

**TECHNICAL ASSISTANCE FOR  
RURAL POWER FOR POVERTY REDUCTION PROGRAM**

USAID Award No. 388-A-00-97-00040-00  
USAID Project No. 388-0093

**RPPR QUARTERLY REPORT**

**1 July 2000 Through 30 September 2000**

**Prepared By**

**NRECA INTERNATIONAL, LTD.**

**For Trilateral Partners**

**RURAL ELECTRIFICATION BOARD OF BANGLADESH**

**and**

**USAID MISSION TO BANGLADESH**

# ***QUARTERLY REPORT FOR 7/00 TO 9/00***

*Technical Assistance For Rural Power For  
Poverty Reduction Program*

## **TABLE OF CONTENTS**

- I. **Executive Summary**
- II. **Quarterly Reporting and Overview of RPPR Program**
- III. **Quarterly Status & Planning of RPPR's Program – Four Intermediate Results with Activities**
  - IR #1: Member User Satisfaction Improved and Participation Enhanced*
  - IR #2: REB and PBS Management Enhanced*
  - IR #3: Support Services Enhanced*
  - IR #4: Small Power Generation Program Developed*
- IV. **Quarterly Status and Planning of RPPR's Project Management**
- V. **Brief Summary of Related Observations and Other RE Program Activities**
- VI. **Quarterly Report Exhibits**
  - A. **Implementation Schedule**

## **I. Executive Summary**

The following serves as a summary of the progress made on various activities under each of the four Intermediate Results, with additional details included under section III:

### ***IR #1: Member User Satisfaction Improved and Participation Enhanced***

- Completed filming of REB video. This new video on the RE Program to produced in English and Bangla for a wide audience that will include GOB officials, donors, as well member/consumers in the PBSs. Target date set for completion of the video is end of October.
- Submitted revised Member Services Department Refocus Plan to REB for committee review and approval.
- Customer Awareness Training for PBS Directors, Lady Advisors, and management personnel continued with regional programs being conducted which covered seven PBSs (63 people trained for total of 567 training hours).
- Another 50 Assistant Cashiers participated in the “short-course” on Customer Awareness as part of two regional PBS employees’ programs conducted during the quarter. Total of 450 training hours.

### ***IR #2: REB and PBS Management Enhanced***

- Proceeded with work with REB & PBSs related to identified key priority items in the Management Assessment for action, including the following:
  - Continued work on the Business Process Analysis of the REB Financial Directorates.
  - Continued to advise the Revolving Fund Board on as needed basis with regard to implementing the Policies and Procedures for the Administration of the Revolving Fund
  - Continued working with REB’s Rates and Contracts Cell to fine-tune the PTA Database Application and use of software package for development of Monthly MIS Report.
  - Developed a preliminary Material Management plan for REB/PBS Material Management procedures with the concerned Directorates (Procurement; Clearance, Storage & Movement; Accounts; Material Planning, Standards & Specifications (MPSSs)).
- Continued implementation of “Key Accounts” program at Narsingdi PBS-1. This program is designed to focus necessary recognition of the importance of identified customers that either are large customers of the PBS or have major peculiar energy requirements.
- NRECA socioeconomic staff completed the field-test of the initial version of “impact assessment” questionnaires following the approved plan for surveying the four main categories of PBS member customers – domestic, industrial, commercial and irrigation. Completed the development of a set of three sampling framework designs for the “socioeconomic impact assessment” and submitted to REB for review and comments.
- Based on input from REB, a decision was taken to change the work focus from the “impact assessment” and to begin the development of a methodology and process for establishing a

“socioeconomic baseline system” for the RE Program. The system would be initially implemented in the 8 model PBSs, and then phased into others.

- Completed development of drafts of socioeconomic “baseline” questionnaires (both Bengali & English version) for each of the four PBS consumer classes and submitted to REB for review and comment. Initiated work for preparing enumerators’ training materials (manual/guideline in both English and Bengali).
- Developed member-user feedback system for internal review and comment. The plan provides a method to survey members on an ongoing basis about their opinion about the PBS service namely prompt service, fair treatment, knowledgeable service and ability to solve problems by the PBS employees.
- Tasks and work related to computerization of REB and PBSs included:
  - Completed project to modify the REB Payroll Application for use in the PBSs. Initial implementation completed at Narsinghdi-1 PBS.
  - Conducted Technical Evaluation of the REB preferred vendor for PBS Billing Software development. Submitted report to REB with recommendations.
  - Inspected the vendor installation of the PBS LANs at Narsinghdi-1, Moulavibazar, Tangail, Jamalpur and Mymensingh-1 PBSs. Corrected installation at each site and provided LAN administration and basic computer use training.
  - REB Form 550 Data Entry System and PTA Database Management approved by REB Rates and Contracts Cell. Population of the database with historical information is underway.
  - Continued with “system study” of REB financial activities leading to development of computerized General Ledger system for REB.
  - Revised 1/1/99 Business Process Analysis of the REB Materials Management activities. Met with Materials Management Team and concerned REB Directorates to identify needs and design solutions to the existing system.
  - Continued Business Process Analysis of each of the REB Directorates reporting to the Member Finance. Analysis is initial effort, which will lead to the development of software modules to enhance transfer of information and to provide for improved management information and workflow within the concerned Directorates.
- Continued with assistance to Operations and Maintenance personnel of REB and PBSs including work with WECO meter test equipment used in REB’s maintenance repair facility, preparation of a formal report on maintenance practices of their distribution lines.
- Advised REB on various Engineering & Operations issues including operation of takeover line serving two PBSS, potential change in electrical standards of the distribution system, and proposal on SCADA system

### ***IR #3: Support Services Enhanced***

- Continued participation with Materials Management (MM) Team in development of computerization of the Materials Management process, as well as improved procurement process for OMMR Materials. Prepared a third revision to the “OMMR Materials Guideline” and presented to REB for review and comment.
- Continued work with concerned Directorates regarding solutions to “material allocation” problems due to donor requirements for procurement and inventory.

- Continued work to seek solution to problem related to "Materials Allocation" and issues regarding maintaining inventory of materials procured from different donor agencies.
- Ongoing assistance to REB regarding development of TAPP for proposed Training Academy that is being processed for GOB approval. Additional revisions made and resubmitted to REB for their submission to MEMR.
- Completed initial work on RFP for technical assistance for initial design and development of Training Academy under funding from ADB.
- Continued staff development sessions with REB Training Directorate personnel through use of these new training materials. Sessions continue on biweekly schedule.
- Work related to development of curriculum materials for REB/PBS training programs continued for the following:
  - Warehouse Management for Engineers – completion target next quarter
  - Records Management – completion target next quarter
  - Performing Effectively in the Board Room
  - Role of PBS Board Member
  - Repair of OCRs, Regulators, and Transformers (initial work on gathering needed resources)
- Completed preliminary review of RE Program's existing "Disaster Response Plan" as process of assisting with improvements to the PBSs' disaster response system.

#### ***IR #4: Small Power Generation Program Developed***

- Continued work with REB in support of first three SPG projects (Comilla PBS-1, Dhaka PBS-1, and Narsingdi PBS-1):
  - Added a SPG Generation Specialist to the NRECA Dhaka Staff for this Quarter and the next.
  - Assisted REB in progress monitoring of construction. Frequent site visits made.
  - Assisted REB with resolving "material breach of Agreement" violations issued by REB to the Project Company. This related to naming a Construction Contractor acceptable to REB.
  - Completed work on interconnection facility requirements of the PBSs.
- Continued support of REB regarding the second eight SPG Projects;
  - Worked on Economic Evaluation Report to determine viability of each project.
  - Completed visitations to each site to assist REB in evaluating each site and the gas interconnections to them.
- Continued support of REB regarding expansion at the first three SPG sites by completing an initial report indicating what limits of expansion facilities are feasible and recommended.
- Completed the development of the GIS database for Golpalgonj PBS, which was done by the CARE GIS unit. The results GIS project now provides an effective planning tool and serves as an example of the utilization of GIS technology and demonstrates how REB can analyze PBS territories and select appropriate areas for renewable energy projects.
- Completed procurement cycle for purchasing the GIS software package for the NRECA office and arranged installation on NRECA computer workstations that will be utilized for GIS work.

## II. Quarterly Reporting and Overview of RPPR Program

### **Background on Quarterly Reporting:**

Under the terms of NRECA International, Ltd's Cooperative Agreement with USAID, Quarterly Reports are to be submitted to provide information as to the status of the technical assistance provided under the Rural Power For Poverty Reduction (RPPR) Program. It should be noted that this technical assistance effort differs from previous NRECA Host Country Contracts (HCCs) with the Rural Electrification Board (REB) in that it is "result oriented" and is very specific in terms of what is to be accomplished during the 5-year program. Under these past HCCs, NRECA provided overall assistance to REB in all aspects of the RE Program. According to the RPPR Program Design that was jointly completed by REB, USAID, and NRECA, specific areas were identified from various assessments of the RE Program, and these selected areas are the specific focus of the RPPR technical assistance. For this reason, it should be understood that Quarterly Reports for the RPPR Program will present information as to the status of these activities and will not provide the same "broad-based" reporting on the entire RE Program as was done by NRECA under the previous HCCs with REB.

Comments on various other observations made by NRECA on the overall RE Program will be included, but for the most part will be primarily related to those areas that have direct and/or indirect impact on RPPR activities.

### **General Description of RPPR Program:**

The specific objectives of the technical assistance effort under the Rural Power For Poverty Reduction Program further supports enabling the Rural Electrification Board (REB) and the Palli Bidyut Samities (PBSs) to meet the management challenges of expanding the Rural Electrification Program of Bangladesh. Activities will focus on strengthening management and technical capability of REB to fulfill its mandate to provide direction and support to the rural electrification system through the establishment and development of the PBS system, thus increasing the numbers of rural people having access to reliable electric service.

### **RPPR Mission Statement:**

*"To reduce rural poverty by enhancing the capacity of the PBSs to provide efficient user-owned electric service for the benefit of the customers."*

### **RPPR Program Objectives:**

Specifically the RPPR Program involves the completion of various activities and tasks that support the following four main objectives or intermediate results:

- IR #1: *Improving Member-User Satisfaction and Increasing Their Participation*
- IR #2: *Enhancing REB and PBS Management*
- IR #3: *Enhancing PBS Support Services*
- IR #4: *Developing the Framework for A Small Power Generation Program*

There are twenty-one individual activities under these four major areas. The overall RPPR Program will promote the RE Program as a "means" for improving socio-economic conditions of the rural people rather than an end in itself.

### **III. Quarterly Status & Planning on Intermediate Results w/Activities**

#### ***IR #1: Member User Satisfaction Improved and Participation Enhanced***

**Activity 1.1: Develop and implement a plan for member-user education and awareness, productive use of electricity and outreach programs to benefit the poor.**

Status as of this Quarter:

- Completed tasks related to the production of the new REB video.
- Held discussions with USAID's JOBS Program to investigate potential linkages that may be supportive of PBS members (small and medium sized industries) developing opportunities for increased "productive uses" of electricity.

Plans For Next Quarter:

- Finalize REB video and prepare plan for reproduction and distribution of video for use by PBSs as member education tool at annual meetings and other motivational meetings.
- Pursue the development of member education materials in form of posters and leaflets for use by the PBSs in their offices and for distribution.

**Activity 1.2: Expand PBS Member Services Department capabilities in member-user services.**

Status as of this Quarter:

- Made revisions to Member Services Department (MSD) Refocus Plan following REB review. The Plan outlines the required changes for the MSD in order to better focus on member issues, as well as improving the support provided to members.
- Worked with socio-economist providing input regarding Member Services Department capabilities for their planned involvement related to being responsible for conducting socio-economic impact surveys as part of establishing a system for measuring the socio-economic benefit of electricity. (Refer to Activity 2.3)

Plans For Next Quarter:

- Formally present MSDepartment Refocus plan to REB committee for final review and approval, in order to begin implementation.
- Continue work with socio-economist as plans proceed for initiating the data gathering methodology as part of the socio-economic system.

**Activity 1.3: Develop and conduct customer awareness training for all PBS employees.**

Status as of this Quarter:

- Conducted 2 CA training programs for Board Members, Lady Advisors and General Managers on a regional basis for 5 PBSs. 63 people were trained for a total of 567 training hours. The PBSs included: Pabna 1 & 2, new Board members of Sirajgonj and Bhola PBS.
- Presented CA training in regional programs in Tangail, and Cox's Bazar for employees of 17 PBSs. A total of 50 Assistant Cashiers received the training, which equals 450 training hours.
- Scheduled a "training of trainers" session for staff from additional 8 PBSs to begin a broader implementation of the CA training to PBS employees.

Plans For Next Quarter:

- Continue conducting CA one-day training for other PBS Boards, managers and officers on a regional basis.

- Conduct CA training at regional training classes for Assistant Cashiers and other employees.
- Conduct CA training of trainers session for 8 PBSs.
- Proceed with development of “communication” materials (i.e., posters, leaflets, etc.) to further reinforce and support the concept of Customer Awareness within the PBSs.

## **IR #2: REB and PBS Management Enhanced**

### **Activity 2.1: Management assessment and development system developed and functioning.**

#### Status as of this Quarter:

- Due to the completion of most tasks related to this Activity, work in this area during this past Quarter was limited. As noted in previous Reports, most tasks related to this activity are complete. A Management Assessment was completed and Report prepared. Sections of this Report are being reviewed and acted upon under Activity 2.2.

#### Plans for Next Quarter:

- Continue work on refining Management Assessment. Work with REB management to finalize and obtain approval.
- Continue to identify “priority” items in management assessment that will lead to development of action plans being addressed under Activity 2.2.

### **Activity 2.2: Develop and implement linked REB and PBS management plans.**

#### Status as of this Quarter:

- Proceeded with work with REB & PBSs related to identified key priority items in the Management Assessment for action, including the following:
  - Continued work on the Business Process Analysis of the REB Financial Directorates, which began the previous quarter. Study has been directed toward the information interdependence of each Directorate.
  - Continued to advise the Revolving Fund Board on as needed basis with regard to implementing the Policies and Procedures for the Administration of the Revolving Fund, as previously submitted. To date not all have been fully implemented.
  - Continued working with REB’s Rates and Contracts Cell to fine-tune the PTA Database Application. Continued with the process of populating the database with the historical Form 550 information. Reached agreement with REB on the final Data Entry Screen design, which will be used by the PBSs for preparing the monthly Form 550, as well as creating the database for use by the REB Rate Cell to develop the Monthly MIS Report.
  - Completed work on the development of a PBS Automated Payroll Package based upon the design of the REB Automated Payroll Package. Completed the initial installation at Narsingdi-1 PBS. This package will serve as another automated function that will enhance the efficiency of the PBSs.
- Developed a preliminary Material Management plan for REB/PBS Material Management procedures with the concerned Directorates (Procurement; Clearance, Storage & Movement; Accounts; Material Planning, Standards & Specifications (MPSSs)). As of the end of the reporting period, the plan was still under review. (Refer to Activities 3.1 and 3.2);
- Continued with Key Accounts Management program at Narsingdi PBS-1 as a pilot project. Provided training to Narsingdi PBS key staff and selected key accounts for contact and initial on-the-job training.
- Initiated steps for NRECA Arlington office to recruit an STS - Organization &

Management Development Specialist and STS - Financial Systems Specialist.  
Completed Position Description and detailed task list for both positions;

- Initiated recruitment of local professional as Organization & Management Development Specialist. Completed Position Description and task list for position.
- Continued to quantify data from PBSs for RPPR Key Performance Indicators.

Plans for Next Quarter:

- Continue design and implementation of priority management action plan items to incorporate the Assessment findings into linked recommendations. This will include but not be limited to:
  - Support REB's development of a viable REB Revolving Loan Fund, with the goal of allowing a smooth administration of the Fund. This effort will include advising the Revolving Fund Board as to potential sources of funding and the use of these loan funds by the PBSs. Assist with the full implementation of Policies and Procedures as previously developed.
  - Work with concerned Directorates in ongoing development of linked Material Management plans for REB/PBS Material Management procedures. Obtain final approval. Implement the plan. Monitor developments to ensure plans are in support of tasks being completed under Activities 3.1 and 3.2.
  - Secure consensus from REB Rate Cell on requirements for PTA Database and assist in the population of the PTA Database module with all historical Form 550 information for all PBSs. Consult with REB in the preparation of an appropriate plan for the deployment of the PBS Form 550 Data Entry module to all PBSs, with initial focus on the model PBSs.
  - Assist REB in developing an appropriate methodology for material allocations, which incorporates inventory costing and control methodology to promote more efficiency and effectiveness in the supply of materials to the PBSs.
  - Develop and implement other management plans in close cooperation with REB and the PBSs.
- Complete recruitment of local professional as Organization & Management Development Specialist. Anticipate posting by end of the Quarter. Primary goals of this position during the Quarter relating to management include:
  - Support ongoing implementation of Customer Awareness Training in PBSs.
  - Commence "I-Beam" Training at selected PBSs;
  - Work with NRECA Training staff in the development of other Board / Management training.
- Support recruitment efforts by NRECA's Arlington for the STS - Financial Systems Specialist and STS - Organizational Development Specialist, both of which will begin assignments in Dhaka in early 2001;
- Based on information obtained from the Key Accounts (KA) pilot program at Narsingdi PBS I, develop an additional training component to aid PBS staff in application of the principles related to managing KA. Continue to monitor the new KA Program and begin development of a plan for implementing a KA Program in other Model PBSs.
- As a part of the RPPR Key Performance Indicators, gather additional data from PBSs and REB, revise data gathering procedures, and continue to refine the data to pinpoint performance indicators. These statistics are incorporated into the USAID Mission's R-4 Report for annual reporting to USAID Washington.

**Activity 2.3: Develop systems to monitor, evaluate, and report impact of the rural electrification program on RPPR customer:**

Status of this quarter:

- NRECA socioeconomic staff completed the field-test of the initial version of "impact assessment" questionnaires following the approved plan for surveying the four main

categories of PBS member customers – domestic, industrial, commercial and irrigation. Prepared a field experience report, which provided details related to the field testing.

- Completed the development of a set of three sampling framework designs for the “socioeconomic impact assessment” and submitted to REB for review and comments.
- Based on input from REB, a decision was taken to change the work focus from the “impact assessment” and to begin the development of a methodology and process for establishing a “socioeconomic baseline system” for the RE Program. The system would be initially implemented in the 8 model PBSs, and then phased into others.
- Completed development of drafts of socioeconomic “baseline” questionnaires (both Bengali & English version) for each of the four PBS consumer classes and submitted to REB for review and comment.
- Based on previous work on the “impact assessment” methodology, initiated work for preparation of a concept paper on the “socioeconomic baseline system” for RE.
- Initiated work for preparing enumerators’ training materials (manual/guideline in both English and Bengali), which would be used as a part of the “system” that will be used for providing training to these individuals. Eventually these materials will be for training PBS personnel who will be involved with process of data collection.
- Recruited a support staff (secretary cum computer operator) for the NRECA’s Socioeconomic Section having strong experience in computerized systems related to socioeconomic systems.

Plans for the next quarter:

- Finalize the development of “baseline” questionnaires (both Bengali & English version) for the four member categories based on REB’s input. Conduct field-testing of instruments and revise based on results of testing.
- Complete development of English and Bangla versions of the training materials (manual/guideline) for the “baseline” enumerators that are currently in process.
- Conduct the initial training on the “baseline system” for staff at the eight model PBSs, and schedule follow up training in the PBSs to support plans for initial implementation of the system in early 2001.
- Develop “computer screens” as part of the computerized system that will be used by PBSs for entry of “baseline” data from the questionnaires, all of which will become part of the socio-economic data base.
- Initiate recruitment of additional support staff for NRECA’s socio-economic section. This position will assist with populating computer data base in support of REB’s initial development, as well as providing overall support to this section .
- Proceed with the procurement actions required for securing the SPSS software package, which is the preferred package for socio-economic analysis.

**Activity 2.4: Develop a direct response system for member-user feedback to PBSs.**

Status as of this Quarter:

- Completed development of initial ‘draft’ of “A Plan For Providing A Direct Response System For Member-User Feedback to the PBS” for internal review and comment. The plan provides a method to survey members on an ongoing basis about their opinion regarding the PBS service, namely prompt service, fair treatment, knowledgeable service and ability of the PBS employees to solve problems.

Plans for Next Quarter:

- Finalize initial ‘draft’ of Plan and submit REB for review and approval.
- In anticipation of REB approval, develop plan for initial implementation beginning with the model PBSs in conjunction with ongoing Customer Awareness program or with implementation of the “Member Services Department Re-Focus Plan” that is scheduled for review and approval by REB.

## Activity 2.5: Computerize REB & PBSs

### Status as of this Quarter:

- Continued with ongoing development of computerized Payroll Application for PBSs based on Payroll Application previously developed for REB.
  - Completed visits to Comilla-1, Dhaka-1, Narsingdhi-1&2, Mymensingh-1&2, Hobiganj, Moulavibazar-1 and Manikganj PBSs to collect information regarding current payroll practices and policies.
  - Completed project to modify the REB Payroll Application for use in the PBSs.
  - Completed the initial installation at Narsingdhi-1 PBS. A successful parallel was performed.
  - Initiated pre-install data collection at Comilla-1 PBS. Visited Dhaka-1 PBS for discussions on site preparation for Payroll Application installation.
- Continued inspection of vendor installations of the PBS LANs with visits completed to Moulavibazar, Tangail, Mymensingh-1, Narsingdhi-1 and Jamalpur PBSs.
  - Tasks included noting deficiencies and correcting configurations at all sites. As noted in previous Quarterly Report, the vendor who supplied the equipment had not installed Small Business Server or Microsoft Exchange Server, per specifications.
  - Conducted training at each site on LAN administration and basic computer use.
  - Consulted with PBS management and made arrangements to return to these sites for additional basic computer use and basic LAN administration training.
  - Prepared formal trip reports that outlined the findings, all of which were submitted to REB.
- Continued the Business Process Analysis of the REB Finance Division in preparation for the development of software packages for automating the various finance-related functions within REB.
- Neared completion of the PTA Database Application and Data Entry Screens. Received feedback from REB Rates and Contracts Cell, leading to final design modifications.
- Participated in meetings of the Materials Management Team (MMT) and consulted with the concerned Directorates on revising the Business Process Analysis previously submitted on 1/1/99. It should be noted that, while there is interest and recognition of need in custom application software is high, REB feedback has been minimal thus far.
- Completed a technical evaluation of the REB preferred vendor for development of PBS Billing Software. A report was submitted to REB Member PBS & Training, with recommendations. Despite its importance, the issue still remains pending.
- Procured and installed an additional workstation for use on GIS Mapping Project at the NRECA office.
- Initiated procurement action for two (2) additional workstations and two (2) additional laptops as budgeted under the RPPR program.
- Continued to work with REB Training Directorate in preparing and conducting computer use training courses for REB and PBS staffs. A new course on use of MS Access has been included as part of curriculum for REB personnel.
- Continued to provide general support and trouble-shooting assistance to the REB/PBS Information Technology upgrade effort.

### Plans for Next Quarter:

- Continue with initial implementation of PBS Payroll Application
  - Conduct site visits to Narsingdhi-1, Comilla-1 and Dhaka-1 where initial implementation will take place.

- Meet with REB Controller and Executive Director to coordinate a formal nationwide implementation of the PBS Payroll Application. The initial phase should concentrate on the model PBSs with installed LANs.
- Continue support of computerization effort in PBSs with new LAN systems (Comilla-1, Tangail, Jamalpur, Moulavibazar, Mymensingh-1, Narsinghdi-1 and Dhaka-1) through site visits for additional LAN administration and LAN user training.
- Finalize development of the PTA Database Application and PBS Data Entry System.
  - Conduct formal demonstration of system for concerned REB officials.
  - Complete historical data entry to populate the PTA Database.
  - Begin initial implementation of Data Entry System at selected PBSs.
  - Prepare plan, in conjunction with REB, for the deployment and training of the PTA Data Entry Module (DEM) at all PBSs.
- Assist REB, where requested, on the evaluation and final selection of a software development vendor for the PBS Billing Package.
- Assist REB, where requested, on the configuration and hardware procurement for a WAN/LAN at REB HQ.
- Work with REB to provide continuous general support and trouble-shooting assistance to the REB/PBS Information Technology upgrade effort.
- Continue development of Material Management Software modules for the Directorates of MPSS, CS&M, Procurement and Accounts. Leading to an integrated Material Management Application.
- Continue to update the Business Processes and Workflow Analysis for the REB Finance Directorates.
- Assist and advise the REB Training Directorate to help intensify the training effort to respond to the expressed needs of the PBSs and REB, including implementation of new course on MS Access application.

**Activity 2.6: Develop preventative maintenance program guidelines for PBSs.**

Status as of this Quarter:

- Reviewed the status of WECO meter test equipment used in REB's maintenance repair facility in Savar and provide options related to of getting them properly repaired. . Equipment was purchased 8 years ago, but was never fully operational.
- Prepared a formal report on maintenance practices of their distribution lines, per the request of REB's System Operations Directorate.
- Reviewed the accident investigation report related to Lashkarchala and provided an analysis of the accident.
- Advised REB on other Engineering & Operations issues as requested:
  - Analyzed the operation of a line shared by Mymensing-2 and Dhaka-1 PBS from the Joydebpur Grid Station and provided options on the operation of the 33 kV line.
  - Reviewed proposal and made recommendations to REB not to accept the proposal to lower the electrical standards of their distribution system.
  - Provided REB with an overview of the methodology of selecting a Supervisory Control and Data Acquisition System.

Plans For Next Quarter

- Initiate plans with REB's System Operations Directorate and Training Directorate to set up a regional model substation maintenance program.
- Visit and inspect substations identified by REB as having special operation and maintenance problems as part of REB's annual substation maintenance program.

- Conduct formal visit to Kulna warehouse to evaluate the distribution transformer storage and repair.

### **IR #3: *Support Services Enhanced***

#### **Activity 3.1: Develop and implement procurement system for equipment and materials for electric operations, maintenance, repair and replacement.**

##### Status as of this Quarter:

- Conducted formal meetings of Materials Management Team.
- Continued work on computerization of the Materials Management process
  - NRECA IT team worked with concerned directorates in obtaining needed information to designed the software.
  - Active participation by the CS&M and MPSS Directorates with input from Procurement. Good cooperation from concerned directorates is being received.
- Prepared a third revision to the "OMMR Materials Guideline" and presented to REB for review and comment. REB Feedback was pending at end of reporting period.
- Continued work with concerned Directorates regarding solutions for inter-project transfer of materials (material allocation).
  - Prepared a series of scenarios as potential solutions to determining "inventory value", as requested by the REB Controller and Member Finance.
  - Developed potential options for establishing an improved method for coping with inter-project transfers (materials allocations). Positive interest shown for resolving this issue.

##### Plans for Next Quarter:

- Conduct regular MM Team meetings to expedite OMRR inventory development process.
- Finalize the list of OMRR materials.
- Continue work with NRECA's IT team in development of MM software package.
  - Provide a basic MM software package to all concerned directorates for testing by end of the quarter.
  - Develop preliminary plan for testing and revising the software, including the initial training of selected REB staff on use of the package.
- Visit PBSs with IT Team to determine possible linkages to REB MM software.

#### **Activity 3.2: Develop improved material delivery system to supply PBSs for efficiently.**

##### Status as of this Quarter:

- Continued work on further development of "model warehouse" for both REB and PBSs with application for REB's Central Warehouse and other regional warehouses.
  - Conducted onsite visits to REB Warehouse/Workshop facilities in Savar and to Dhaka PBS I warehouse to discuss potential initiatives (i.e., layout, storage shelving, etc.) to improve facilities as "model warehouses" for REB and for PBSs. Other visits to other warehouse facilities were scheduled, but were later postponed due to the development of schedule conflicts for REB staff.
  - Identified need and interest of REB Workshop staff regarding initiatives in development of improved warehousing facilities associate with Workshop.
  - Provided advice to concerned directorate on proper warehouse outlay.
- Continued work with NRECA's training group in support of development of curriculum materials for new Warehouse Management Programs for engineers and other warehouse staff..

Plans for Next Quarter:

- Continue to work with CS& M on development of concept of “model warehouse” for both REB and PBSs.
  - Develop design for “storage bins” and proceed with development of prototypes to serve as samples for use and testing in REB and PBS warehouses.
  - Prepare specific plan for required changes that are required at selected warehouses in order for them to function as “models”.
- Provide necessary assistance to NRECA's training group as the Materials Management training material is finalized for submission to REB for review and approval.

**Activity 3.3: Establish and initiate discussion between REB and PBSs on support services needs on regular schedule.**

Status as of this Quarter:

- No specific activity in this quarter.  
(Note: Although no specific activity has occurred under Activity 3.3, numerous other RPPR activities are underway that are addressing specific support services provided by REB to the PBSs (i.e., Computerization and training (Activity 2.5); Substation Maintenance (Activity 2.6); Material Supply, including Procurement (Activities 3.1 and 3.2); Training Delivery (Activity 3.5).

Plans for Next Quarter:

- Develop a discussion scheme to allow for the development of team goals and operating procedures, as well as performance evaluation. The underlying objective of this activity is to discuss ways of improving the support services provided by REB to the PBSs.

**Activity 3.4: Develop and implement method for evaluating and improving support services.**

Status as of this Quarter:

- No specific work on this activity during the quarter except training program under Activity 3.5 this quarter.  
(Note: Refer to note under Activity 3.1 regarding other RPPR activities underway related to providing improvement to specific REB Support Services.)
- This activity has been designed to coordinate with IR 3.3 as a related training activity under Activity 3.5, developed and implemented a US consultation tour entitled "Developing Service Strategies for the RE Program" conducted by NRECA for two REB senior officers. Program designed to enhance skills related to the development of support service strategies that REB could implement to provide improved services to their customers, who are the PBSs.

Plans for Next Quarter:

- Establish and empower a support services team (SSTeam) from REB and PBSs.
- This activity will include the development of a methodology to identify the PBS support services needs and the design of evaluation criteria and report formats.

### Activity 3.5: Increase effectiveness of training delivery system.

#### Status as of this Quarter:

- Provided on going support to REB regarding decision taken to develop a Training Academy for the RE Program as a solution to an improved “training delivery system”. Tasks this quarter included the following:
  - Participated in follow-up meetings during July in order to provide input regarding the TAPP that was now under review by GOB.
  - Completed another revision of TAPP and resubmitted to REB for their submission to the MEMR.
  - Initiated work in response to REB’s request for assistance in preparation of RFP and related documents needed for solicitation of bids for TA services as outlined in the TAPP funded by ADB.
- Activities related to the implementation of Regional Consultation Tours continued.
  - Initiated planning for new Chairman’s Orientation to RE Program in USA. Tour planned for October.
  - Attempted to reschedule the regional tour entitled “*Training Administration and Facilities to Support Rural Electrification*” to Malaysia and Pakistan is still pending. The tour is designed to investigate large-scale manpower development programs being conducted by utility training institutions/academies. Program is still pending.
- Continued to support the implementation of various types of computer training.
  - Participated in delivery of basic training for REB and PBS officers and staff in the Training Directorate’s computer lab, as well as fulfilling request for a new program on MS Access.
  - Continued field training at the PBSs with new LAN systems as referenced under Activity 2.5.
- Delivered ongoing bi-weekly “staff development sessions” for the REB Training Directorate staff using the REB approved TOT curriculum. Delivery by NRECA staff with target population including AGMs assigned to REB Training Directorate..
- Continued with curriculum development activities including:
  - Warehouse Management for Engineers – completion target next quarter
  - Records Management – completion target next quarter
  - Performing Effectively in the Board Room
  - Role of PBS Board Member
  - Repair of OCRs, Regulators, and Transformers (initial work on gathering needed resources)

#### Plans for Next Quarter:

- Provide ongoing monitoring of progress on review of the TAPP for the new proposed Training Academy and provide necessary assistance to REB during the GOB approval process.
- Assist REB in the development of the documents required for the solicitation of consulting services as outlined in the TAPP per ADB guidelines.
- Continue with curriculum development tasks including:
  - Complete work with Member Services Specialist to finish the curriculum materials for the “I-Beam” Board/Management responsibilities training. (Activity 2.2) and submit for approval by REB.
  - Complete development of the following curriculum
    - ♦ Warehouse Management for Engineers
    - ♦ Records Management
  - Seek approval of the submitted curriculum development policy/procedure, which is still pending with REB Training.

- Continue to work with Training Directorate to refine Plan for curriculum development activities and continue implementation of the plan to include the following:
  - ◆ New programs/courses (i.e., a management refresher program for PBS Boards and GIMs; “Board/Management Responsibilities”, “Understanding the Security Agreement”, “How to Read and Understand PBS Financial Statements”, and various Member Service training courses – See Activities 1.1 and 1.2). This effort will continue to be coordinated with Activity 2.2)
  - ◆ Revised programs/courses, including those needing translation: supplementary materials for existing curriculum on priority basis for management, finance and technical/engineering.
- Schedule the initial implementation and pilot testing of the new “I-Beam” Board/Management responsibilities training for one or two model PBSs.
- Continue the “staff development program” for the REB/PBS trainers using the new “Train the Trainer” curriculum following the bi-weekly schedule in Training Director’s memo dated June 14<sup>th</sup>.
- Continue with implementation of the US and Regional Consultations/Tours, including the following:
  - Implement US Program for new REB Chairman in October.
  - Reschedule the consultation/tour to investigate the utility training institutions/academies in Malaysia and Pakistan in support of development of the new Training Academy.
  - Review options for future programs within the Asian region.
- Continue to support training activities in the “model PBSs” through consultation with NRECA’s STSs and others involved with other RPRR activities (i.e., customer awareness training, REB/PBS management assessments, computerization, and SPG planning) will continue. Both the LTAs and STSs will serve as “subject-matter experts” in support of the curriculum development effort.
- Continue the support PBS computer training through implementation of a “plan” for improving the delivery of computer training in the PBSs
  - Support of the newly installed LANs at eight PBSs.
  - Deliver necessary training to PBSs involved with testing the new automated PBS Payroll System now under development for pilot testing.
  - Continue to support the computer training in REB’s Computer Lab in the Training Directorate. NRECA’s Computer Instructor/Trainer and System Analysts will assist. Prepare and deliver new program on MS Access software.

**Activity 3.6: Develop and activate PBS disaster response system.**

Status as of this Quarter:

- Participated in initial meetings with REB officers regarding development of a PBS Disaster Response System.
- Completed initial review of REB’s existing plan for disaster response. The preliminary review indicated that existing plan has many of the requirements of a functional disaster response system.

Plans for Next Quarter:

- Complete more thorough review of the existing Disaster Response Plan and make recommendations as to suggested changes in form of updating the existing Plan.
- Initial a process of investigating the functionality of the existing Plan by consulting with selected PBS GMs experienced with disasters within their PBS territories and obtaining feedback as to how well the existing Plan works under emergency conditions, and soliciting suggestions as to how improvements might be made.

#### IR #4: *Small Power Generation Program Developed*

**Activity 4.1: Review and assess GOB policies on Small Power Generation (SPG) in view of sector reform.**

**Activity 4.2: Define REB Small Power Generation Policy.**

**Activity 4.3: Develop Small Power Business Plan.**

**Activity 4.7: Implement REB Small Power Generation Program including the required commissioning and initial operation of 10 MW power stations at selected PBS sites on Build, Own, Operate (BOO) basis.**

(Note: Activity 4.7 is additional Activity as Revision to Original RPPR Framework)

(Note: These three activities have been combined due to their inter-relationship in terms of the tasks being completed to support these activities.)

##### Status as of this Quarter:

- Progress Report for first three SPG projects (Comilla PBS-1, Dhaka PBS-1, and Narsingdi PBS-1):
  - Assisted REB in progress monitoring of construction.
  - Brought into NRECA Dhaka office a full-time SPG Generation Specialist to assist with engineering phases for this quarter and the next quarter.
  - Assisted REB in resolving the issue of selection of a Construction Contractor by the Project Company. This resulted in the issuing and subsequent lifting of a “material breach of Contract” violation notice to the Project Company by REB.
  - Completed work on identification of interconnection requirements and related system improvements of the PBSs.
  - Monitored key milestones:
    - (i) Selection and approval of a qualified Construction Contractor (accomplished).
    - (ii) Completion of Site filling (accomplished).
    - (iii) Selection and approval of a qualified O&M Contractor (not yet accomplished)
- Progress Report for the second eight SPG Projects:
  - Worked on Economic Evaluation Report to determine feasibility of each project.
  - Continued monitoring Ministry of Energy approval process, including GOB’s Purchase Committee – answered questions and provided updated information.
- Progress Report for expansion at the first three SPG Project locations:
  - Completed evaluation of expansion capabilities at each of the three locations, per the request of REB.

##### Plans for Next Quarter:

- Continue to support REB in the development of the first three SPG projects.
  - Continue assistance to REB in project construction monitoring.
  - Support REB’s monitoring of Key Milestones:
    - (i) Selection and approval of qualified O&M Contractor (past due).
    - (ii) Completion of construction sufficient for start of testing (November, 19, 2000).
    - (iii) Start of Commercial Operations testing (November 21, 2000).
    - (iv) Required Commercial Operations (December 10, 2000).
  - Work closely with REB and PBSs to assure PBS Interconnection facilities are completed on time.

- Assist REB with provisions for an effective Interconnection Agreement with PDB.
- Assist REB with negotiations for gas supply Agreements with Titas and Bachrabat.
- Provide training to PBS employees involved in contract management and load dispatching of each power station.
- Assist REB in monitoring of initial operations.
- Continue to support REB in development of the second eight SPG Projects
  - Complete Economic Evaluation Report containing details for each site.
  - Assist REB in the issuing of Letters of Intent (LOI) to first ranked bidders following the approvals from MEMR and the participating GOB agencies.
  - Assist REB in negotiations of Security Package Agreements with Bidders (after issuance of LOI).
  - Work with REB in their discussions with Titas and Bachrabat Gas to assure physical delivery of gas to each site.
  - Assist REB in discussions with PDB for interconnection requirements.
- Continue to support REB in evaluation of expansion at the first three SPG Project locations:
  - Continue evaluation of expansion capabilities at each of the three locations as appropriate.
  - With REB, meet with Ministry of Energy to discuss progress, interconnection with PDB, and gas supply (accomplished October 17,2000). Assist REB with follow-up reports and meetings, as appropriate
- Support the commencement of requisite activities to initiate future generation projects under the auspices of the REB Office of Generation, including preparing draft policies and training materials.

(Note, as a result of the meeting with the Secretary of the Ministry of Energy on 5/26/98 and with concurrence of REB and USAID to pursue the new SPG schedule, resources will be utilized beyond what was originally planned for under IR #4.)

**Activity 4.4: Establish REB policy with respect to renewable energy rural electrification program.**

**Activity 4.5: Develop features of REB Renewable Energy Power (REN), including tariffs, equipment, specifications & standards.**

**Activity 4.6: Develop REB Renewable Energy Business Plan to be presented to donors and others potential sources of program financing.**

(Note: These three activities have been combined due to their inter-relationship in terms of the tasks being completed to support these activities.)

Status as of this Quarter:

- Completed the development of the GIS database for Golpalgonj PBS, which was done by the CARE GIS unit. This work has involved close interaction with the consulting engineer for the PBS in order to secure the necessary system maps and other information required to complete the project. The results GIS project now provides an effective planning tool and serves as an example of the utilization of GIS technology and demonstrates how REB can analyze PBS territories and select appropriate areas for renewable energy projects.
- Completed procurement cycle for purchasing the GIS software package for the NRECA office and arranged installation on NRECA computer workstations that will be utilized for GIS work and analysis.

- Conducted an initial review of documents related to the IIFC's newly proposed *Remote Area Power Supply Systems (RAPSS)* Program, which includes a renewable energy component. Formal comments will be provided early next quarter.

Plans for the Next Quarter:

- Arrange for initial training of NRECA staff on use of GIS software application package. Investigate other GIS training opportunities for Dhaka office staff provided through local vendors.
- Begin initial work on analysis of GIS data base to determine rural areas in Gopalganj PBS that are most suitable for REN projects.
- In consultation with REB, continue to monitor new developments regarding progress related to the proposed World Bank-funded renewables project scheduled as part of a larger loan to the RE Program. Progress on these development plans is expected in next quarter.

## **IV. Quarterly Status and Planning of RPPR's Project Management**

### ***Project Management/Administration For Program-Related Issues***

#### Status as of this Quarter:

- The NRECA/Arlington office assisted with relocation of Small Power Generation Specialist to Dhaka during this quarter to begin 6 month assignment to support the SPG activities for the first three pilot stations and the next eight sites.
- NRECA/Dhaka undertook recruitment formalities for several local professional positions who will be employed by NRECA for the RPPR Program. The related tasks included new advertisement, screening of CVs and initial identification of qualified applicants. The positions included Curriculum Development Specialist (Finance) and the Organizational Development Specialist. Final interviewing, formal selection, and joining is expected to take place during the next quarter.

#### Plans for Next Quarter:

- NRECA/Arlington will begin the recruitment process to identify personnel to fill the short-term positions of Organizational Development Specialist and Financial Systems Specialist required for the Dhaka office in early 2000.
- NRECA/Dhaka will completed the recruitment process for the local professional positions that began this reporting period. Positions include the Curriculum Development Specialist (Finance) and the Organizational Development Specialist. The recruitment process will also be initiated for second support staff position for NRECA's Socio-Economic group.

## V. Brief Summary of Related Observations & Other RE Activities

### Key Operational Information

The following table reflects key operational information regarding the fifty five (55) commercially operational PBSs included in the RE Program for the months of February, March, April, and May, as contained in the selected REB Management Information System (MIS) Reports:

Description	May 2000	June 2000	July 2000	August 2000	Change – 3 Mos Per'd
System Loss ( 12 mo. Avg)	16.26%	16.24%	16.60%	16.62%	+0.36%
System Loss ( this month's Avg.)	18.23%	17.91%	22.65%	18.60%	+0.37%
Percentage of Collection (12 mo. Avg.)	96.99%	96.93%	96.63%	96.25%	-0.74%
Percentage of Collection (this mo. Avg.)	106.10%	139.42%	86.76%	87.51%	-18.59%
Accounts Receivable (# mo. Outstanding)	2.63	2.29	2.49	2.63	0.0%
Total Villages Energized	28,084	28,187	28,482	28,623	+539
Number of New Meter Connections	25,356	27,842	62,132	43,599	+133,573
Total # of Meters Connections	2,723,588	2,751,403	2,823,969	2,867,568	+143,980
Total Km of Energized Line	109,376	111,126	113,090	113,642	+4,266
MWH Purchased YTD - % of chng last yr.	19%	19%	36%	32%	---

- For the months of May and June shown in this Quarterly Report, the statistics reflect a total of 55 operating PBSs. With the start of the new fiscal year in July 2000, the Program's MIS Report reflects 57 operating PBSs.
- As of the end of the reporting period (August 2000), the operational statistics for the 57 energized PBSs continue to reflect that the overall RE Program shows further expansion with 133,573 *new connections* made during this reporting period, averaging 44,524 per month. It is noted that the statistics provided in the MIS Reports for *Total # of Meter Connections* does not equal the 133,573 in the previous category. As part of this ongoing expansion, 539 *new villages* received electric service. Also, the total amount of *energized line* increased by 4,266 km during these three months.
- Overall *12-Month Average System Loss* for all 57 operating PBSs shows a negative increase of 0.36% over the three-month reporting period, with the August average being 16.62%. While June remained about the same as May, both July and August show similar percentages. While efforts by REB and the PBSs continue to show a progressive reduction in these losses in most cases, the inclusion of the large amounts of lines and consumers being taken over from PDB and DESA still have a negative impact on the overall average. Time has shown that losses can be brought under control. It should be noted that if the six PBSs with large areas recently taken over from BPDB and DESA were excluded, the 12 month average loss would be further reduced to 13.72% which is down from the average of 13.92% reported for the month of May.
- The .37% increase in *Average Monthly System Loss* for the reporting period shows an increase similar to the *12-Month Average System Loss*. While it was only 17.91 for the month of June, it went up to 22.65% for July. As part of routine monitoring of PBS performance, both of the monthly averages for system loss will continue to be monitored closely. As has been noted in

previous reports, while the averages related to system losses have shown improvements, several PBSs have losses that are well above the acceptable levels and proper attention must be given to assist these PBSs with corrective action.

- The overall *Percentage of Collection (12 mos average)* remains above 96%, but has shown a reduction of .75% for the reporting period. While there was a jump to 139% for the month of June, the *Monthly Percentage of Collection* showed a significant negative change of 18.59% during the reporting period down to 87.51%. The high collection reflects the year-ending efforts of the PBSs to achieve their collection percentage established for PTA, but the rapid drop for the next two months is alarming. These figures continue to show that collections, as well as losses, can be controlled when the necessary efforts are being made, but it must be a continuous process. Continuing to educate the consumers about their responsibilities as members of the PBS system is also important.
- The total *Accounts Receivable* showed a marked reduction during the month of June (2.29 months), the number of months outstanding remained the same over the reporting period. It should be noted that the year ending average in June 1999 was at 2.49.

Note: As has been noted in previous Quarterly Reports, there have always been some problems related to the amount of revenue outstanding caused by late payment or non-payment by selected gov't offices and other entities (mosques, etc.). It must be understood by all those involved with the RE Program that timely payment of bills must exist for all PBS consumers.

- Statistics related to MWH purchased further indicates the continued growth in demand with a 29% average monthly increase for the three months of the reporting period in terms of the percentage of change in the total number of MWH purchased for the year. The marked change for July and August reflect that two additional PBSs now included in the MIS Report. However, this statistic continues to indicate the ongoing development of load within the PBSs, some of which is coming from large loads being taken over from PDB and DESA.

### ***Other Related Activities and Relevant Information***

- Various sessions were held with the new REB Chairman, Mr. Mesbah Uddin Ahmed in an attempt to provide background information on the overall Program. Explanations were also provided regarding the role of donors and USAID, as well as the role of NRECA in previous years and the activities under the current RPPR Program.
- NRECA representatives participated in meetings with various donors regarding the progress of the Program. These included World Bank in late July and USAID in mid September. In addition, at the end of August, NRECA met with representatives from the Norwegian development agency to discuss their potential funding of the Program.
- Repeated - RPPR Key Performance Indicators: Data gathering continues. As indicated in earlier Quarterly Reports, it should be noted that due to the focus of the RPPR activities starting with the "model PBSs", and not with all fifty-five PBSs, the RPPR Performance Indicators will be initially focused on measuring changes resulting from RPPR activities at these model PBSs.
- Repeated - Revised REB Power Supply Training and Technical Assistance Program: A Workplan Proposal under the RPPR Project Document – May 1999: While there have been various meetings held with REB officials to review the contents of the document in relation to REB's current and future needs in the areas of Power Supply; Engineering and Operations; and Renewable Energy, no specific action was taken during the reporting period. Based on the results of the previously held meetings, there is general agreement with the contents of the report and the areas identified as requiring further technical assistance.

- Repeated - Operational and Maintenance Problems at DESA Substations (Excerpt From 3/99 to 5/99 Qtrly. Report): Based on input from NRECA's Engineering and Operations Advisor regarding the best solution to the operations and maintenance problem related to the existing electromechanical relays, a decision was taken by REB to replace the three-phase over-current relay on each feeder with a new microprocessor-based relay. These electronic relays cost about the same as one new electromechanical relay, but have greatly increased functionality. The best choice of relay for this particular application is the DPU2000R, made by ABB. This particular unit is manufactured in the standard relay size, so it should fit into the existing control cabinets with out having to make a new opening. This single relay unit would provide the following features, which can be used or disabled in any combination:
  - a) Phase time over-current protection for each of three phases.
  - b) Phase instantaneous over-current protection for each of three phases.
  - c) Ground time over-current protection.
  - d) Ground instantaneous over-current protection.
  - e) Negative sequence over-current protection.
  - f) Phase and ground directional over-current protection.
  - g) Selectable time-current characteristics: inverse, very inverse, extremely inverse, definite time, etc. for better coordination with downstream devices.
  - h) Tap settings from 1 to 10 in 0.1 increments available (vs. discrete taps found on electromechanical relays.)
  - i) Frequency based load shedding and restoring functions with under-voltage blocking.
  - j) Under-voltage and over-voltage alarms and controls.
  - k) Sensitive Earth Fault functions.
  - l) Programmable multi-shot reclosing.
  - m) Feeder metering that records kWh, kvarh, kW, kvar, kV, amps, and power factor in 15-minute increments with time and date stamps.
  - n) Fault location and event recording.
  - o) Self-testing circuits without need for calibration.
  - p) Computer accessible.

(Note: As of the end of this reporting period (12/31/99), no final decision with action had been taken with regard to these particular relays.)

- Summary Report on Engineering Issues at REB and the PBSs (Repeated From Previous Reports): While some points were addressed towards the very end of this reporting period when meetings were held on substation maintenance issues, other points from this Report (initially referenced in the May 1998 Quarterly Report) a number of points still remain valid. For this reason, a listing of the points presented in that Report is again repeated in this Quarterly Report. While the May Report provides details on each item, the following is only a list of the items that seem to command the most attention:
  - 1) Inadequate Construction Work Plan
  - 2) No Power Requirements Study:
  - 3) Power Factor Correction:
  - 4) Small Conductor Sizes on Backbone Feeders:
  - 5) Lost Neutrals:
  - 6) Need Better Power Transformers:
  - 7) Voltage Regulation:
  - 8) Quantum Meters:
  - 9) Substation Over-Current Devices:
  - 10) REB Workshop:
  - 11) Distribution Transformer Losses:
  - 12) Material Specifications:

# Quarterly Report Exhibits

## A. Implementation Schedule

The Implementation Schedule presented in this Quarterly Report reflects the Annual Work Plan for the RPPR Program prepared for Year #3, and represents activities and subtasks for the entire five years. The Workplan for Yr. #3 now matches the US Government fiscal year of 1 October thru 30<sup>th</sup> September, which is also in compliance with the Cooperative Agreement between USAID and NRECA..

The first section of the Implementation Schedule presents the activities and subtasks for Project Year #3 – Jan 2000 through 31 March 2000 by month. The next section presents these same activities and subtasks according to the remainder of the Program period on a quarter basis for each calendar year.

The Implementation Schedules have been developed using *Microsoft Project* in order to monitor progress and modify as necessary. Subsequent Quarterly Reports will reflect progress on each activity and the various subtasks

**EXHIBIT - A**

**IMPLEMENTATION SCHEDULE  
With Focus on Year #3**

## RPPR Annual Work Plan - Year #3 (Status As of 09/30/00)

ID	Task Name	2000											
		Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
1	General Project Administration & Implementation	[Gantt bars for months Oct-Sep]											
2	Project Management	[Gantt bars for months Oct-Sep]											
3	Advise REB PBSs	[Gantt bars for months Oct-Sep]											
4	Meetings	[Gantt bars for months Oct-Sep]											
5	Reports	[Gantt bars for months Oct-Sep]											
6	Training Participation	[Gantt bars for months Oct-Sep]											
7	Donor Info	[Gantt bars for months Oct-Sep]											
8	<b>IR # 1.0 MEMBER-USER SATISFACTION IMPROVED &amp; PARTICIPATION ENHANCED</b>	[Gantt bars for months Oct-Sep]											
9	1.1 Develop & implement plan for member education & awareness & productive use of electricity	[Gantt bars for months Oct-Sep]											
10	1.1.1 Establish member services team with representatives from PBSs & REB - Established & Completed	[Gantt bars for months Oct-Sep]											
11	1.1.2 Develop PBS member services planning scheme - Drafted	[Gantt bars for months Oct-Sep]											
12	1.1.3 Pilot test MS plan in Model PBSs	[Gantt bars for months Oct-Sep]											
13	1.1.4 Develop implement MS plans in "Model" PBSs on phased schedule and then to others	[Gantt bars for months Oct-Sep]											
14	1.1.5 Evaluate & revise all MS Plans yearly	[Gantt bars for months Oct-Sep]											
18	1.2 Expand PBS Member Services Department capabilities in member-user services.	[Gantt bars for months Oct-Sep]											
19	1.2.1 Design MS Dept staff structure - Draft prepared awaiting REB approval	[Gantt bars for months Oct-Sep]											
20	1.2.2 Pilot test expanded MSD staff structure in "Model" PBSs - Delayed awaiting approvals	[Gantt bars for months Oct-Sep]											
21	1.2.3 Implement expanded MSD staffing with training on phased basis in "Model" PBSs and then others	[Gantt bars for months Oct-Sep]											
22	1.2.4 Perform MSD SOW, evaluate staffing & recommend revisions to PBSs not less than once per year	[Gantt bars for months Oct-Sep]											
25	1.2.5 Revise & implement MU Plan training for all MSD employees	[Gantt bars for months Oct-Sep]											
28	1.3 Develop & conduct customer awareness training for all PBS employees.	[Gantt bars for months Oct-Sep]											
29	1.3.1 Develop Customer Awareness Training (CAT) with REB Training Directorate - Completed	[Gantt bars for months Oct-Sep]											
30	1.3.2 Train CA trainers for conducting programs w/REB Training Directorate - Completed	[Gantt bars for months Oct-Sep]											
31	1.3.3 Conduct CA Training in pilot PBSs w/REB Training Directorate - Completed	[Gantt bars for months Oct-Sep]											
32	1.3.4 Evaluate and revise CA Training - Completed	[Gantt bars for months Oct-Sep]											
33	1.3.5 Prepare Trainers and conduct ongoing CAT at "Model" PBSs and for other PBSs Evaluate & revise training	[Gantt bars for months Oct-Sep]											
34	<b>IR # 2.0 REB &amp; PBS MANAGEMENT ENHANCED</b>	[Gantt bars for months Oct-Sep]											
35	2.1 Management Assessment (MA) & development system developed & functioning.	[Gantt bars for months Oct-Sep]											
36	2.1.1 Establish & empower Management Team and define PBS role - Established & Completed	[Gantt bars for months Oct-Sep]											
37	2.1.2 Develop process to evaluate REB & PBS management - Completed but reoccurring	[Gantt bars for months Oct-Sep]											
40	2.1.3 Perform MAs for PBSs & REB, including functional relationships between PBSs & REB - Drafted	[Gantt bars for months Oct-Sep]											
43	2.1.4 Use Management assessments to develop Management Plans (MP)	[Gantt bars for months Oct-Sep]											
46	2.1.5 Schedule follow-up assessments beyond PRRP program	[Gantt bars for months Oct-Sep]											

RPPR-WP #3  
Qtrly Rpt 09/00

Task		Summary		Rolled Up Progress		Split	
Progress		Rolled Up Task		External Tasks		Rolled Up Split	
Milestone		Rolled Up Milestone		Project Summary			

26

*BEST AVAILABLE COPY*

## RPPR Annual Work Plan - Year #3 (Status As of 09/30/00)

ID	Task Name	2000											
		Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
47	2.2 Develop & implement linked REB & PBS management plans	[Gantt bars for 2.2 tasks]											
48	2.2.1 Identify management improvement needs from review of PBS & REB MA - Drafted	[Gantt bar for 2.2.1]											
49	2.2.2 Establish objectives & goals for PBS & REB Management Plans (MPs).	[Gantt bar for 2.2.2]											
50	2.2.3 Design action components for REB & PBS MPS with inter-organization linkages	[Gantt bar for 2.2.3]											
51	2.2.4 Compile & implement management plans for REB/PBSs	[Gantt bar for 2.2.4]											
52	2.2.5 Evaluate overall functioning of planning & revise MPs in 3rd qtr. of each operating year.	[Gantt bar for 2.2.5]											
56	2.2.6 Complete MP evaluations at mid-term & at the end of the RPPR Program	[Gantt bar for 2.2.6]											
57	2.3 Develop sys to monitor, evaluate, report socioeconomic impact of RE program on RPPR customers - Delayed	[Gantt bars for 2.3 tasks]											
58	2.3.1 Establish basis for socioeconomic studies - Delayed due to Staffing - Sociologist in 9/99	[Gantt bar for 2.3.1]											
59	2.3.2 Design RE socioeconomic impact study process	[Gantt bar for 2.3.2]											
60	2.3.3 Implement PBS ongoing data collection	[Gantt bar for 2.3.3]											
61	2.3.4 Conduct study in ongoing manner with annual reporting	[Gantt bar for 2.3.4]											
62	2.3.5 Establish schedule for more comprehensive studies every 5 years after the RPPR program	[Gantt bar for 2.3.5]											
63	2.4 Develop A Direct Response System for member-user feedback to PBSs - Yr #3	[Gantt bars for 2.4 tasks]											
64	2.4.1 Empower MS Team to develop system - Scheduled for start late Yr #3	[Gantt bar for 2.4.1]											
65	2.4.2 Develop Member-User Response System - Scheduled for start late Yr #3	[Gantt bar for 2.4.2]											
66	2.4.3 Develop & implement MUR training in "Model" PBSs & other PBSs with Trng Dir - Scheduled Yr #3 & early Yr #4	[Gantt bar for 2.4.3]											
67	2.4.4 Pilot Test MUR feedback system at "Model" PBSs - Scheduled for Yr #4	[Gantt bar for 2.4.4]											
68	2.4.5 Revise system and implement in remaining "Model" PBSs and other PBSs in phases - Scheduled later Yr #4	[Gantt bar for 2.4.5]											
69	2.4.6 Maintain ongoing implementation, monitoring and revision - link with Annual Management Plans	[Gantt bar for 2.4.6]											
72	2.5 Computerize REB & PBSs	[Gantt bars for 2.5 tasks]											
73	2.5.1 Develop computerization team - Established and functioning - Completed	[Gantt bar for 2.5.1]											
74	2.5.2 Design computerization scheme - Draft Hdqtrs Plan and PBS in process with local vendor	[Gantt bar for 2.5.2]											
75	2.5.3 Provide logistics	[Gantt bar for 2.5.3]											
76	2.5.4 Implement scheme in phases, monitor, evaluate & revise throughout	[Gantt bar for 2.5.4]											
77	2.5.5 Review computerization scheme yearly when making MPAs	[Gantt bar for 2.5.5]											
82	2.6 Develop preventative maintenance (PM) program guidelines for PBSs	[Gantt bars for 2.6 tasks]											
83	2.6.1 Appoint & empower Operations & Maintenance team from REB & PBSs - Completed	[Gantt bar for 2.6.1]											
84	2.6.2 Develop preventative maintenance guidelines - Completed and approved existing REB Policy Guidelines	[Gantt bar for 2.6.2]											
85	2.6.3 Implement preventative maintenance guidelines - In process & assist as needed	[Gantt bar for 2.6.3]											
86	2.6.4 Provide ongoing monitoring, evaluation & revision of PM guidelines	[Gantt bar for 2.6.4]											

RPPR-WP #3  
Qtrly Rpt 09/00

Task		Summary		Rolled Up Progress		Split	
Progress		Rolled Up Task		External Tasks		Rolled Up Split	
Milestone		Rolled Up Milestone		Project Summary			

27

## RPPR Annual Work Plan - Year #3 (Status As of 09/30/00)

ID	Task Name	2000											
		Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
90	IR # 3.0 PBS SUPPORT SERVICES ENHANCED	-----											
91	3.1 Develop/implement procurement system for equip & mat'ls for O&M, repair & replacement - Delayed	-----											
92	3.1.1 Establish & empower materials management team to deal with procurement matters	-----											
93	3.1.2 Develop procurement system for OMRR materials	-----											
94	3.1.3 Obtain required actions & implement system	-----											
95	3.1.4 Implement OMRR procurement system	-----											
96	3.1.5 Monitor, evaluate & revise system on schedule	-----											
99	3.2 Develop improved materials delivery system to supply PBSs more efficiently	-----											
100	3.2.1 Perform complete materials flow & handling evaluation to determine needs	-----											
101	3.2.2 Redesign delivery system to meet needs that are revealed	-----											
102	3.2.3 Implement the redesigned system	-----											
103	3.2.4 Monitor, revise & re-implement system	-----											
106	3.3 Establish & initiate REB & PBS discussion on support services needs on regular schedule. - Delayed	-----											
107	3.3.1 Establish Support Services Team with REB & PBS reps	-----											
108	3.3.2 Develop discussion scheme	-----											
109	3.3.3 Implement SS discussion scheme with a preplanned evaluation & revision scheme	-----											
110	3.3.4 Evaluate & revise SS Team discussion scheme yearly	-----											
113	3.4 Develop & implement method for evaluating & improving support services. - Delayed	-----											
114	3.4.1 Empower SS team to develop methodology	-----											
115	3.4.2 Develop methodology	-----											
116	3.4.3 Implement the SS management scheme	-----											
117	3.5 Increase effectiveness of the training delivery system (TDS)	-----											
118	3.5.1 Establish Trng Team with REB PBS reps & empower it to perform TDS development - Established	-----											
119	3.5.2 Evaluate existing training delivery system - Drafted	-----											
120	3.5.3 Redesign the training delivery system - Incorporate plan for potential RE Training Academy	-----											
121	3.5.4 Obtain approvals, staff & activate TDS w/REB Trng Dir	-----											
122	3.5.5 Develop curricula	-----											
123	3.5.6 Conduct training, evaluate results & replan	-----											
124	3.5.7 Monitor TDS, revising & renewing with evolving needs & technical advances	-----											
128	3.5.8 Conduct observation tours/consultations to achieve specific RPPR objectives	-----											
136	3.6 Develop & activate PBS disaster response system - Delayed until Yr #3	-----											
137	3.6.1 Empower the O&M team to design, activate & manage the Disaster Response System	-----											
138	3.6.2 Design the DRS	-----											

RPPR-WP #3  
Qtrly Rpt 09/00

Task		Summary		Rolled Up Progress		Split	
Progress		Rolled Up Task		External Tasks		Rolled Up Split	
Milestone		Rolled Up Milestone		Project Summary			

## RPPR Annual Work Plan - Year #3 (Status As of 09/30/00)

ID	Task Name	2000											
		Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
139	3 6 3 Implement the DRS												
140	<b>IR # 4.0 SMALL POWER GENERATION PROGRAM DEVELOPED</b>												
141	4.1 Review & assess GOB policies on SPG in view of sector reform.												
142	4 1 1 Communicate with WB & GOB Power Cell on SPG and REN issues - Completed & Ongoing												
143	4 1 2 Review current foreign exchange policies of GOB - Completed												
144	4 1 3 Review current GOB policies on fuel, duties, etc - Completed but Ongoing due to Reform												
145	4 1 4 Identify & seek favorable action on other applicable issues - Completed but Ongoing due to Reform												
146	<b>4.2 Define REB Small Power Generation policy</b>												
147	4 2 1 Establish SPG team to represent RFB & PBSs in SPG program dev - Established												
148	4 2 2 Define REB's role in control of PBSs involvement in SPG investment - Completed												
149	4 2 3 Establish REB, PBS, vendor roles and relationships - Completed												
150	4 2 4 Develop environmental guidelines for each type of SPG project - Contained within RFP												
151	4 2 5 Codify rules, relationships & guidelines into SPG policy statement												
152	<b>4.3 Develop Small Power Business Plan</b>												
153	4 3 1 Develop SPG Business Plan - Completed RFP												
154	4 3 2 Present SPG Business Plan to Donors and Other Investors - Completed RFP												
155	4 3 4 Evaluate response of all potential financiers - Completed as part of Proposal Evaluations												
156	4 3 4 Assist REB and PBSs with implementation of SPG pilots resulting from BusinessPlan - Ongoing												
157	<b>4.4 Establish REB policy with respect to REN</b>												
158	4 4 1 Conduct REN Workshop for REB & PBS management - Completed												
159	4 4 2 Perform cost study of REN vs grid extension - Prepared and submitted to RFB												
160	4 4 3 Formulate REN policy and submit to REB & USAID - to Exec Committee 6 00 - Completed												
161	<b>4.5 Develop specific features of REN program</b>												
162	4 5 1 Determine REN role in rural electrification												
163	4 5 2 Evaluate existing REB REN pilot program												
164	4 5 3 Design REN components												
165	4 5 4 Compile REN component of SPG program												
166	<b>4.6 Develop REN Business Plan</b>												
167	4 6 1 Identify geographic locations for REN use based on costs - In Progress - GIS with CARE												
168	4 6 2 Develop detailed estimates for REN installment collections, billing												
169	4 6 3 Prepare business plan & present to donors & potential investors - Focus on framework for REN Program												
170	4 6 4 Evaluate responses of donors & investors												

RPPR-WP #3 Qtrly Rpt 09/00	Task		Summary		Rolloled Up Progress		Split	
	Progress		Rolloled Up Task		External Tasks		Rolloled Up Split	
	Milestone		Rolloled Up Milestone		Project Summary			

## RPPR Annual Work Plan - Year #3 (Status As of 09/30/00)

ID	Task Name	97	1998				1999				2000				2001				2002			
		Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3
1	General Project Administration & Implementation	[Gantt bar spanning all quarters]																				
2	Project Management	[Gantt bar spanning all quarters]																				
3	Advise REB/PBSs	[Gantt bar spanning all quarters]																				
4	Meetings	[Gantt bar spanning all quarters]																				
5	Reports	[Gantt bar spanning all quarters]																				
6	Training Participation	[Gantt bar spanning all quarters]																				
7	Donor Info	[Gantt bar spanning all quarters]																				
8	<b>IR # 1.0 MEMBER-USER SATISFACTION IMPROVED &amp; PARTICIPATION ENHANCED</b>	[Gantt bar spanning all quarters]																				
9	1.1 Develop & implement plan for member education & awareness & productive use of electricity	[Gantt bar spanning all quarters]																				
10	1.1.1 Establish member services team with representatives from PBSs & REB - Established & Completed	[Gantt bar: Q3 1998 - Q4 1998]																				
11	1.1.2 Develop PBS member services planning scheme - Drafted	[Gantt bar: Q1 1999 - Q2 1999]																				
12	1.1.3 Pilot test MS plan in Model PBSs	[Gantt bar: Q3 1999 - Q4 1999]																				
13	1.1.4 Develop implement MS plans in "Model" PBSs on phased schedule and then to others	[Gantt bar: Q1 2000 - Q4 2000]																				
14	1.1.5 Evaluate & revise all MS Plans yearly	[Gantt bar: Q1 2001 - Q4 2001]																				
18	1.2 Expand PBS Member Services Department capabilities in member-user services.	[Gantt bar spanning all quarters]																				
19	1.2.1 Design MS Dept. staff structure - Draft prepared awaiting REB approval	[Gantt bar: Q1 1999 - Q2 1999]																				
20	1.2.2 Pilot test expanded MSD staff structure in "Model" PBSs - Delayed awaiting approvals	[Gantt bar: Q3 1999 - Q4 1999]																				
21	1.2.3 Implement expanded MSD staffing with training on phased basis in "Model" PBSs and then others	[Gantt bar: Q1 2000 - Q4 2000]																				
22	1.2.4 Perform MSD SOW, evaluate staffing & recommend revisions to PBSs not less than once per year	[Gantt bar: Q1 2001 - Q4 2001]																				
25	1.2.5 Revise & implement MU Plan training for all MSD employees	[Gantt bar: Q1 2002 - Q4 2002]																				
28	1.3 Develop & conduct customer awareness training for all PBS employees.	[Gantt bar spanning all quarters]																				
29	1.3.1 Develop Customer Awareness Training (CAT) with RIB Training Directorate - Completed	[Gantt bar: Q3 1998 - Q4 1998]																				
30	1.3.2 Train CA trainers for conducting programs w RIB Training Directorate - Completed	[Gantt bar: Q1 1999 - Q2 1999]																				
31	1.3.3 Conduct CA Training in pilot PBSs w REB Training Directorate - Completed	[Gantt bar: Q3 1999 - Q4 1999]																				
32	1.3.4 Evaluate and revise CA Training - Completed	[Gantt bar: Q1 2000 - Q2 2000]																				
33	1.3.5 Prepare Trainers and conduct ongoing CAT at "Model" PBSs and for other PBSs - Evaluate & revise training	[Gantt bar: Q3 2000 - Q4 2000]																				
34	<b>IR # 2.0 REB &amp; PBS MANAGEMENT ENHANCED</b>	[Gantt bar spanning all quarters]																				
35	2.1 Management Assessment (MA) & development system developed & functioning.	[Gantt bar spanning all quarters]																				
36	2.1.1 Establish & empower Management Team and define PBS role - Established & Completed	[Gantt bar: Q3 1998 - Q4 1998]																				
37	2.1.2 Develop process to evaluate REB & PBS management - Completed but reoccurring	[Gantt bar: Q1 1999 - Q4 1999]																				
40	2.1.3 Perform MAs for PBSs & REB, including functional relationships between PBSs & REB - Drafted	[Gantt bar: Q3 1999 - Q4 1999]																				
43	2.1.4 Use Management assessments to develop Management Plans (MP)	[Gantt bar: Q1 2000 - Q2 2000]																				
46	2.1.5 Schedule follow-up assessments beyond PRRP program	[Gantt bar: Q3 2000 - Q4 2000]																				

RPPR-WP #3  
Qtrly Rpt 09/00

Task		Summary		Rolled Up Progress		Split	
Progress		Rolled Up Task		External Tasks		Rolled Up Split	
Milestone		Rolled Up Milestone		Project Summary			

30

*BEST AVAILABLE COPY*

## RPPR Annual Work Plan - Year #3 (Status As of 09/30/00)

ID	Task Name	97	1998				1999				2000				2001				2002			
		Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3
47	2.2 Develop & implement linked REB & PBS management plans		[Gantt bar spanning from Qtr 3 1998 to Qtr 3 2001]																			
48	2.2.1 Identify management improvement needs from review of PBS & REB MA - Drafted		[Task bar from Qtr 3 1998 to Qtr 1 1999]																			
49	2.2.2 Establish objectives & goals for PBS & REB Management Plans (MPs).		[Task bar from Qtr 3 1998 to Qtr 2 1999]																			
50	2.2.3 Design action components for REB & PBS MPS with inter-organization linkages		[Task bar from Qtr 3 1998 to Qtr 3 1999]																			
51	2.2.4 Compile & implement management plans for REB/PBSs		[Task bar from Qtr 3 1998 to Qtr 4 1999]																			
52	2.2.5 Evaluate overall functioning of planning & revise MPs in 3rd qtr. of each operating year.		[Task bar from Qtr 3 1998 to Qtr 3 2001]																			
56	2.2.6 Complete MP evaluations at mid-term & at the end of the RPPR Program		[Task bar from Qtr 3 1998 to Qtr 3 2001]																			
57	2.3 Develop sys to monitor, evaluate, report socioeconomic impact of RE program on RPPR customers - Delayed		[Gantt bar spanning from Qtr 3 1998 to Qtr 3 2001]																			
58	2.3.1 Establish basis for socioeconomic studies - Delayed due to Staffing - SocioEconomist in 9 99		[Task bar from Qtr 3 1998 to Qtr 1 1999]																			
59	2.3.2 Design RE socioeconomic impact study process		[Task bar from Qtr 3 1998 to Qtr 2 1999]																			
60	2.3.3 Implement PBS ongoing data collection		[Task bar from Qtr 3 1998 to Qtr 3 1999]																			
61	2.3.4 Conduct study in ongoing manner with annual reporting		[Task bar from Qtr 3 1998 to Qtr 4 1999]																			
62	2.3.5 Establish schedule for more comprehensive studies every 5 years after the RPPR program		[Task bar from Qtr 3 1998 to Qtr 3 2001]																			
63	2.4 Develop A Direct Response System for member-user feedback to PBSs - Yr #3		[Gantt bar spanning from Qtr 3 1998 to Qtr 3 2001]																			
64	2.4.1 Empower MIS Team to develop system - Scheduled for start late Yr #3		[Task bar from Qtr 3 1998 to Qtr 1 1999]																			
65	2.4.2 Develop Member-User Response System - Scheduled for start late Yr #3		[Task bar from Qtr 3 1998 to Qtr 2 1999]																			
66	2.4.3 Develop & implement MUR training in "Model" PBSs & other PBSs with Trng Dir - Scheduled Yr #3 & early Yr #4		[Task bar from Qtr 3 1998 to Qtr 3 1999]																			
67	2.4.4 Pilot Test MUR feedback system at "Model" PBSs - Scheduled for Yr. #4		[Task bar from Qtr 3 1998 to Qtr 4 1999]																			
68	2.4.5 Revise system and implement in remaining "Model" PBSs and other PBSs in phases - Scheduled later Yr #4		[Task bar from Qtr 3 1998 to Qtr 3 2001]																			
69	2.4.6 Maintain ongoing implementation, monitoring and revision - link with Annual Management Plans		[Task bar from Qtr 3 1998 to Qtr 3 2001]																			
72	2.5 Computerize RFB & PBSs		[Gantt bar spanning from Qtr 3 1998 to Qtr 3 2001]																			
73	2.5.1 Develop computerization team - Established and functioning - Completed		[Task bar from Qtr 3 1998 to Qtr 1 1999]																			
74	2.5.2 Design computerization scheme - Draft Hdqtrs Plan and PBS in process with local vendor		[Task bar from Qtr 3 1998 to Qtr 2 1999]																			
75	2.5.3 Provide logistics		[Task bar from Qtr 3 1998 to Qtr 3 1999]																			
76	2.5.4 Implement scheme in phases, monitor, evaluate, & revise throughout		[Task bar from Qtr 3 1998 to Qtr 4 1999]																			
77	2.5.5 Review computerization scheme yearly when making MPAs		[Task bar from Qtr 3 1998 to Qtr 3 2001]																			
82	2.6 Develop preventative maintenance (PM) program guidelines for PBSs		[Gantt bar spanning from Qtr 3 1998 to Qtr 3 2001]																			
83	2.6.1 Appoint & empower Operations & Maintenance team from REB & PBSs - Completed		[Task bar from Qtr 3 1998 to Qtr 1 1999]																			
84	2.6.2 Develop preventative maintenance guidelines - Completed and approved existing REB Policy Guidelines		[Task bar from Qtr 3 1998 to Qtr 2 1999]																			
85	2.6.3 Implement preventative maintenance guidelines - In process & assist as needed		[Task bar from Qtr 3 1998 to Qtr 3 1999]																			
86	2.6.4 Provide ongoing monitoring, evaluation & revision of PM guidelines		[Task bar from Qtr 3 1998 to Qtr 4 1999]																			

RPPR-WP #3 Qtrly Rpt 09/00	Task  Summary Progress  Rolled Up Task Milestone  Rolled Up Milestone	Rolled Up Progress  Split External Tasks  Rolled Up Split Project Summary
-------------------------------	---	---

## RPPR Annual Work Plan - Year #3 (Status As of 09/30/00)

ID	Task Name	97		1998				1999				2000				2001				2002			
		Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	
90	IR # 3.0 PBS SUPPORT SERVICES ENHANCED	[Project Summary]																					
91	3.1 Develop/implement procurement system for equip & mat'ls for O&M, repair & replacement - Delayed	[Task Summary]																					
92	3.1.1 Establish & empower materials management team to deal with procurement matters	[Task Progress]																					
93	3.1.2 Develop procurement system for OMRR materials	[Task Progress]																					
94	3.1.3 Obtain required actions & implement system	[Task Progress]																					
95	3.1.4 Implement OMRR procurement system	[Task Progress]																					
96	3.1.5 Monitor, evaluate & revise system on schedule	[Task Progress]																					
99	3.2 Develop improved materials delivery system to supply PBSs more efficiently	[Task Summary]																					
100	3.2.1 Perform complete materials flow & handling evaluation to determine needs	[Task Progress]																					
101	3.2.2 Redesign delivery system to meet needs that are revealed	[Task Progress]																					
102	3.2.3 Implement the redesigned system	[Task Progress]																					
103	3.2.4 Monitor, revise & re-implement system	[Task Progress]																					
106	3.3 Establish & initiate REB & PBS discussion on support services needs on regular schedule. - Delayed	[Task Summary]																					
107	3.3.1 Establish Support Services Team with RFB & PBS reps	[Task Progress]																					
108	3.3.2 Develop discussion scheme	[Task Progress]																					
109	3.3.3 Implement SS discussion scheme with a preplanned evaluation & revision scheme	[Task Progress]																					
110	3.3.4 Evaluate & revise SS Team discussion scheme yearly	[Task Progress]																					
113	3.4 Develop & implement method for evaluating & improving support services. - Delayed	[Task Summary]																					
114	3.4.1 Empower SS team to develop methodology	[Task Progress]																					
115	3.4.2 Develop methodology	[Task Progress]																					
116	3.4.3 Implement the SS management scheme	[Task Progress]																					
117	3.5 Increase effectiveness of the training delivery system (TDS)	[Task Summary]																					
118	3.5.1 Establish Trng Team with REB PBS reps & empower it to perform TDS development - Established	[Task Progress]																					
119	3.5.2 Evaluate existing training delivery system - Drafted	[Task Progress]																					
120	3.5.3 Redesign the training delivery system - Incorporate plan for potential RE Training Academy	[Task Progress]																					
121	3.5.4 Obtain approvals, staff & activate TDS w/ REB Trng Dir	[Task Progress]																					
122	3.5.5 Develop curricula	[Task Progress]																					
123	3.5.6 Conduct training, evaluate results & replan	[Task Progress]																					
124	3.5.7 Monitor TDS, revising & renewing with evolving needs & technical advances	[Task Progress]																					
128	3.5.8 Conduct observation tours consultations to achieve specific RPPR objectives.	[Task Progress]																					
136	3.6 Develop & activate PBS disaster response system - Delayed until Yr. #3	[Task Summary]																					
137	3.6.1 Empower the O&M team to design, activate & manage the Disaster Response System	[Task Progress]																					
138	3.6.2 Design the DRS	[Task Progress]																					

RPPR-WP #3  
Qtrly Rpt 09/00

Task	[Task Summary]	Summary	[Task Progress]	Rolloled Up Progress	Split
Progress	[Task Progress]	Rolloled Up Task	[Task Progress]	External Tasks	Rolloled Up Split
Milestone	[Task Progress]	Rolloled Up Milestone	[Task Progress]	Project Summary	[Task Progress]

32

## RPPR Annual Work Plan - Year #3 (Status As of 09/30/00)

ID	Task Name	1998												1999				2000				2001				2002		
		Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3						
139	3.6.3 Implement the DRS	[Gantt bar spanning Qtr 3 1998 to Qtr 4 2000]																										
140	IR # 4.0 SMALL POWER GENERATION PROGRAM DEVELOPED	[Gantt bar spanning Qtr 3 1998 to Qtr 4 2000]																										
141	4.1 Review & assess GOB policies on SPG in view of sector reform.	[Gantt bar spanning Qtr 3 1998 to Qtr 4 2000]																										
142	4.1.1 Communicate with WB & GOB Power Cell on SPG and REN issues - Completed & Ongoing	[Gantt bar spanning Qtr 3 1998 to Qtr 4 2000]																										
143	4.1.2 Review current foreign exchange policies of GOB - Completed	[Gantt bar spanning Qtr 3 1998 to Qtr 4 2000]																										
144	4.1.3 Review current GOB policies on fuel, duties, etc - Completed but Ongoing due to Reform	[Gantt bar spanning Qtr 3 1998 to Qtr 4 2000]																										
145	4.1.4 Identify & seek favorable action on other applicable issues - Completed but Ongoing due to Reform	[Gantt bar spanning Qtr 3 1998 to Qtr 4 2000]																										
146	4.2 Define REB Small Power Generation policy	[Gantt bar spanning Qtr 3 1998 to Qtr 4 2000]																										
147	4.2.1 Establish SPG team to represent REB & PBSs in SPG program dev - Established	[Gantt bar spanning Qtr 3 1998 to Qtr 4 2000]																										
148	4.2.2 Define REB's role in control of PBSs involvement in SPG investment - Completed	[Gantt bar spanning Qtr 3 1998 to Qtr 4 2000]																										
149	4.2.3 Establish REB, PBS, vendor roles and relationships - Completed	[Gantt bar spanning Qtr 3 1998 to Qtr 4 2000]																										
150	4.2.4 Develop environmental guidelines for each type of SPG project - Contained within RFP	[Gantt bar spanning Qtr 3 1998 to Qtr 4 2000]																										
151	4.2.5 Codify rules, relationships & guidelines into SPG policy statement	[Gantt bar spanning Qtr 3 1998 to Qtr 4 2000]																										
152	4.3 Develop Small Power Business Plan	[Gantt bar spanning Qtr 3 1998 to Qtr 4 2000]																										
153	4.3.1 Develop SPG Business Plan - Completed RFP	[Gantt bar spanning Qtr 3 1998 to Qtr 4 2000]																										
154	4.3.2 Present SPG Business Plan to Donors and Other Investors - Completed RFP	[Gantt bar spanning Qtr 3 1998 to Qtr 4 2000]																										
155	4.3.4 Evaluate response of all potential financiers - Completed as part of Proposal Evaluations	[Gantt bar spanning Qtr 3 1998 to Qtr 4 2000]																										
156	4.3.4 Assist REB and PBSs with implementation of SPG pilots resulting from BusinessPlan - Ongoing	[Gantt bar spanning Qtr 3 1998 to Qtr 4 2000]																										
157	4.4 Establish REB policy with respect to REN	[Gantt bar spanning Qtr 3 1998 to Qtr 4 2000]																										
158	4.4.1 Conduct REN Workshop for REB & PBS management - Completed	[Gantt bar spanning Qtr 3 1998 to Qtr 4 2000]																										
159	4.4.2 Perform cost study of RLN vs grid extension - Prepared and submitted to REB	[Gantt bar spanning Qtr 3 1998 to Qtr 4 2000]																										
160	4.4.3 Formulate REN policy and submit to REB & USAID - to Exec Committee 6/00 - Completed	[Gantt bar spanning Qtr 3 1998 to Qtr 4 2000]																										
161	4.5 Develop specific features of REN program	[Gantt bar spanning Qtr 3 1998 to Qtr 4 2000]																										
162	4.5.1 Determine REN role in rural electrification	[Gantt bar spanning Qtr 3 1998 to Qtr 4 2000]																										
163	4.5.2 Evaluate existing REB REN pilot program	[Gantt bar spanning Qtr 3 1998 to Qtr 4 2000]																										
164	4.5.3 Design REN components	[Gantt bar spanning Qtr 3 1998 to Qtr 4 2000]																										
165	4.5.4 Compile REN component of SPG program	[Gantt bar spanning Qtr 3 1998 to Qtr 4 2000]																										
166	4.6 Develop REN Business Plan	[Gantt bar spanning Qtr 3 1998 to Qtr 4 2000]																										
167	4.6.1 Identify geographic locations for REN use based on costs - In Progress - GIS with CARF	[Gantt bar spanning Qtr 3 1998 to Qtr 4 2000]																										
168	4.6.2 Develop detailed estimates for REN inst. maint, collections, billing	[Gantt bar spanning Qtr 3 1998 to Qtr 4 2000]																										
169	4.6.3 Prepare business plan & present to donors & potential investors - Focus on Framework for REN Program	[Gantt bar spanning Qtr 3 1998 to Qtr 4 2000]																										
170	4.6.4 Evaluate responses of donors & investors	[Gantt bar spanning Qtr 3 1998 to Qtr 4 2000]																										

RPPR-WP #3 Qtrly Rpt 09/00	Task	[Gantt bar]	Summary	[Gantt bar]	Rolled Up Progress	[Gantt bar]	Split	[Gantt bar]
	Progress	[Gantt bar]	Rolled Up Task	[Gantt bar]	External Tasks	[Gantt bar]	Rolled Up Split	[Gantt bar]
	Milestone	◆	Rolled Up Milestone	◇	Project Summary	[Gantt bar]		