets.

RECOMMENDATIONS:

1. The Deputy Director must be an Advisor, Teacher, Counsellor and Coach to the Assistant Directors and PBS Finance and Accounting personnel.
2. Assistant Directors need to spend more time monitoring accounting practices and procedures at individual PBS's.

INDIVIDUAL PBSs

PBS MANAGEMENT AND ADMINISTRATION

During 1981, there were 6 Management Audits conducted of the six PBSs that have been energized for one year or longer. The audits indicated: Staff Meeting were not being held or conducted properly. PBS Instructions in most instance were not being adhere to.

The Management Audits revealed the willingness among the General Managers to learn and the desire to perform well. There are a few General Managers that were not using the Manuals presented at Seminars and workshops as reference material. After Management Audits the Manuals and PBS Instructions are being used more.

The Audits brought out the fact that the Department Heads were not completely aware of indepth workings in their Department. Some of the Department Heads were the last to be posted and they hadn't involved themselves in all of the different steps in the day to day operations.

The fourteenth PBSs were organized and registered. During this period all Boards received training from the REB Training Directorate and a great number of the Boards received advanced training from the Directorate.

The Boards need to complete Policy Manuals. The Manuals should contain statements of goals, directives, and organization. The Boards should study each policy in depth before its adoption and delegate the day-to-day operation of the PBS to the General Manager.

PBS FINANCE AND ACCOUNTS

The Uniform System of Accounts prescribed by REB is being used in all PBSs. Accounting procedures are being implemented. Subsidiary records are being maintained wherever it is possible at this time.

Financial and Statistical reports are being prepared monthly. Operating and Capital budgets are prepared annually.

DACCA PBS-I

Board of Directors

Individual directors and advisors are demonstrating initiative in creating a climate for member motivation in the PBS activities. The Board is practicing good Board/Manager relationships.

In reviewing board minutes, there is no record of Board Standing Committee meetings or activities. The Board has started a Policy Manual. Dacca PBS-I is the "training ground" for the PBSs and REB officials make frequent changes in priorities and procedures, apparently without proper consultation, consideration and planning with the PBS Board.

Management and Administration

Presently, the management staff consists of General Manager and four Departmental Heads - Finance, General Services, Construction Operation and Maintenance, and Member Services/Power Use. The support staff is implemented in accordance with PBS Policy Instructions and receives training from REB.

Being close to Dacca, there are many visitors and special request to the PBS. In fulfilling these requests, there are interruptions and unnecessary delays in the administration of the normal daily operating routine of the PBS.

Finance and Accounts

Billing is going very well. All work is done by hand with little use or availability of hand calculators and/or adding machines. Reconciling accounts receivable with the General Ledger is good considering that many people are making manual entries and that there is limited use of machines.

Work Order Procedures are almost nonexistent. Original paper work is not being done.

Close out documents should be furnished to the PBS for office complex, substations and line construction contracts. This information is necessary for meaningful financial statements.

RECOMMENDATIONS:

Board of Directors

1. All Board Standing Committees should become active.
2. A periodic self evaluation of each individual member of the board on their performance in meeting board objectives and responsibilities.
3. A board evaluation on total board performance in meeting objectives and measuring board results and accomplishments.
4. Become knowledgeable of the content of PBS Policy Instructions and complete the Policy Manual.
5. Continue the requirement of attendance and participation in Board Meetings.
6. REB should involve the PBS Board by seeking advice, recommendations and suggestions in matters concerning the PBS activities.

Management and Administration

1. Monitor, advise and assist management officers in their specific areas of responsibility, duties and functions.
2. Schedule visits and make special request for information, data or reports through the Director Management Operations.

Finance and Accounts

1. Continue to monitor, advise and assist in billing and accounting procedures.
2. Continue to advise, assist and monitor office management methods and procedures.

Operations and Maintenance

1. PBS should be furnished as built staking sheets of completed construction.
2. Continued training and assisting need to be provided for operations.
3. Map with one line drawing of system be keep on a current monthly basis.
4. Prepare and send to proper department on a daily basis completed work orders and material charge out tickets with labor report.

TANGAIL PBS-I

Board of Directors

The Board of Directors are working closely as a group under the leadership of a strong president. The Executive Committee functions regular and when needed other committees of the PBS meet less frequent. The Board has keen interest in the PBS. The majority of the board have attended seminars and workshops, for the purpose of better equipping themselves with the proper knowledge to set policies for the PBS within which they can operate effectively. There seems to be a difference between the General Manager and Board on how the policies and directives should be carried out. Coordination of understanding and desire is needed between General Manager and Board.

Management and Administration

The Management staff consists of the General Manager and four Department Heads (General Service, Finance, Member Service/Power Use and Construction Operation and Maintenance). Staffing is generally carried out as per REB Instructions and guidelines. The Department Heads display the attitude of wanting to work together for the best interest of the PBS and it's consumers. Much work is needed to help the Department Heads accomplish this goal.

Finance and Accounts

Accounting is being done in a neat and orderly manner. It was evident in the desire for correctness and actual recording of the transaction taken by the PBS.

Billing is going very well considering, all work is being done by hand with very little use or availability of hand calculators and/or adding machine. Reconciliation of accounts receivable with General Ledger is good considering that many people are making manual entries and there is limited use of machines.

Work order procedures - Almost nonexistent. Original paper work is not being done.

Close out documents should be furnished to the PBS for office complex, Substations and Line Construction Contracts. This information is necessary for meaningful Financial Statements.

RECOMMENDATIONS

Board of Directors

1. See that Instruction Policies and desires of the Board are followed and within time frame set.
2. Complete Policy Manual of PBS and review annually for revision update and clarification of intent.
3. Standing Committees of the Board meet on a regular schedule basis and report action of said committees for proper action to be taken by the complete Board and be recorded in the permanent minutes of the PBS.
4. Periodic review of PBS Instructions for objective and intent.
5. A self evaluation of each Board member on their performance in meeting board objectives and responsibilities. Also an evaluation of total board performance in meeting objectives and measuring desired results and accomplishments.

Management and Administration

1. Staff meetings should be held once a month until all Department Heads understand the activities and functions of each department and how each are related to the other departments. Each Department Head should discuss and explain their department at staff meetings.
2. Each Department Head should have a through working knowledge of their department.
3. Monitor advise and assist management officers in their specific areas of responsibility duties and functions.
4. Make special request for information data and reports from the PBS, through the Director Management Operations.

Finance

1. Continue to monitor advise and assist in billing and accounting procedures.
2. Continue to advise assist and monitor office management method and procedures.
3. Conduct a Annual Financial Audit.

Operation and Maintenance

1. Should furnish as built staking sheets as completed.
2. Continued training and assisting needs to be provided for daily operations.

COMILLA PBS-I

Board of Directors

The Board of Directors are functioning satisfactorily. All members of the Board are interested and active in the development and operation of the PBS. There is effective participation at Board meetings by the Board members. From observation there is a good Board/Manager relationship.

Some standing committees are not functioning properly. Policy statements have been approved, however, the policy manual has not be completed.

There has been Board resistance in accepting PBS Policy Instructions, primarily because they are not understood.

Management and Administration

Presently, the management staff consists of General Manager and four Department Heads - Finance, General Services, Construction Operation and Maintenance and Member Services/Power Use. The support staff is implemented in accordance with PBS Policy Instructions and receives training from REB.

Some Management personnel have not demonstrated acceptable management practices and knowledge of their responsibilities and duties.

Finance and Accounts

Billing is going very well considering all work is being done by hand with little use or availability of hand calculators and/or adding machines. Reconciliation of accounts receivable with General Ledger is good considering that many people are making manual entries and that there is limited use of machines.

Work Order Procedures - Almost nonexistent. Original paper work is not being done.

Close out documents should be furnished to the PBS for Office Complex, Substations and Line Construction Contracts. This information is necessary for a meaningful Financial Statement.

RECOMMENDATIONS:

Board of Directors:

1. All Board Standing Committees should become active.
2. Adopt a Policy on requirement of attendance and participation in Board meetings.
3. Adopt a Policy on evaluation of Board performance, meeting objectives and accomplishments.
4. REB should involve the PBS Board by seeking advice, recommendations and suggestions.

Management and Administration

1. Monitor, advise and assist management officers in their specific areas of responsibility, duties and functions.
2. Schedule visits and make special request for information through Director of Management Operations.

Finance and Accounts

1. Continue to monitor, advise and assist in billing and accounting procedures.
2. Continue to monitor, advise and assist in office Management methods and procedures.

Operation and Maintenance

1. PBS should be furnished as-built staking sheets of completed construction.
2. Continued training and assisting need to provided for daily operations.

COMILLA PBS-II

Board of Directors

Comilla PBS-II was energized in December of 1981 and the board have demonstrated leadership abilities in hosting a seminar for Rural Development to improve the service area of all PBSs. Effort is being put forth to achieve member acceptance. The Board has requested certain training from Director of Training showing a desire to secure the training the Board needs. There is a good Board/Manager relationship. The Board establishes Policy and General Manager administers the directive.

In reviewing minutes, meetings of standing committees are not adopted by the entire Board, and all committees are not active.

Management and Administration

Presently, the Management staff consist of General Manager and Four Department Heads - Finance, General Services, Construction Operation and Maintenance and Member Services/Power Use. The support staff is implemented in accordance with PBS Policy Instructions and receives training from RFB.

Management is moving forward at a steady pace, trying to be sure of the decisions made and not make costly errors.

Finance and Accounts

Billing is going very well considering all work is being done by hand with little use or availability of hand calculators and/or adding machines. Reconciliation of accounts receivable with General Ledger is good considering that many people are making manual entries and that there is limited use of machines.

Work order Procedures - Almost nonexistent. Original paper work is not being done.

Close out documents should be furnished to the PBS for Office Complex Substation and Line Construction Contracts. This information is necessary for a meaningful financial statement.

RECOMMENDATIONS:

1. All Board Standing Committees should become active and proceedings of the committee brought to the attention of entire Board at their next regular meeting.
2. A periodic self and Board evaluation be taken, with regard to meeting objectives, measuring results, accomplishments and performance of Board.
3. Complete Policy Manual and become knowledgeable of all PBS Instructions, intent and content.
4. Adopt a Policy requirement of attendance and participation in Board Meetings.
5. RFB should involve the PBS Board by seeking advice, recommendations and suggestions in matters concerning the PBS Activities.

Management and Administration

1. Hold staff meetings and employee meetings on regular schedule basis.
2. Continue to practice the five functions of management: Planning, Organizing, Directing, Coordinating and Controlling.
3. Use the eleven Key Performance Areas as mentioned in the Manual "Management It's Nature and Scope".
4. Monitor, advise and assist management officers in their specific areas of responsibility, duties and functions.
5. Make special request for information, data or reports through the Director - Management Operations.

Finance and Accounts

1. Continue to monitor, advise and assist in billing and accounting procedures.
2. Continue to Assist, Monitor, and Advise Office Management methods and procedures.

Operation and Maintenance

1. PBS should be furnished as-built staking sheets of completed construction.
2. Continued training and assisting need to be provided for daily operations.

SYLHET PBS-I

Board of Directors

Sylhet PBS-I, will be energized the second quarter of 1982. The Board of Directors are meeting regularly each month. The Board and Management are working together as a team. REB Instructions are read and explained at the Board meeting. Management is concerned about the training of employees. REB and Management Advisors have been trying to prepare the personal for energization. Only time will determine this since the employees lack experience in actual operation of a system.

Management and Administration

Presently the Management staff consists of General Manager and four Department Heads; Finance, General Services, Construction Operations and Maintenance and Member Services/Power Use. The support staff is implemented in accordance with PBS Policy Instruction and receives training from REB.

Finance and Accounts

Utility System of Accounting has been installed.

Close out documents should be furnish to the PBS for office complex and for substation and line construction upon completion and acceptance by PBS.

RECOMMENDATIONS:

Board of Directors

1. Board of Directors Standing Committees will need to become active after energization and minutes of committee meetings be maintained and report made to full Board at next regular meeting of Board of Directors.
2. Adopt a policy requirement of attendance and participation in Board meetings.
3. Adopt a Policy on evaluation of Board performance, meeting objectives and accomplishments.
4. Complete and Maintain Policy Manual.

Management and Administration

1. Assist, advise and monitor management officers in their specific areas of responsibility, duties and functions.
2. Management work with Training Directorate of REB to provide Seminars needed for the PBS personnel.

Finance

1. Monitor, advise and assist in billing and accounting procedures, especially during first few months after energization.
2. Continue to advise assist and monitor office Management methods and procedures.

Operations and Maintenance

1. Furnish as-built staking sheets of lines constructed at time of energization.
2. Continued training and assistance need to be provided for daily operation.

SYLHET PBS-II

Board of Directors

The Board of Directors are working very good as a group. The Committees of the Board are functioning, but the minutes of the Board do not always reflect the actions of various committees. Directors have attended workshops and seminars designed to improve & strength the Board. Good Board/Member relationship is evident. Policy Manual should be completed.

Management and Administration

The Management and Administration responsibilities are organized to accomplish the desired results of the PBS.

Management staff includes General Manager and four Assistant General Managers - General Services, Finance, Member Service/Power Use and Construction Operations and Maintenance. Supporting was done in accordance with REB Instruction. Fairness to all employees is observed on a timely basis. All Department Heads are working together with General Manager for smooth operation of PBS and service to the consumer.

Finance and Accounts

Billing is going very well considering all work is being done by hand with very little use or availability of hand calculators and/or adding machines. Reconciliation of accounts receivable with General Ledger is good considering that many people are making manual entries and there is limited use of machines.

Work order procedures - almost nonexistent. Original paper work is not being done.

Close out documents should be furnished to the PBS for office complex, substations and Line Construction Contracts. This information is necessary for a meaningful Financial Statement.

RECOMMENDATIONS

Board of Directors

1. A self evaluation of each Board Member on their performance in meeting board objectives and responsibilities. Also, an evaluation of total board performance in meeting objectives and measuring desired results and accomplishments.
2. Periodic review of PBS Instruction for objective and intent.
3. Complete Policy Manual.
4. Report action of standing committees to the Board at their next regular meeting.

Management and Administration

1. Until all Department Heads understand the activities of other departments, each AGM discuss their respective department in detail at staff meetings.
2. Each Department Head have thorough working knowledge of their department.
3. REB monitor, advise and assist management officers in their specific areas of responsibility, duties and functions.
4. REB make special request for information, data or reports through the Director Management Operations.

Finance

1. REB continue to monitor, advise and assist in billing and accounting procedures.
2. REB continue to advise, assist and monitor office Management methods and procedures.
3. REB conduct a Annual Financial Audit.

Operations and Maintenance

1. REB should furnish as-built staking sheets of completed construction to the PBS.
2. Continued training and assisting need to be provided for daily operations.

JESSORE PHS-I

Board of Directors

The directors of this PBS are working very diligently in providing guidance and leadership for the successful operation of the Samity. Observation indicates Board/Management relationship is satisfactory, division of responsibilities and authority has been established. Improvement in standing committee efforts to provide policies and objectives to management have been noted.

Additional understanding of content and application of PBS Policy Instructions are desirable.

Continue development of PBS Policy Manual.

Management and Administration:

Assistant General Manager, General Service has been serving as Acting Manager, with very satisfactory results. All Assistant General Manager posts have been filled. General Manager position is to be filled in near future.

Cooperation and team spirit between departments has been developed, resulting in improved PBS administration.

Finance and Accounts

Permanent Membership Register has been established and maintained. Billing procedures have been implemented with revenue accounts aged and balanced monthly. Member account numbers have been assigned to all meters energized. Annual budget has been submitted for approval.

RECOMMENDATIONS:

Board of Directors:

1. Continuation of assistance, advice and monitoring of Board/Management Relationship and Responsibilities.
2. Guide and instruct Board in proper parliamentary procedures use, for more effective meetings.
3. Greater effort to understand and implement PBS Policy Instructions.
4. Continue development of Policy Manual.

Management and Administration

1. Continue coordination of information and work flow between departments.
2. Advise and assist newly posted General Manager in overall PBS operations.
3. Work with AGM's to insure smooth transition and acceptance of management leadership.

Finance and Accounts

1. Continue to advise, assist and monitor office management procedures and functions.
2. Additional training through seminars and workshops on uniform system of accounts and continuing property records.

JESSORE PBS-II

Board of Directors

Because of atmosphere created at this PBS by management, this Board of Directors have not exercised the powers, nor carried out effectively their duties and responsibilities as a Board of Directors. The board failed to analyze and interpret the information supplied before decisions were made. The board failed to implement a check and balance procedure and consequently management became the dominant factor in all PBS undertakings. Members of the board do not have the proper knowledge of the PBS Policy Instructions. Additional training in Board Standing Committee responsibilities would be helpful.

Management and Administration

Present management staff includes Assistant General Managers - Finance and Member Services. Positions of Assistant General Managers - General Services and Construction Operations and Maintenance are open. The General Manager has been discharged by the PBS Board of Directors with concurrence of RCB. Present state of affairs at this PBS will necessitate additional support by RCB and expatriate Advisors.

Finance and Accounts

Meter records and billing procedures have been implemented and carried out. Preparation of monthly financial reports are prepared as per RCB

Instructions. Electric revenue accounts are aged and balanced monthly. Annual budget has been submitted for REB perusal.

RECOMMENDATIONS

Board of Directors

1. Further assistance, advice and monitoring of Board/Manager relationship, duties, authorities and responsibilities.
2. Advise and assist each Standing Committee in their duties, importance, and responsibilities to the overall success of the PBS.
3. Each director must become knowledgeable of the importance of PBS Policy Instructions and their application.
4. Develop and maintained Policy Manual.

Management and Administration

1. Immediately fill the post of General Manager, Assistant General Managers - General Services and Construction, Operation and Maintenance.
2. Advise, assist and monitor management in all areas of responsibility during initial tenure of post.
3. Delegate authority and accountability along with responsibilities and encourage, recognize and reward individual achievements.

Finance and Accounts

1. A financial audit should be conducted immediately.
2. Support finance management and administration with continued advise, assistance and encouragement.
3. Continue training courses on billing and accounting procedures.

PARNA PBS-1

Board of Directors

The Board of Directors are performing their duties in a satisfactory manner. Each member is active in board deliberations and the on-going PBS development.

Standing Committees are organized and working on areas of responsibilities. Board/Management relationship has been satisfactory.

No major problems have surfaced nor have indications been noted at this time.

Management and Administration

The Management Staff consists of a General Manager and three Assistant General Managers - General Services, Finance, and Member Services. No Assistant General Manager - Construction Operation and Maintenance has been posted to date.

Work on establishment of proper methods and procedures as outlined in PBS Policy Instructions is being carried out by staff personnel.

Some problems of cooperation between Management and Project Engineering has developed.

Group conference with members having complaints or inquiries has been established with favorable results.

Finance and Accounts

Filing system has been developed (numerical). Individual member files have not been established to date. Work order procedure training is required.

No controls for billing procedures exist.

RECOMMENDATIONS

Board of Directors

1. Continuation of assistance, advise and monitoring of Board/ Management Relationship and Responsibilities.
2. Guide and instruct Board in proper parliamentary procedures use, for more effective meetings.
3. Greater effort to understand and implement PBS Policy Instructions.

Management and Administration:

1. Advise, assist and monitor management staff in their respective areas of responsibilities.
2. Coordination of information and work flow between departments.
3. Posting of Assistant General Manager - Construction, Operations and Maintenance. Additional lineman and training of some is required.

Finance and Accounts

1. Establish membership filing system.
2. Establish controls for billing procedures.
3. Training required for proper work order procedures accounting.
4. Continuation of advise and assistance in administration procedures.

PABNA PBS-II

Board of Directors

The board does not understand their true functions and responsibilities.

Regular Board Meeting attendance is only averaging seven to eight directors in attendance. Objectives and goals of the PBS can not be accomplished unless each director is willing to attend, participate and represent the membership which elected him.

Standing Committees have not performed the duties which is required for sound PBS operations. Development of PBS Policy Manual is needed. Additional training is required for understanding of PBS Policy Instructions.

Management and Administration

Assistant General Manager - General Services has been serving as Acting General Manager. No AGM(F) is posted at this time.

A General Manager is scheduled to be posted in near future.

Assistant General Manager - Construction, Operation and Maintenance is posted. Assistance in planning and scheduling is necessary for department to function effectively.

Member Service Department is not functioning up to its potential. Assistance and advise in this department is needed.

Improvement and development of present skills and knowledge of duties and responsibilities will be required.

Finance and Accounts

Member account numbers have been assigned each energized meter.

Billing procedures have been implemented and all revenue accounts are aged and balanced monthly.

Permanent Membership Register has been established and is being maintained.

RECOMMENDATIONS

Board of Directors

1. Development of understanding of PBS Policy Instructions and acceptance of responsibilities.
2. Learn and use parliamentary procedures for better organized and effective board meetings. Demand regular attendance at meetings.
3. Board Standing Committees must function and learn to meet its assigned duties.

Management and Administration

1. Management must recognize the need for additional training, support and counselling when required.
2. Additional effort in sharing information between departments.
3. The post of Assistant General Manager - Finance should be filled at earliest possible date.

Finance and Accounts

1. Establish and maintain record filing system.
2. Additional training through workshops and seminars on Uniform System of Accounts and Continuing Property Records.
3. Finance department should avail itself of assistance available from REB and Expatriate Advisors.
4. Study of REB Policy Instructions and accounting procedures.

PABNA PBS-III

Board of Directors

A true understanding of the Board of Directors functions and responsibilities is lacking. Personal conflicts and differences between directors have surfaced creating division and discord during board meetings. The actions of the General Manager has been a large contributing factor in creating this dilemma. Standing Committees of the Board are not performing their functions as expected. The objectives and goals of the PBS can not be accomplished unless the Board of Directors working together establish basic operational policies, overall plans, and control to ensure compliance.

Management and Administration

The General Manager has submitted his resignation, which has been accepted by the PBS Board of Directors and REB. At present the management staff includes Assistant Managers - Finance and General Services. The post of AGM(MS) and (CO&M) remain vacant. Interview for recruitment of AGM post is underway. It is imperative that advise, assistance and encouragement be given the AGM's and supporting staff during this transition period. Promote, develop and maintain harmonious relationship among staff and management.

Finance and Accounts

Annual budget has been submitted to REB for review and approval. Electric revenue accounts are aged and balanced monthly. Preparation of monthly financial reports are being prepared in conformity with REB Instruction.

RECOMMENDATIONS

Board of Directors

1. Additional effort must be made in improving the attitudes and perceptions of this board so an effective job in carrying out their responsibilities may be accomplished.
2. Instruction in use of parliamentary procedures for conducting well organized, effective and productive Board and Standing Committee meetings.
3. Completion of policy statements and policy manual.
4. In depth review of PBS Policy Instructions for proper understanding and implementation.

Management and Administration

1. Advise, assist and monitor management staff in their respective areas of responsibilities.
2. Selection of General Manager and Assistant General Managers Member Services and Construction Operations.
3. Better coordination of information and work flow between departments.

Finance and Accounts

1. Additional training through workshops and seminars on Uniform System of Accounts and Continuing Property Records.
2. Continuation of advise and assistance in management and administration procedures.
3. Establish and maintain record filing system.

RAJSHAHI PBS-I

Board of Directors

The Board of Directors are performing there duties in a satisfactorily manner. Each member takes an active part during the board deliberations and are active in the on-going development of the PBS.

Two new directors were elected and joined the PBS Board, March 20, 1982. The director-elect of Elaka No. 4 was unable to take his seat on the Board because of a injunction notice issued by the Natore Munshef Court. Allegations were brought by Mr. Mumtazudding Pramanik, a defeated candidate (by 2 votes) from Elaka No. 4: (A) Duplication of names in voters list, (B) Casting of false vote - specifying one instance. At last report the Court had ruled in favor of director-elect Mr. Abu Hena and he shall take his seat on the Board of Directors at the May 21, 1982 meeting.

The Standing Committees have improved in using this avenue to advise and assist the Board and GM in the areas of each committees responsibilities.

The Board has become more knowledgeable of the PBS Policy Instructions, however no Policy Manual has been developed to date.

Board/Manager relationship has shown improvement and personality conflicts between management and some directors have been minimized.

Management and Administration

Presently, the management staff consists of General Manager and three Assistant General Managers - Finance, General Services, Member Services. Construction Operation and Maintenance has not been posted. The support staff has been implemented in accordance with PBS Policy Instructions. Administration of the daily operating procedures of the PBS is effectively conducted by present management staff. Development, improvement and supplementing present skills and knowledge of duties and responsibilities will be

required. Management is reluctant to delegate responsibilities, train and assist in development of employee or recognize employees for there job performance qualities. Additional cooperation between Management, Project Engineering, Engineering - Consultants and Line Construction Contractors is required. Acceptance of assistance or advice from Expatriate Advisors is not evident.

Finance and Accounts

Permanent Membership Register has been established and is being maintained. Member account numbers have been assigned to each energized meter. Billing procedures have been implemented with all revenue accounts aged and balanced monthly.

RECOMMENDATIONS

Board of Directors

1. Exercise rules of parliamentary procedures as the basis for well organized and effective meetings.
2. Continuation of assistance, monitoring and advice on Board/ Manager Relationship and Board Responsibilities.
3. Greater understanding of PBS Policy Instructions and development of Policy Manual.

Management and Administration

1. Effort in better working relationship with Project Engineering, Contractors and Consultants is required.
2. Management must recognize the need for additional training, advising, assisting and counselling AGM's and supporting staff in order to fulfill their areas of responsibilities.
3. Greater effort should be made in delegation of responsibilities and authority to AGM's in order to best utilize existing talent.
4. General Manager should avail himself of the assistance available from REB and Expatriate Advisors.

Finance and Accounts

1. Continue to advise, assist and monitor office management procedures and functions.
2. Review of billing and accounting procedures through workshops and seminars.

RAJSHAHI PBS-II

Board of Directors

Board Management relationship and understanding of division of responsibilities and functions is satisfactory.

Policy Statements have been adopted and implemented. Work on PBS Policy Manuals is underway.

Board Standing Committees have become active and show understanding of their committee responsibilities.

Management and Administration

Management and administration duties and responsibilities have been well organized to accomplish the desired results of the PBS. All Assistant Management positions have been filled except AGM, Construction Operations and Maintenance. It is very important that this position be filled at an early date. AGM(MS) is doubling as AGM(CO&M) at present time. Observation of Management and Administration indicate no major problems exist at present time.

Consultative management is practiced by General Manager.

Finance and Accounts

Assistant General Manager, Finance should be more aggressive in department supervision.

Meter reading program well organized.

A system of report slips has been established for spotting and recognizing potential problems.

All accounting functions are monitored and in general conform to PBS Policy Instructions.

RECOMMENDATIONS

Board of Directors

1. Additional review and understanding of PBS Policy Instructions is required.
2. Complete and review PBS Policy Manual for ready reference by Management, Administration and Board of Directors.

3. Active use of Board Standing Committees in order to gain better understanding of duties.
4. Use of parliamentary procedures for effective and well organized meetings.

Management and Administration

No major Management or Administration recommendations are required at this time. Continuation of use of assistance and advise when needed is recommended.

Finance and Accounts

Continue to advise, assist and monitor.

Assistance in billing section by REB should be undertaken.

Assist AGM(F) in staff training requirements.

RANGPUR PBS-I

Board of Directors

The first Thana information meeting was conducted August 22, 1981. The PBS was organized and registered in December 1981. Basic Organizational Policy Statements and PBS Policy Instructions have been adopted.

Board meetings are held on regular monthly schedule and Board Standing Committees have been appointed. Standing Committees have not begun to function at this time.

The Board of Directors are working hard to become knowledgeable with all PBS Policy Instructions and procedures.

Management and Administration

XEN, Project Division is serving as Acting General Manager. Assistant General Manager, General Services has been posted. The AGM(GS) is also serving as AGM(F) on temporary assignment.

No management or administration problems have been observed.

Finance and Accounts

Annual budget has been prepared and submitted for REB approval.

No staffing program has been implemented to date.

RECOMMENDATIONS

Board of Directors

1. Continue to advise, assist and monitor the board in their duties and responsibilities.
2. Advise and assist each Standing Committee in its functions and duties.

3. Review and explain each PBS Policy Instruction to the board.
4. Distribute Policy Manuals to Management and each member of the board.

Management and Administration

1. Post General Manager, Assistant General Managers - Finance and Member Services.
2. Coach, counsel and assist management and administration in each area of responsibilities during initial stage of the PBS operations.

Finance and Accounts

1. Implement staffing of Finance department as outlined in PBS Policy Instructions.
2. Monitor, advise and assist in establishment of accounting procedures and methods.
3. Counsel advise and monitored Financial Management and Administration procedures and results.

ALL PBS BOARDS OF DIRECTORS AND BOARD STANDING COMMITTEES

RECOMMENDATIONS

The active involvement and participation of Board Standing Committees is essential to the successful development and functioning of a PBS. Therefore, there must be a continuing monitoring, advising and assisting of all Board and Board Standing Committee meetings by BEB Management Operations personnel to ensure the successful development and operation of each PBS.

It is also recommend there be an evaluation of the overall performance of the board of Directors, Standing Committees and individual members of the board, on an annual basis, to measure their results in achieving the objectives of the PBS.

Attention will need to be given by BEB to the existing Boards of Directors to set Policy and leave the day to day functions of the PBS to the General Manager.

ALL PBS MANAGEMENT AND ADMINISTRATION

RECOMMENDATIONS

1. Conduct staff meetings for Management personnel and Monthly Departmental Meetings. These should be informational, as well

- as a discussion of progress, problems and a plan for remedial action.
2. Develop and provide Policy Manuals, Organógrams, Position Descriptions with Job Specification and duties to each employee.
 3. When delegating responsibility, authority must also be delegated. The person delegated the authority and the responsibility, should also understand they are accountable for the desired results.
 4. Concentrate on assisting and advising Management in their individual responsibilities and functions.
 5. Monitor Management staff to observe if they are achieving the desired results of their post and objectives of the PBS.
 6. Establish an annual evaluation of each employee, on performance, for personal growth and development.
 7. Use the stronger PBS System to give on the job training for office and line personnel.

PROGRAM PLANNING DIRECTORATE

The Program Planning Directorate was organized in mid - 1981 to provide coordination and control of planning, evaluation, and program activities. The functions of the Directorate are comprehensive planning for each phase of the rural electrification program, development of detailed feasibility studies of each proposed PBS, coordination of program planning with project donors and other Government Agencies, evaluation of program progress and impact, maintenance of the REB management information system, and publication of the REB newsletter. The organizational elements brought into the existing Program Directorate were the Feasibility Study Branch and the Evaluation Branch from the Planning and Design Directorate, Engineering Division, and the Publication and Liaison Branch from the Secretariate. In addition, the duties of the Project Planning Branch, Engineering Division were also transferred to the new Directorate. The Program Planning Directorate was initially organized into Planning, Evaluation, Program, and Information Branches.

Shortly after the formation of the Directorate, the Deputy Director Information was reassigned and the functions of the Information Branch were placed under the Deputy Director Program. Effectively, then, the Program Planning Directorate has been functioning with the work being allocated to three Branches - Planning, Evaluation, and Program.

The Phase-II project study, prepared by the Planning Branch, defined additional PBS areas to be developed, following the 8 PBS areas to be developed under Phase-I extension. As a result, commitments for these projects have tentatively been made as follows:

| | | |
|----------|----|--------------------|
| KFAED | \$ | 29.6 Million |
| US AID | \$ | 50.0 Million |
| IDA | \$ | 40.0 Million |
| Finnland | \$ | <u>6.0 Million</u> |
| | \$ | 125.6 Million |

With the Bangladesh Government contributing approximately \$55 Million in local currency. The Project Proforma for the Phase-I Extension, funded by KFAED, was completed and approved by the Bangladesh Government. Loan agreements were signed with KFAED for this project and US AID for their participation in Phase-II.

Detail Feasibility Studies were begun in three Phase-I extension areas - Rangpur PBS-I, Khulna PBS-I and Noakhali PBS-I.

Baseline surveys to collect data that will be utilized later to evaluate the impact of rural electrification were completed by the Evaluation Branch in the following Phase-I PBSs:

- Dacca PBS-I
- Tangail PBS-I
- Comilla PBS-I
- Pabna PBS-III
- Rajshahi PBS-I
- Rajshahi PBS-II
- Jessore PBS-I
- Jessore PBS-III

Baseline surveys in the remaining five PBS areas were begun. Other studies completed during the year included:

1. Analysis of membership signup and Board composition.
2. Socio-economic impact of rural electrification in Dacca PBS-I.
3. Agricultural productivity of DTW
4. Electric versus diesel irrigation

The Program Branch was the most effectively functioning Branch within the Directorate. On a monthly basis the Branch has been submitting six separate progress reports to various Government Agencies and high officials. In addition various quarterly, semi-annual, annual and special reports have been prepared.

The Planning Branch has seen an increase in workload and responsibility due to the combining of the functions and duties of the Feasibility Studies and Project Planning Branches in the Program Planning Directorate. The Branch should be split into two Branches - Planning, and Feasibility Studies to provide for a balance in workload, responsibility, and supervision. The vacant Deputy Director Information position should be utilized to split the Branch. The assignment of the duties and functions of the Information branch to the Program Branch has worked out quite well and should be made permanent.

The staffing previously sanctioned for the Feasibility Studies Branch, Engineering Division, is adequate for the two Branches of Planning and Feasibility Studies. The Program Branch has the responsibility for preparing many reports to various Bangladesh Government Offices. The number of reports prepared is expected to continue to increase which will require the services of a second Analyst in the Program Branch. The Baseline Surveys in the new PBS areas are being simplified, to be handled entirely by the four Research Officers in the Feasibility Study Branch as a part of their data collection activities. This will free the two Research Officers in the Evaluation Branch to concentrate on evaluation of program progress and impact. In conjunction, the Tabulator position in the Evaluation Branch should be upgraded to Assistant Director (Analyst) to properly reflect the responsibilities and qualifications of the position. Thirty-eight positions have been sanctioned, and with the

elimination of four Assistant Accountant positions that are not required, the staffing of the Directorate will drop from 38 to 35.

The Deputy Director, Program has also been serving as Director-in-charge since the previous Director was assigned to Management-Operations. By jointly filling both posts the emphasis of Directorate management has necessarily been on program activities to the detriment of the other Branches. In spite of the difficulties, the Directorate has been effectively managed and projects have been completed on time.

The vacancies in the Directorate are:

- Deputy Director Program
- Deputy Director Feasibility Studies
- Assistant Director (Research Officers)
- Assistant Director (Analyst) - 2
- Interviewer/Photographer
- Stenotypist - 2
- Typist

These positions need to be filled as soon as possible to provide the trained manpower needed to develop a viable efficient Directorate.

The continuing difficulty facing the Directorate during the year was the lack of adequate office space. Both the permanent staff and the temporary staff working on Baseline Surveys require sufficient office space. The office space needs to be large enough for desks, chairs, bookshelves, and file cabinets. If too many people are placed in one location, then partitions are needed to allow for better concentration and to reduce distractions. The building that the Directorate is moving to at the beginning of 1982 may be adequate, if the Directorate is able to use the entire building with all offices assigned to the Program Planning Directorate.

In addition to adequate office space, the necessary equipment must be available for Directorate functions. A micro-computer, electric typewriters, calculators, and a photocopy machine are required as soon as possible to continue with planning and evaluation functions in an effective, efficient manner.

RECOMMENDATIONS

1. Reorganize the Directorate along the line discussed.
2. Fill vacancies in the Directorate as soon as possible to bring the Directorate up to full strength.
3. Provide adequate equipment to the Directorate to allow effective implementation of its goals and objectives.