

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

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**RPPR QUARTERLY REPORT**

1 October 2000 Through 31 December 2000

Prepared By

**NRECA INTERNATIONAL, LTD.**

For Trilateral Partners

**RURAL ELECTRIFICATION BOARD OF BANGLADESH**

and

**USAID MISSION TO BANGLADESH**

# ***QUARTERLY REPORT FOR 10/00 TO 12/00***

***Technical Assistance For Rural Power For  
Poverty Reduction Program***

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## **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***

- Continued work on finalization of REB video and preparation for reproduction and distribution of video for use by PBSs as member education tool at annual meetings and other motivational meetings
- Developed member education materials in the form of posters and leaflets for use by the PBSs in their offices and for distribution. Continued to improve Member Services Department Refocus plan and made formal presentation of the plan to REB Member Services Committee.
- Conducted Customer Awareness training programs at several PBSs for Board Members, Lady Advisors, General Managers, and employees on a regional basis
- Identified thirty-two employees from eight PBSs to participate in a “training of trainers” session to commence a broader implementation of Customer Awareness training to PBS employees.
- Key Accounts Management program at Narsingdi PBS-1 as a pilot project. Provided additional training to Narsingdi PBS key staff and visited selected key accounts.

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

- Proceeded with work with REB & PBSs related to identify key priority items in the Management Assessment for action, including the following:
  - Continued work on the Business Process Analysis of the REB Financial Directorates.
  - Attended Revolving Fund Board Meetings to advise the Board, as needed, in regard to Policies and Procedures for administration of the Revolving Fund.
  - Completed the PTA Database Application and Data Entry System for data acquisition, transfer and preparation of Monthly MIS Report and PTA Tracking Report.
  - Developed a spreadsheet-based Allocated Cost of Service Study application for use in the PBSs.
  - Initiated development of application software to integrate the activities of the REB Directorates involved in its Materials Management Program.
- Continued with Key Accounts Management program at Narsingdi PBS-1 as a pilot project. Provided additional training to Narsingdi PBS key staff and visited selected key accounts.
- Continued with steps for recruitment of an expatriate Organization Development Specialist and an expatriate Financial Systems Specialist. Both are twelve month positions. Advertised both positions on the NRECA web page, and advertisements sent to the Rural Electrification Magazine and to North West Public Power.

- Conducted a four-day TOT (Training of Trainers) course for 23 participants from 7 model PBSs on 'Baseline Data Collection Procedure and Interviewing Skill' who will replicate this training to other staff (enumerators) at concerned PBSs.
- Edited and finalized the Socioeconomic Baseline questionnaires (four: one for each consumer class and both Bengali & English version) that incorporated suggestions from the TOT. Continued with development of software applications for creating the system's computerized database.
- Finalized "A Plan For Providing A Direct Response System For Member-User Feedback to the PBS" and submitted to REB for review and approval. 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.
- Completed tasks and work related to computerization of REB and PBSs including:
  - Completed the implementation of the PBS Automated Payroll Application at Narsinghdi-1 and Comilla-1 PBSs. Both PBSs will be operating the system in January, 2001.
  - Developed a spreadsheet-based Allocated Cost of Service Study for use by the PBSs. Other than Distribution Plant Account Balances, all required inputs can be derived from the REB Form 550. The spreadsheet will also propose cost-based rates for each PBS to compare against present rates.
  - Developed and conducted a four-day training course on Microsoft Access and Powerpoint. Course was requested and attended by employees of the Accounts Directorate.
  - Completed development of the REB Form 550 Data Entry System and PTA Database Management Applications, including population of the database with historical data.
  - Continued with "system study" of REB financial activities leading to development of computerized General Ledger system for REB. Commenced development of software modules to integrate the activities of the MPSS, CS&M, Procurement and Accounts Directorates and to provide a solution to the information needs of each Directorate within the REB Materials Management Program. Target completion date is June, 2001.
  - Conducted site survey, equipment inventory and needs assessment for the REB Directorates involved in Materials Management activities.
  - Prepared a Local Area Network specification to electronically link all Directorates, currently on four floors of the REB HQ Building, in compliance with the Master Plan for the REB Wide Area Network. Submitted plan to REB Member Finance for further procurement action.

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

- Continued participation with Materials Management (MM) Team in development of computerization of the Materials Management process.
- Based on further input from the Materials Management Team, work began on another revision to "OMMR Materials Guideline" for procurement of these materials with intent that guideline be more in line with REB current practices, thus allowing for smoother acceptance of process and easier implementation.
- Recommendations presented to the Khulna Central Warehouse staff regarding procedural changes related to for material delivery. Action pending review of concerned Directors.
- Continued working with REB Directorates regarding problems related to "Materials Allocation" and issues regarding maintaining inventory of materials procured from different donor agencies.

- Worked with REB Training Directorate to complete additional work on RFP for technical assistance for initial design and development of Training Academy under funding from ADB.
- Formally completed the staff development sessions with REB Training Directorate personnel in the area of Training of Trainers.
- Work related to development of curriculum materials for REB/PBS training programs continued for the following:
  - Warehouse Management for Engineers – draft final manual submitted to REB for their approval
  - Records Management for REB and PBS officers – draft final manual submitted to REB for their approval
  - Automatic Circuit Recloser (ACR) Maintenance and Repair for Lineman – Curriculum Outline has been developed
  - Customer Awareness Training – curriculum outline has been developed

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

- Continued work with REB in support of first three Small Power Generation (SPG) projects (Comilla PBS-1, Dhaka PBS-1, and Narsingdi PBS-1):
  - Worked with REB to assure that PBS interconnection facilities were completed timely;
  - Monitored construction activity at all three sites. Major activity was focused at Dhaka PBS-1 site. Required Commercial Operations date was December 10, however that date was missed for all three sites. Reasons for delay included late delivery of major equipment due to unprecedented floods and road closures in west Bangladesh, slower than expected construction, and equipment start up problems. As of December 31, none of the sites had been energized;
  - Participated in meetings with the Bangladesh Power Development Board (PDB) to discuss grid interconnections. PDB is reluctant to provide interconnection, however it is felt such interconnections will be achieved. PDB reluctance is not based upon technical nor financial reasons;
  - Continued to work with Titas Gas and Bachrabad Gas to secure a Gas Supply Contract;
  - Continued to assist REB in review and approval of a qualified Operations & Maintenance Contractor. This was to be done in mid 2000 and had not been completed by December 31. Delays are a result of the power plant owner not providing REB with a qualified O&M contractor or plan
- Continued support of REB regarding the second eight SPG Projects;
  - Completed an Economic Evaluation Report to determine feasibility of each project. All projects deemed feasible, however two are very marginal;
  - Participated with REB to obtain Ministry of Energy approval to proceed with Contract negotiations. These negotiations were not started as of December 31. Reasons for delay include: final review by REB of Economic Evaluation Report, final determination of plant site at Chandpur, receipt of estimates for gas facilities from the involved gas companies, and reasonable assurance from PDB of interconnection to the national grid.

## **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 "resulted 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:

- Continued work on finalization of REB video and preparation of plan for reproduction and distribution of video for use by PBSs as member education tool at annual meetings and other motivational meetings.
- Developed member education materials in the form of posters and leaflets for use by the PBSs in their offices and for distribution.

Plans For Next Quarter:

- Finalize reproduction and begin distribution of REB video to the PBSs.
- Finalize member education materials (posters and leaflets) and begin distribution to the PBSs.

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

Status as of this Quarter:

- Continued to work on finalization of MS Department “Refocus” Plan and made formal presentation of the plan to REB MS Committee. The Plan outlines necessary changes for the MS Department to focus on member issues and to improve PBS support provided to members.
- Continued work with NRECA’s SocioEconomic group by providing input related to Member Services Department capabilities for their planned involvement in support of the socio-economic impact surveys at the time of giving connection. This is part of establishing a system for providing the establishment of a “baseline” for measuring the socio-economic benefit of electricity. (Refer to Activity 2.3)

Plans For Next Quarter:

- Obtain formal REB approval of the MS Department “Refocus” Plan in order to begin implementation. Begin implementation as soon as approval is given.
- 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:

- Continue work with socio-economist as plans proceed for initiating the data gathering methodology Conducted Customer Awareness training programs at several PBSs for Board Members, Lady Advisors, General Managers, and employees on a regional basis.
- Identified thirty-two employees from eight PBSs to participate in a “training of trainers” (TOT) session to commence a broader implementation of the CA training to PBS employees.

Plans For Next Quarter:

- Identified thirty-two employees from eight PBSs to participate in a “training of trainers” (TOT) session.

- Customer Awareness training will be limited in the next Quarter due to temporary lack of NRECA Specialist availability. Current Member Services Specialist will complete her contract assignment the middle of January, 2001. Recruitment of a local professional to focus on management training (including Customer Awareness), as well as an expatriate Organizational Development Specialist who will devote part time to member service and customer awareness activities.
- Continue work on development of TOT training session, however, this also will be delayed until trained personnel can be hired as explained above. Proceed with development of “communication” materials (i.e., posters, leaflets, etc.) to further reinforce and support the concept of Customer Awareness within the PBSs (see IR 1.1 also)

## **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.
- Identified priority items from the Management Assessment and listed them on two Task Lists in support of the selection and recruitment of an expatriate Organization Development Specialist and an expatriate Financial Systems Specialist. Both positions are 12 month assignments.
- 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 on 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 in previous quarters. Study has been directed toward the information interdependence of each Directorate.
  - Participated in a meeting of the Revolving Fund Board in support of the implementation of the Policies and Procedures prepared earlier for administration of the Revolving Fund.
  - Developed a spreadsheet-based Allocated Cost of Service Study application for use in the PBSs.
  - Initiated development of application software to integrate the activities of the REB Directorates involved in its Materials Management Program.
  - Continued working with REB’s Rates and Contracts Cell and completed the PTA Database Application and Data Entry System for data acquisition, transfer and preparation of monthly Management Information System (MIS) Reports and PTA Tracking Reports.

- Initiated plans to enhance REB management's capabilities to have proper project planning and selection (expansion and intensification) through improved methodologies and utilization of GIS technology to help ensure PBS viability. (Refer to Activity 2.5)
- Participated with PBS Officers in follow up meetings at Key Accounts as part of Key Accounts Management program at Narsingdi PBS-1, which is being done as a pilot project. Informal training for Narsingdi PBS key staff continued.
- Continued with steps for recruitment of an expatriate Organization Development Specialist and an expatriate Financial Systems Specialist. Both are twelve month positions. Advertised both positions on the NRECA web page, and advertisements sent to the RE Magazine and to NW Public Power. Those ads will run next Quarter.
- Continued with steps for recruitment of a local professional Organization & Management Development Specialist (Bangladeshi hire). Conducted interviews. Commenced discussions with selected individuals. Selection will be in next Quarter.
- As a part of the RPPR Key Performance Indicators, gathered data from PBSs and REB, revised data gathering procedures, and continued 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.

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:
  - Continue support to REB in development of a viable REB Revolving Loan Fund. This ongoing support focuses on two goals: (a) improved utilization of the Fund, and (b) smooth Fund administration. This effort will include advising the Revolving Fund Board as to potential sources of funding and the use of these loan funds by PBSs. Assist with the full implementation of Policies and Procedures as previously developed.
  - Provide demonstrations to senior REB management on the PTA Database Application and Data Entry System and prepare an appropriate plan for deployment of the PTA module and Data Entry System initially to the model PBSs, and eventually to all PBSs.
  - Develop and implement other management plans in close cooperation with REB and the PBSs.
  - Continue development of formal plan regarding pilot program for improving REB's Program Planning function through utilization of GIS technology to support PBS viability regarding appropriate project selection (expansion and intensification). (Refer to Activity 2.5)
- Complete recruitment of local professional as Organization & Management Development Specialist. Anticipate posting by end of the Quarter. Primary goals of this position:
  - 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.
- Complete recruitment of expatriate Financial Systems Specialist and expatriate Organizational Development Specialist, both of which will begin assignments in Dhaka in early 2001. Tasks of these two positions include:
  - Develop a meaningful Financial Forecasting methodology;
  - Assist in development of more meaningful PTA process;
  - Assist with automation of certain financial processes;
  - Work with REB to clean up "clearing accounts";

- Continue development of a meaningful and useful Revolving Loan Fund;
- Continue work on development of a “Key Accounts” program;
- Commence management training for PBS management and board members;
- Continue improvements in member services and customer awareness programs.
- Based on information obtained from the Key Accounts (KA) pilot program at Narsingdi PBS I, begin development of additional training for 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.

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

Status of this Quarter:

- Conducted a four-day TOT (Training of Trainers) course for 23 participants from 7 model PBSs on ‘Baseline Data Collection Procedure and Interviewing Skill’ who will replicate this training to other staff (enumerators) at concerned PBSs.
- Edited and finalized the Baseline questionnaires (four: one for each consumer class and both Bengali & English version) that incorporated suggestions from the TOT participants, and provided hard copies and floppies of these to the concerned PBSs for initiating enumerators’ training and data collection as well. In this regard, they were provided the reference materials for implementing training.
- Developed hints individually for each class of consumer on probable key outcomes from the baseline survey data,.
- Developed final-drafts of four Computer Data Entry program (one for each class of consumer). This will hand over to PBSs after testing.
- Completed first round visit to all of the seven concerned PBS as an initial step to follow up and facilitate implementation of the staff-training activity on the Baseline data collection. Prepared a visit-report that focussed the GMs’ opinions regarding problems, prospects and suggestions for successful implementation and continuation of the Baseline system activities.
- Procured SPSS software package for analyzing the socio-economic data and reporting as well.
- Proceed with the revision of the Baseline Socio-economic Database System document (in both Bengali and English) that includes Baseline system methodology, Questionnaires and Manual on Data Collection & Interviewing Skill.
- Proceed with the actions required for recruiting another Support Staff for the Socio-economic section.

Plans for Next Quarter:

- Work with the concerned REB officials to formally communicate with the participating PBSs to auinvolved in the Socio-economic Baseline activities. The purpose of the letter is to request the GMs to begin implementation of the Baseline Training activity for the enumerators and subsequently collection of the Baseline data.
- Begin collection of empirical data from the concerned PBSs and testing accuracy of the Data Entry Software (subject to collection by the involved PBSs).
- Prepare a Data Entry Manual for the computer operators (that is also required for future training to the computer operators).
- Finalize the Baseline Socio-economic Database System document (in both Bengali and English) that includes Baseline system methodology, Questionnaires, Data

collection manual, Materials on Interviewing Skill, Geo-code list and other relevant papers.

- Recruit another Support Staff, briefing about responsibilities and provide seating arrangement and necessary logistics.
- Prepare and distribute certificates to the Baseline TOT participants.
- Proceed with preparation of a Presentation Paper on the Socio-economic Baseline activities required to brief the PBS Member (Training) and other participating GMs in a sharing-discussion among them. This includes a proposal on sample size for interviewing the Domestic consumers as requested by the GMs.
- Proceed with the actions required to organize training for the computer operators for data entry and ensuring installation of the Data Entry Software to the concerned PBSs.
- Proceed with implementing the next round follow up visit to the PBSs in support of the initial implementation of the system.

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

Status as of this Quarter:

- Finalized “A Plan For Providing A Direct Response System For Member-User Feedback to the PBS” and submitted to REB for review and approval. 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:

- 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:

- Completed development of computerized Payroll Application for PBSs based on Payroll Application previously developed for REB.
  - Successfully completed installation at Comilla-1 PBS, ran successful parallels from historical to current. System goes “live” Jan. 2001.
  - Ran successful parallels from historical to current at Narsinghdi-1 PBS. System goes “live” Jan. 2001.
  - Visited Comilla-2 and Narsinghdi-1PBSs for discussions on site preparation for Payroll Application installation.
- Continued inspection of vendor installations of the PBS LANs with visits completed to Moulavibazar, Narsinghdi-1 and Comilla-1 PBSs..
  - Performed various troubleshooting of systems as required.
  - Conducted training on LAN administration and basic computer use.
  - Consulted with PBS management about future plans and programs.
- 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.
- Completed the PTA Database Application and Data Entry System. Completed population of database with one year of historical data. Prepared demonstration of the applications for future presentation to senior REB officials.

- Completed spreadsheet-based Allocated Cost of Service Study for use in PBSs. Almost all required inputs are currently contained in the PTA Database, which will lead to future integration of this module into the PTA Database System.
- Participated in preliminary planning sessions related to development of pilot program for improving REB's Program Planning function through utilization of GIS technology to support PBS viability regarding appropriate project selection (expansion and intensification). (Refer to Activity 2.2)
- Initiated design of custom application software to integrate the activities of the REB Directorates involved in its Materials Management Program.
- Performed site survey, equipment inventory and specified configuration for a LAN to connect the four Directorates involved in the Materials Management activities. The LAN will cover four floors of the REB HQ building and is in compliance with the Master Plan specifications for the Wide Area Network planned for the REB HQ.
- Procured and installed 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. Prepared and conducted a four day course on MS Access and PowerPoint.
- Continued to provide general support and trouble-shooting assistance to the REB/PBS Information Technology upgrade effort.

Plans for Next Quarter:

- 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.
- Initiate deployment of the PTA Database and Data Entry System
  - Conduct formal demonstration of system for concerned REB officials.
  - 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.
- Perform Cost of Service Studies for all Model PBSs using newly developed spreadsheet application.
- Continue development of formal plan regarding pilot program for improving REB's Program Planning function through utilization of GIS technology to support PBS viability regarding appropriate project selection (expansion and intensification).
  - Formulate approach and review with REB.
  - Identify various stakeholders (Program Planning, SE&D, Consulting Engineers, etc.) and incorporate their participation in the pilot study.
  - Initiate pilot as soon as necessary concurrence has been obtained. (Refer to Activity 2.2)
- Assist REB, where requested, on the configuration and hardware procurement for a WAN/LAN at REB HQ.
- Research and procure a version of SQL Server2000 to begin migrating NRECA developed applications from the MS Access to the SQL RDBMS.
- 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 advanced course on MS Access application.

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

Status as of this Quarter:

- Reviewed the lineman training program for the operation of reclosers being prepared by NRECA and made suggestions.
- Prepared a study for an extensive line and substation rehabilitation project to be submitted to REB.
- Advised REB on other Engineering & Operations issues as requested:
  - Visited the Khulna Warehouse to make an evaluation of the rewinding procedures for Wuhan Electric's transformers. Reported to REB these results of observations made during the visit.
  - Hubei China Machinery has been at Khulna repairing transformers manufactured by their company. Observed their methods and reported to REB.
  - Contacted WECA Meter Testing company and obtained estimates on repairing the Meter Testers at the Savar Workshop. Made final report and recommendations to REB on the repair of these instruments.
  - Reviewed the Insulation Level of the breakers in the take-over substations and made recommendations on replacements.
  - Provided REB with the User's manual and technical specifications on electronic relays they have purchased.

Plans For Next Quarter

- Visit and inspect substations identified by REB as having special operation and maintenance problems.
- Assist REB in the annual substation maintenance in the Khulna Zone.
- Follow up on initial concept of working with REB's System Operations Directorate and Training Directorate to set up a regional model substation maintenance program.

**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:

- Provided input to Computer Team in support of computerization of the Materials Management process progressing.
  - NRECA IT team working with concerned directorates in obtaining needed information to design the software.
  - Much assistance and cooperation from concerned directorates is being received.
- Explored various options for supporting the procurement procedure for OMMR materials as outlined in the revised draft of the OMMR Guidelines.
  - Met with with REB's Chief Engineer (P&O), The Controller and the Executive Director, to review potential for forming a Cooperative Procurement entity between REB and the PBSs.
  - Based on results of meeting, decision taken to prepare a revision to the OMRR guideline, based on existing REB directives to support a shortened approval process and for easier implementation.

- Completed further refinement of document related to Material Allocation (Inter-project Transfer of Materials). Expect submission of document to REB's Controlled next quarter.

Plans for Next Quarter:

- Conduct regular MM Team meetings to expedite OMRR inventory development process.
- Finalize the OMRR guidelines with concerned Directorates.
- Continue work with NRECA's IT Team in developing a MM software package.
  - Anticipate providing a basic MM software package to all concerned directorates for testing by end of 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 more 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 follow up visit to the Kuhlina Central Warehouse.
  - Provided suggestions/recommendations regarding procedural changes to the staff in support of using the low inventory time period as an opportunity to implement changes that could improve the materials delivery process. Action pending input from the concerned Directorate in Dhaka.

Plans for Next Quarter:

- Follow up on plan for REB's arranging the construction of two Bulk Storage Bins prototypes, as example of how to facilitate storing material in an orderly and safe manner.
- Proceed with assisting the Savar, Dhaka-1 warehouses in organizing their materials process following concurrence from the concern REB Directorate.
- Proceed with assisting the Workshop Deputy Director in organizing his Substation Repair and Electric metering parts storage areas following concurrence from Chief Engineer, (P&O).

**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 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 PBS.

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 with Member (PBS & Training, Program Planning, Training, etc.) in order to provide input regarding the TAPP that was now under review by GOB. Potential problems with funding has been identified due to ADB requirements.
  - Completed initial draft of REB's documents related to preparation of RFP and other 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.
  - Conducted Chairman Ahmed's Orientation to RE Program in USA in October as previously planned.
- 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.
- Completed the bi-weekly "staff development sessions" for the REB Training Directorate staff using the REB approved TOT curriculum. NRECA staff facilitated the sessions with target population including AGMs assigned to REB Training Directorate. A formal certificate ceremony was also conducted as part of the concluding session.
- Continued with curriculum development activities including:
  - Submitted "Draft Final - Training Manuals" have been submitted to REB authority for their comments and approval:

- Warehouse Management for Engineers (TC 210)
- Records Management for the officers of REB and PBS (IM 115)
- Records Management for Assistant Accountants of REB (IM 116)
- I-Beam Training for the PBS Board Members and Managers
- Ongoing development of the following training manuals, which are targeted for next quarter:
  - Performing Effectively in the Board Room
  - Role of PBS Board Member
- Completed development of “draft” Curriculum Outline have been developed and submitted to REB authority expecting their comments and approval for development of the following training manuals:
  - Training on Automatic Circuit Recloser (ACR) Maintenance and Repair for Lineman (TL 040)
  - Training on Trainers (TOT) for Customer Awareness Training for PBS officers

Plans for Next Quarter:

- Continue support to REB regarding the TAPP and other documents related for the new proposed Training Academy and provide necessary assistance as needed.
- Assist REB on an as needed basis regarding 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 development of the following training manual after obtaining REB’s approval of the previously submitted Curriculum Outlines:
    - Warehouse Management for Engineers (TC 210)
    - Records Management for the officers of REB and PBS (IM 115)
    - Records Management for Assistant Accountants of REB (IM 116)
  - Continue to work with Training Directorate to refine planned curriculum development activities and implementation of the plan to include the following:
    - Warehouse Management for PBS AGM (GS) (TC 220)
    - Warehouse Management for Store Keepers and Store Assistants of REB and PBS (TC 230)
    - Office Management for the Officers of REB and PBS (IM 110)
    - Key Accounts Management for the PBS officers
    - Revised programs/courses, including those needing translation; supplementary materials for existing curriculum on priority basis for management, finance and technical/engineering.
- Develop posters and leaflets for Customer Awareness Training
- Continue with implementation of the US and Regional Consultations/Tours, including the following:
  - 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 with REB and USAID for future regional programs within the Asian region.
- Continue to support training activities in the “model PBSs” through consultation with NRECA’s STS 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.

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

Status as of this Quarter:

- Due to priorities related to SPG and other engineering and operations issues, there was limited time was devoted to this Activity.

Plans for Next Quarter:

- Complete more through 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**

(Note, as a result of a 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. This expanded activity is now listed as IR #4.7)

(Note: These three activities (4.1, 4.2, 4.3) have been combined due to their inter-relationship in terms of the tasks being completed to support these activities. These have been completed with SPG activity continuing under Activity 4.7.)

**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:

- Conducted initial training with GIS software for NRECA Dhaka office staff as provided by the local vendor. Additional training will be required.
- At REB's request, conducted further reviews of various documents related to the IIFC's newly proposed *Remote Area Power Supply Systems (RAPSS)* Program, which includes a renewable energy component. Formal comments were provided to REB.

Plans for the Next Quarter:

- Arrange for additional training of NRECA staff on use of GIS software application package.
- 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.

**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)

Status as of this Quarter:

- Progress Report for first three SPG projects (Comilla PBS-1, Dhaka PBS-1, and Narsingdi PBS-1):
  - Assured that PBS interconnection facilities were completed timely;
  - Monitored construction activity at all three sites. Major activity was focused at Dhaka PBS-1 site. Required Commercial Operations date was December 10, however that date was missed for all three sites. Reasons for delay included late delivery of major equipment due to unprecedented floods and road closures in west Bangladesh, slower than expected construction, and equipment start up problems. As of December 31, none of the sites had been energized;
  - Participated in meetings with PDB to discuss grid interconnections;
  - Continued to work with Titas Gas and Bachrabad Gas to secure a Gas Supply Contract;
  - Continued to assist REB in review and approval of a qualified O & M Contractor. This was to be done in mid 2000 and had not been completed by December 31. Delays are a result of Contractor not providing REB with a qualified O&M contractor or plan.
- Progress Report for the second eight SPG Projects:
  - Completed an Economic Evaluation Report to determine feasibility of each project;
  - Obtained Ministry of Energy approval to proceed with Contract negotiations. These negotiations were not started as of December 31. Reasons for delay include: final review by REB of Economic Evaluation Report, final determination of plant site at Chandpur, receipt of estimates for gas facilities from the involved gas companies, and reasonable assurance from PDB of interconnection to the national grid.
- Progress Report for expansion at the first three SPG Project locations:

- No significant activity during the Quarter. Activity was focused instead, on construction of the first three SPG plants, preparation work for the second eight SPG plants, and discussions with PDB about interconnection provisions.
- With REB, met with Ministry of Energy to discuss progress, interconnection with PDB, and gas supply (accomplished October 17,2000)

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 (past due).
    - (iii) Start of Commercial Operations testing (past due).
    - (iv) Commencement of Commercial Operations (past due).
  - Continue to work with REB and PBSs to assure PBS Interconnection facilities are available when required by Power Plant Contractor.
  - Continue to assist REB with provisions for an effective Interconnection Agreement with PDB.
  - Assist REB with negotiations for gas supply Agreements with Titas and Bachrabad.
  - 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
  - Assist REB in the issuing of Letters of Intent (LOI) to first ranked bidders.
  - Assist REB in negotiations of Security Package Agreements with Bidders (after issuance of LOI).
  - Work with REB in their discussions with the involved natural gas companies to assure physical delivery of gas to each site.
  - Continue to 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.
  - Assist REB with follow-up reports and meetings, as appropriate
- Support 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.

## **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 began work on recruitment of Organizational Development Specialist and Financial System Specialist. Both STS positions are for 12 months.
- 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 complete 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 seven (57) commercially operational PBSs included in the RE Program for the months of August, September, October and November, as contained in the selected REB Management Information System (MIS) Reports:

Description	August 2000	September 2000	October 2000	November 2000	Change – 3 Mos Per'd
System Loss ( 12 mo. Avg)	16.62%	16.50%	16.36%	16.46%	-0.16%
System Loss ( this month's Avg.)	18.60%	14.21%	16.10%	15.29%	-3.31%
Percentage of Collection (12 mo. Avg.)	96.25%	96.39%	96.50%	97.16%	+0.91%
Percentage of Collection (this mo. Avg.)	87.51%	91.48%	95.91%	92.30%	+4.79
Accounts Receivable (# mo. Outstanding)	2.63	2.63%	2.65%	2.62%	-0.01%
Total Villages Energized	28,623	28,899	29,061	29,175	+552
Number of New Meter Connections	43,599	36,961	38,724	37,968	+113,653
Total # of Meters Connections	2,867,568	2,904,529	2,943,253	2,981,221	+113,653
Total Km of Energized Line	113,642	114,375	115.160	115,999	+2,357
MWH Purchased YTD - % of chng last yr.	32%	28%	27%	22%	---

- For the months of May and June shown in this Quarterly Report, the statistics reflect a total of 57 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 (November 2000), the operational statistics for the 57 energized PBSs continue to reflect that the overall RE Program shows further expansion with 113,653 *new connections* made during this reporting period, averaging 37,884 per month. As part of this ongoing expansion, 522 *new villages* received electric service. Also, the total amount of *energized line* increased by 2,357 km during these three months.
- Overall *12-Month Average System Loss* for all 57 operating PBSs shows a positive decline of 0.36% over the three-month reporting period, with the November average being 16.62%. For the most part all three months show percentages. REB and the PBS continue to deal with loss reduction programs in take over areas from DESA and PDB. Positive progress continues to be made.
- There was a positive decline of 3.31% in *Average Monthly System Loss* for the reporting period. Constant monitoring of these system losses is a requirement. 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)* increased to above 97%. This is a noteworthy improvement in an area that had shown marked decreases in earlier months. remains above 96%, but ha 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 positive improvement of 4.79% during the reporting period up from 87.51%. 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 remains an important part of Member Education.
- The total *Accounts Receivable* showed a slight reduction of 0.01% during the reporting period down to 2.62 months. 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. This was discussed at a recent meeting held with the World Bank team.

- Statistics related to MWH purchased further indicates the continued growth in demand with a 25.66% 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.

### ***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 and Netherlands during the reporting period. In addition, NRECA had follow up meetings 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. #4 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 #4 – October 2000 through December 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 #4**

## RPPR Annual Work Plan - Year #4 (Status As of 12/31/00)

ID	Task Name	2001											
		Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
1	General Project Administration & Implementation												
2	Project Management												
3	Advise REB PBSs												
4	Meetings												
5	Reports												
6	Training Participation												
7	Donor Info												
8	<b>IR # 1.0 MEMBER-USER SATISFACTION IMPROVED &amp; PARTICIPATION ENHANCED</b>												
9	1.1 Develop & implement plan for member education & awareness & productive use of electricity.												
10	1.1.1 Establish member services team with representatives from PBSs & REB - Established & Completed												
11	1.1.2 Develop PBS member services planning scheme - Drafted												
12	1.1.3 Pilot test MS plan in Model PBSs												
13	1.1.4 Develop/implement MS plans in "Model" PBSs on phased schedule and then to others												
14	1.1.5 Evaluate & revise all MS Plans yearly												
17	1.2 Expand PBS Member Services Department capabilities in member-user services.												
18	1.2.1 Design MS Dept. staff structure - Draft prepared awaiting completion of REB approval												
19	1.2.2 Pilot test expanded MSD staff structure in "Model" PBSs - Delayed awaiting approvals												
20	1.2.3 Implement expanded MSD staffing with training on phased basis in "Model" PBSs and then others												
21	1.2.4 Perform MSD SOW, evaluate staffing & recommend revisions to PBSs not less than once per year												
24	1.2.5 Revise & implement MU Plan training for all MSD employees												
27	1.3 Develop & conduct customer awareness training for all PBS employees.												
28	1.3.1 Develop Customer Awareness Training (CAT) with REB Training Directorate - Completed												
29	1.3.2 Train CA trainers for conducting programs w/REB Training Directorate - Completed												
30	1.3.3 Conduct CA Training in pilot PBSs w/REB Training Directorate - Completed												
31	1.3.4 Evaluate and revise CA Training - Completed												
32	1.3.5 Prepare Trainers and conduct ongoing CAT at "Model" PBSs and for other PBSs. Evaluate & revise training												
33	<b>IR # 2.0 REB &amp; PBS MANAGEMENT ENHANCED</b>												
34	2.1 Management Assessment (MA) & development system developed & functioning.												
35	2.1.1 Establish & empower Management Team and define PBS role - Established & Completed												
36	2.1.2 Develop process to evaluate REB & PBS management - Completed but reoccurring												
39	2.1.3 Perform MAs for PBSs & REB, including functional relationships between PBSs & REB - Drafted												
42	2.1.4 Use Management assessments to develop Management Plans (MP)												
45	2.1.5 Schedule follow-up assessments beyond PRRP program												

RPPR-WP #4 Qtrly Rpt 12/00	Task		Summary		Rolloff Progress		Split	
	Progress		Rolloff Task		External Tasks		Rolloff Split	
	Milestone		Rolloff Milestone		Project Summary			

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## RPPR Annual Work Plan - Year #4 (Status As of 12/31/00)

ID	Task Name	2001											
		Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
46	2.2 Develop & implement linked REB & PBS management plans												
47	2.2.1 Identify management improvement needs from review of PBS & REB MA - Drafted												
48	2.2.2 Establish objectives & goals for PBS & REB Management Plans (MPs)												
49	2.2.3 Design action components for REB & PBS MPS with inter-organization linkages												
50	2.2.4 Compile & implement management plans for REB/PBSs												
51	2.2.5 Evaluate overall functioning of planning & revise MPs in 3rd qtr. of each operating year.												
55	2.2.6 Complete MP evaluations at mid-term & at the end of the RPPR Program												
56	2.3 Develop sys to monitor, evaluate, report socioeconomic impact of RE program on RPPR customers - Delayed												
57	2.3.1 Establish basis for socioeconomic studies - Delayed due to Staffing - SocioEconomist in 9/99												
58	2.3.2 Design RE socioeconomic impact study process												
59	2.3.3 Implement PBS ongoing data collection												
60	2.3.4 Conduct study in ongoing manner with annual reporting												
61	2.3.5 Establish schedule for more comprehensive studies every 5 years after the RPPR program												
62	2.4 Develop A Direct Response System for member-user feedback to PBSs - Yr. #3												
63	2.4.1 Empower MS Team to develop system - Scheduled for start late Yr #3												
64	2.4.2 Develop Member-User Response System - Scheduled for start late Yr #3												
65	2.4.3 Develop & implement MUR training in "Model" PBSs & other PBSs with Trng Dir - Scheduled Yr #3 & early Yr. #4												
66	2.4.4 Pilot Test MUR feedback system at "Model" PBSs - Scheduled for Yr #4												
67	2.4.5 Revise system and implement in remaining "Model" PBSs and other PBSs in phases - Scheduled later Yr. #4												
68	2.4.6 Maintain ongoing implementation, monitoring and revision - link with Annual Management Plans												
71	2.5 Computerize REB & PBSs												
72	2.5.1 Develop computerization team - Established and functioning - Completed												
73	2.5.2 Design computerization scheme - Draft Hdqtrs Plan and PBS in process with local vendor												
74	2.5.3 Provide logistics												
75	2.5.4 Implement scheme in phases, monitor, evaluate, & revise throughout												
76	2.5.5 Review computerization scheme yearly when making MPAs												
81	2.6 Develop preventative maintenance (PM) program guidelines for PBSs												
82	2.6.1 Appoint & empower Operations & Maintenance team from REB & PBSs - Completed												
83	2.6.2 Develop preventative maintenance guidelines - Completed and approved existing REB Policy Guidelines												
84	2.6.3 Implement preventative maintenance guidelines - In process & assist as needed												
85	2.6.4 Provide ongoing monitoring, evaluation & revision of PM guidelines												

RPPR-WP #4	Task		Summary		Rolloled Up Progress		Split	
Qtrly Rpt 12/00	Progress		Rolloled Up Task		External Tasks		Rolloled Up Split	
	Milestone		Rolloled Up Milestone		Project Summary			

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## RPPR Annual Work Plan - Year #4 (Status As of 12/31/00)

ID	Task Name	2001											
		Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
89	IR # 3.0 PBS SUPPORT SERVICES ENHANCED												
90	3.1 Develop/implement procurement system for equip & mat'ls for O&M, repair & replacement - Delayed												
91	3.1.1 Establish & empower materials management team to deal with procurement matters.												
92	3.1.2 Develop procurement system for OMRR materials												
93	3.1.3 Obtain required actions & implement system												
94	3.1.4 Implement OMRR procurement system												
95	3.1.5 Monitor, evaluate & revise system on schedule												
98	3.2 Develop improved materials delivery system to supply PBSs more efficiently												
99	3.2.1 Perform complete materials flow & handling evaluation to determine needs												
100	3.2.2 Redesign delivery system to meet needs that are revealed												
101	3.2.3 Implement the redesigned system												
102	3.2.4 Monitor, revise & re-implement system												
105	3.3 Establish & initiate REB & PBS discussion on support services needs on regular schedule. - Delayed												
106	3.3.1 Establish Support Services Team with REB & PBS reps												
107	3.3.2 Develop discussion scheme												
108	3.3.3 Implement SS discussion scheme with a preplanned evaluation & revision scheme												
109	3.3.4 Evaluate & revise SS Team discussion scheme yearly												
112	3.4 Develop & implement method for evaluating & improving support services. - Delayed												
113	3.4.1 Empower SS team to develop methodology												
114	3.4.2 Develop methodology												
115	3.4.3 Implement the SS management scheme												
116	3.5 Increase effectiveness of the training delivery system (TDS)												
117	3.5.1 Establish Trng Team with REB/PBS reps & empower it to perform TDS development - Established												
118	3.5.2 Evaluate existing training delivery system - Drafted												
119	3.5.3 Redesign the training delivery system - Incorporate plan for potential RE Training Academy												
120	3.5.4 Obtain approvals, staff & activate TDS w/REB Trng Dir.												
121	3.5.5 Develop curricula												
122	3.5.6 Conduct training, evaluate results & replan												
123	3.5.7 Monitor TDS, revising & renewing with evolving needs & technical advances												
127	3.5.8 Conduct observation tours/consultations to achieve specific RPPR objectives.												
128	3.5.8.1 USA Tour - REB Chairman - NRECA Annual Meeting - 3/98												
129	3.5.8.2 USA Tour - REB Chairman Malek's Orientation - 11/98												
130	3.5.8.3 Regional Tour - Renewable Energy - Sri Lanka & Indonesia - 7/99												

RPPR-WP #4 Qtrly Rpt 12/00	Task		Summary		Rolloled Up Progress		Split	
	Progress		Rolloled Up Task		External Tasks		Rolloled Up Split	
	Milestone		Rolloled Up Milestone		Project Summary			

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## RPPR Annual Work Plan - Year #4 (Status As of 12/31/00)

ID	Task Name	2001											
		Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
131	3 5 8 4 USA Tour - REB Service Strategies - 11-99												
132	3 5 8 5 Regional Tour - Renewable Energy - India - 5/00												
133	3 5 8.4 USA Tour - REB Chairman Ahmed's Orientation - 9/00 or 10/00												
134	3.5 8 6 Regional Tour - Traing Academies (Malaysia & Pakistan) - 3/01												
135	3 5.8 5 Regional Tour - Renewable Energy - India - 7.01												
136	<b>3.6 Develop &amp; activate PBS disaster response system - Delayed until Yr. #3</b>												
137	3 6 1 Empower the O&M team to design, activate & manage the Disaster Response System												
138	3 6 2 Design the DRS												
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	4.2 Define REB Small Power Generation policy												
147	4.2 1 Establish SPG team to represent REB & PBSs in SPG prgram 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	4.3 Develop Small Power Business Plan - Refer to new 4 7 for implementation of SPG												
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	4.4 Establish REB policy with respect to REN												
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 REB												
160	4 4 3 Formulate REN policy and submit to REB & USAID - to Exec Committee 6/00 - Completed												
161	4.5 Develop specific features of REN program												
162	4 5 1 Determine REN role in rural electrification												
163	4.5.2 Evaluate existing REB REN pilot program												

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

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## RPPR Annual Work Plan - Year #4 (Status As of 12/31/00)

ID	Task Name	2001											
		Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
164	4.5.3 Design REN components	[Task bar from Oct to May]											
165	4.5.4 Compile REN component of SPG program	[Task bar from Oct to Jun]											
166	4.6 Develop REN Business Plan	[Task bar from Oct to Sep]											
167	4.6.1 Identify geographic locations for REN use based on costs - In Progress - GIS with CARE	[Task bar from Oct to Dec]											
168	4.6.2 Develop detailed estimates for REN inst. maint. collections, billing	[Task bar from Feb to May]											
169	4.6.3 Prepare business plan & present to donors & potential investors - Focus on Framework for REN Program	[Task bar from May to Aug]											
170	4.6.4 Evaluate responses of donors & investors	[Task bar from Aug to Sep]											
171	4.7 Implement REB SPG Program w/10 MW stations at selected PBS sites on BOO basis.	[Task bar from Oct to Sep]											
172	4.7.1 Complete required project feasibility studies (load, gas, inter connection, etc.) for proposed sites	[Task bar from Oct to Dec]											
173	4.7.1.1 First Three Pilot SPG Projects -- Completed	[Task bar from Oct to Dec]											
174	4.7.1.2 Next Eight SPG Projects -- Completed	[Task bar from Oct to Dec]											
175	4.7.2 Assist REB to complete required elements related to procurement cycle	[Task bar from Oct to Dec]											
176	4.7.1.1 First Three Pilot SPG Projects -- Completed	[Task bar from Oct to Dec]											
177	4.7.1.2 Next Eight SPG Projects -- Completed	[Task bar from Oct to Dec]											
178	4.7.3 Advise & assist REB to complete contracting cycle with selected vendor	[Task bar from Oct to Dec]											
179	4.7.1.1 First Three Pilot SPG Projects -- Completed	[Task bar from Oct to Dec]											
180	4.7.1.2 Next Eight SPG Projects	[Task bar from May to Sep]											
181	4.7.4 Conduct all necessary studies and analyses to satisfy engineering & technical requirements	[Task bar from Oct to Sep]											
182	4.7.1.1 First Three Pilot SPG Projects -- Completed	[Task bar from Oct to Dec]											
183	4.7.1.2 Next Eight SPG Projects	[Task bar from Jun to Sep]											
184	4.7.5 Work with REB to ensure proper monitoring of SPG construction and commissioning phases	[Task bar from Oct to Sep]											
185	4.7.1.1 First Three Pilot SPG Projects -- Ongoing	[Task bar from Oct to Dec]											
186	4.7.1.2 Next Eight SPG Projects	[Task bar from Oct to Dec]											
187	4.7.6 Conduct necessary training (i.e., contract admin, meter management, load forecasting, etc.) for REB/PBS staff	[Task bar from Feb to Sep]											
188	4.7.1.1 First Three Pilot SPG Projects	[Task bar from Feb to May]											
189	4.7.1.2 Next Eight SPG Projects	[Task bar from Feb to May]											
190	4.7.7 Assist REB with development of other SPG sites at other PBSs if and when Program expands	[Task bar from Jun to Sep]											

RPPR-WP #4 Qtrly Rpt 12/00	Task		Summary		Rolled Up Progress		Split	
	Progress		Rolled Up Task		External Tasks		Rolled Up Split	
	Milestone		Rolled Up Milestone		Project Summary			

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## RPPR Annual Work Plan - Year #4 (Status As of 12/31/00)

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
1	General Project Administration & Implementation	[Progress bar spanning all quarters]																			
2	Project Management	[Progress bar spanning all quarters]																			
3	Advise REB/PBSs	[Progress bar spanning all quarters]																			
4	Meetings	[Progress bar spanning all quarters]																			
5	Reports	[Progress bar spanning all quarters]																			
6	Training Participation	[Progress bar spanning all quarters]																			
7	Donor Info	[Progress bar spanning all quarters]																			
8	<b>IR # 1.0 MEMBER-USER SATISFACTION IMPROVED &amp; PARTICIPATION ENHANCED</b>	[Summary bar spanning all quarters]																			
9	1.1 Develop & implement plan for member education & awareness & productive use of electricity	[Summary bar spanning all quarters]																			
10	1.1.1 Establish member services team with representatives from PBSs & REB - Established & Completed	[Task bar: Q3 97 - Q4 97]																			
11	1.1.2 Develop PBS member services planning scheme - Drafted	[Task bar: Q1 98 - Q2 98]																			
12	1.1.3 Pilot test MS plan in Model PBSs	[Task bar: Q3 98 - Q4 98]																			
13	1.1.4 Develop/implement MS plans in "Model" PBSs on phased schedule and then to others	[Task bar: Q1 99 - Q4 99]																			
14	1.1.5 Evaluate & revise all MS Plans yearly	[Task bar: Q1 00 - Q4 00]																			
17	1.2 Expand PBS Member Services Department capabilities in member-user services.	[Summary bar spanning all quarters]																			
18	1.2.1 Design MS Dept staff structure - Draft prepared awaiting completion of REB approval	[Task bar: Q1 99 - Q4 99]																			
19	1.2.2 Pilot test expanded MSD staff structure in "Model" PBSs - Delayed awaiting approvals	[Task bar: Q3 99 - Q4 99]																			
20	1.2.3 Implement expanded MSD staffing with training on phased basis in "Model" PBSs and then others	[Task bar: Q1 00 - Q4 00]																			
21	1.2.4 Perform MSD SOW, evaluate staffing & recommend revisions to PBSs not less than once per year	[Task bar: Q1 00 - Q4 00]																			
24	1.2.5 Revise & implement MU Plan training for all MSD employees	[Task bar: Q1 00 - Q4 00]																			
27	1.3 Develop & conduct customer awareness training for all PBS employees.	[Summary bar spanning all quarters]																			
28	1.3.1 Develop Customer Awareness Training (CAT) with REB Training Directorate - Completed	[Task bar: Q1 98 - Q2 98]																			
29	1.3.2 Train CA trainers for conducting programs w/REB Training Directorate - Completed	[Task bar: Q1 98 - Q2 98]																			
30	1.3.3 Conduct CA Training in pilot PBSs w/REB Training Directorate - Completed	[Task bar: Q3 98 - Q4 98]																			
31	1.3.4 Evaluate and revise CA Training - Completed	[Task bar: Q1 99 - Q2 99]																			
32	1.3.5 Prepare Trainers and conduct ongoing CAT at "Model" PBSs and for other PBSs Evaluate & revise training.	[Task bar: Q3 99 - Q4 99]																			
33	<b>IR # 2.0 REB &amp; PBS MANAGEMENT ENHANCED</b>	[Summary bar spanning all quarters]																			
34	2.1 Management Assessment (MA) & development system developed & functioning.	[Summary bar spanning all quarters]																			
35	2.1.1 Establish & empower Management Team and define PBS role - Established & Completed	[Task bar: Q1 98 - Q2 98]																			
36	2.1.2 Develop process to evaluate REB & PBS management - Completed but reoccurring	[Task bar: Q1 98 - Q4 98]																			
39	2.1.3 Perform MAs for PBSs & REB, including functional relationships between PBSs & REB - Drafted	[Task bar: Q1 99 - Q2 99]																			
42	2.1.4 Use Management assessments to develop Management Plans (MP)	[Task bar: Q3 99 - Q4 99]																			
45	2.1.5 Schedule follow-up assessments beyond PRRP program	[Task bar: Q1 00 - Q4 00]																			

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Task	[Solid bar]	Summary	[Dashed bar]	Rolled Up Progress	[Dotted bar]	Split	[Wavy bar]
Progress	[Double arrow]	Rolled Up Task	[Dotted bar]	External Tasks	[Dotted bar]	Rolled Up Split	[Wavy bar]
Milestone	[Diamond]	Rolled Up Milestone	[Diamond]	Project Summary	[Dotted bar]		

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## RPPR Annual Work Plan - Year #4 (Status As of 12/31/00)

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	
46	2.2 Develop & implement linked REB & PBS management plans	[Gantt bar spanning from Qtr 3 1997 to Qtr 3 2002]																					
47	2.2.1 Identify management improvement needs from review of PBS & REB MA - Drafted	[Gantt bar from Qtr 3 1997 to Qtr 2 1998]																					
48	2.2.2 Establish objectives & goals for PBS & REB Management Plans (MPs)	[Gantt bar from Qtr 3 1997 to Qtr 4 1998]																					
49	2.2.3 Design action components for REB & PBS MPS with inter-organization linkages	[Gantt bar from Qtr 3 1997 to Qtr 4 1998]																					
50	2.2.4 Compile & implement management plans for REB PBSs	[Gantt bar from Qtr 3 1997 to Qtr 4 1998]																					
51	2.2.5 Evaluate overall functioning of planning & revise MPs in 3rd qtr. of each operating year.	[Gantt bar from Qtr 3 1997 to Qtr 3 2002]																					
55	2.2.6 Complete MP evaluations at mid-term & at the end of the RPPR Program	[Gantt bar from Qtr 3 1997 to Qtr 3 2002]																					
56	2.3 Develop sys to monitor, evaluate, report socioeconomic impact of RE program on RPPR customers - Delayed	[Gantt bar from Qtr 3 1997 to Qtr 3 2002]																					
57	2.3.1 Establish basis for socioeconomic studies - Delayed due to Staffing - SocioEconomist in 9/99	[Gantt bar from Qtr 3 1997 to Qtr 4 1998]																					
58	2.3.2 Design RE socioeconomic impact study process	[Gantt bar from Qtr 3 1997 to Qtr 4 1998]																					
59	2.3.3 Implement PBS ongoing data collection	[Gantt bar from Qtr 3 1997 to Qtr 4 1998]																					
60	2.3.4 Conduct study in ongoing manner with annual reporting	[Gantt bar from Qtr 3 1997 to Qtr 4 1998]																					
61	2.3.5 Establish schedule for more comprehensive studies every 5 years after the RPPR program	[Gantt bar from Qtr 3 1997 to Qtr 4 1998]																					
62	2.4 Develop A Direct Response System for member-user feedback to PBSs - Yr. #3	[Gantt bar from Qtr 3 1997 to Qtr 3 2002]																					
63	2.4.1 Empower MS Team to develop system - Scheduled for start late Yr #3	[Gantt bar from Qtr 3 1997 to Qtr 4 1998]																					
64	2.4.2 Develop Member-User Response System - Scheduled for start late Yr #3	[Gantt bar from Qtr 3 1997 to Qtr 4 1998]																					
65	2.4.3 Develop & implement MUR training in "Model" PBSs & other PBSs with Tmg. Dir - Scheduled Yr. #3 & early Yr. #4	[Gantt bar from Qtr 3 1997 to Qtr 4 1998]																					
66	2.4.4 Pilot Test MUR feedback system at "Model" PBSs - Scheduled for Yr. #4	[Gantt bar from Qtr 3 1997 to Qtr 4 1998]																					
67	2.4.5 Revise system and implement in remaining "Model" PBSs and other PBSs in phases - Scheduled later Yr #4	[Gantt bar from Qtr 3 1997 to Qtr 4 1998]																					
68	2.4.6 Maintain ongoing implementation, monitoring and revision - link with Annual Management Plans	[Gantt bar from Qtr 3 1997 to Qtr 3 2002]																					
71	2.5 Computerize REB & PBSs	[Gantt bar from Qtr 3 1997 to Qtr 3 2002]																					
72	2.5.1 Develop computerization team - Established and functioning - Completed	[Gantt bar from Qtr 3 1997 to Qtr 3 1998]																					
73	2.5.2 Design computerization scheme - Draft Hdqtrs Plan and PBS in process with local vendor	[Gantt bar from Qtr 3 1997 to Qtr 4 1998]																					
74	2.5.3 Provide logistics	[Gantt bar from Qtr 3 1997 to Qtr 4 1998]																					
75	2.5.4 Implement scheme in phases, monitor, evaluate, & revise throughout	[Gantt bar from Qtr 3 1997 to Qtr 4 1998]																					
76	2.5.5 Review computerization scheme yearly when making MPAs	[Gantt bar from Qtr 3 1997 to Qtr 3 2002]																					
81	2.6 Develop preventative maintenance (PM) program guidelines for PBSs	[Gantt bar from Qtr 3 1997 to Qtr 3 2002]																					
82	2.6.1 Appoint & empower Operations & Maintenance team from REB & PBSs - Completed	[Gantt bar from Qtr 3 1997 to Qtr 3 1998]																					
83	2.6.2 Develop preventative maintenance guidelines - Completed and approved existing REB Policy Guidelines	[Gantt bar from Qtr 3 1997 to Qtr 3 1998]																					
84	2.6.3 Implement preventative maintenance guidelines - In process & assist as needed	[Gantt bar from Qtr 3 1997 to Qtr 4 1998]																					
85	2.6.4 Provide ongoing monitoring, evaluation & revision of PM guidelines	[Gantt bar from Qtr 3 1997 to Qtr 4 1998]																					

RPPR-WP #4 Qtrly Rpt 12/00	Task		Summary		Rolled Up Progress		Split	
	Progress		Rolled Up Task		External Tasks		Rolled Up Split	
	Milestone		Rolled Up Milestone		Project Summary			

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## RPPR Annual Work Plan - Year #4 (Status As of 12/31/00)

ID	Task Name	1997				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		
89	IR # 3.0 PBS SUPPORT SERVICES ENHANCED	[Summary Bar]																						
90	3.1 Develop/implement procurement system for equip & mat'ls for O&M, repair & replacement - Delayed	[Summary Bar]																						
91	3.1.1 Establish & empower materials management team to deal with procurement matters	[Task Bar]																						
92	3.1.2 Develop procurement system for OMRR materials	[Task Bar]																						
93	3.1.3 Obtain required actions & implement system	[Task Bar]																						
94	3.1.4 Implement OMRR procurement system	[Task Bar]																						
95	3.1.5 Monitor, evaluate & revise system on schedule	[Task Bar]																						
98	3.2 Develop improved materials delivery system to supply PBSs more efficiently	[Summary Bar]																						
99	3.2.1 Perform complete materials flow & handling evaluation to determine needs	[Task Bar]																						
100	3.2.2 Redesign delivery system to meet needs that are revealed	[Task Bar]																						
101	3.2.3 Implement the redesigned system	[Task Bar]																						
102	3.2.4 Monitor, revise & re-implement system	[Task Bar]																						
105	3.3 Establish & initiate REB & PBS discussion on support services needs on regular schedule. - Delayed	[Summary Bar]																						
106	3.3.1 Establish Support Services Team with REB & PBS reps	[Task Bar]																						
107	3.3.2 Develop discussion scheme	[Task Bar]																						
108	3.3.3 Implement SS discussion scheme with a preplanned evaluation & revision scheme	[Task Bar]																						
109	3.3.4 Evaluate & revise SS Team discussion scheme yearly	[Task Bar]																						
112	3.4 Develop & implement method for evaluating & improving support services. - Delayed	[Summary Bar]																						
113	3.4.1 Empower SS team to develop methodology	[Task Bar]																						
114	3.4.2 Develop methodology	[Task Bar]																						
115	3.4.3. Implement the SS management scheme	[Task Bar]																						
116	3.5 Increase effectiveness of the training delivery system (TDS)	[Summary Bar]																						
117	3.5.1 Establish Trng Team with REB/PBS reps & empower it to perform TDS development - Established	[Task Bar]																						
118	3.5.2 Evaluate existing training delivery system - Drafted	[Task Bar]																						
119	3.5.3 Redesign the training delivery system - Incorporate plan for potential RE Training Academy	[Task Bar]																						
120	3.5.4 Obtain approvals, staff & activate TDS w/REB Trng Dir.	[Task Bar]																						
121	3.5.5 Develop curricula	[Task Bar]																						
122	3.5.6 Conduct training, evaluate results & replan	[Task Bar]																						
123	3.5.7 Monitor TDS, revising & renewing with evolving needs & technical advances	[Task Bar]																						
127	3.5.8 Conduct observation tours/consultations to achieve specific RPPR objectives.	[Task Bar]																						
128	3.5.8.1 USA Tour - REB Chairman - NRECA Annual Meeting - 3/98	[Task Bar]																						
129	3.5.8.2 USA Tour - REB Chairman Malek's Orientation - 11/98	[Task Bar]																						
130	3.5.8.3 Regional Tour - Renewable Energy - Sri Lanka & Indonesia - 7/99	[Task Bar]																						

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<b>Task</b>		<b>Summary</b>		<b>Rolled Up Progress</b>		<b>Split</b>	
<b>Progress</b>		<b>Rolled Up Task</b>		<b>External Tasks</b>		<b>Rolled Up Split</b>	
<b>Milestone</b>		<b>Rolled Up Milestone</b>		<b>Project Summary</b>			

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## RPPR Annual Work Plan - Year #4 (Status As of 12/31/00)

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
164	4.5.3 Design REN components																	
165	4.5.4 Compile REN component of SPG program																	
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178	4.7.3 Advise & assist REB to complete contracting cycle with selected vendor																	
179	4.7.1.1 First Three Pilot SPG Projects -- Completed																	
180	4.7.1.2 Next Eight SPG Projects																	
181	4.7.4 Conduct all necessary studies and analyses to satisfy engineering & technical requirements																	
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187	4.7.6 Conduct necessary training (i.e., contract admin, meter management, load forecasting, etc) for REB/PBS staff																	
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190	4.7.7 Assist REB with development of other SPG sites at other PBSs if and when Program expands																	

RPPR-WP #4 Qtrly Rpt 12/00	Task		Summary		Rolled Up Progress		Split	
	Progress		Rolled Up Task		External Tasks		Rolled Up Split	
	Milestone		Rolled Up Milestone		Project Summary			

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