

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

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RPPR QUARTERLY REPORT

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Prepared By

NRECA INTERNATIONAL, LTD.

For Trilateral Partners

RURAL ELECTRIFICATION BOARD OF BANGLADESH

and

USAID MISSION TO BANGLADESH

QUARTERLY REPORT FOR 01/01 TO 03/01

***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.
- Continued work with NRECA's Training Team in development of Training of Trainers (TOT) curriculum and manuals for Customer Awareness Training for PBS Board's management and staff.
- Work in this IR limited due to delays in recruitment and confirmation of one expatriate specialist and one local professional. Individuals for both these positions identified by NRECA in January, with confirmation request forwarded to REB. Formal appointment for both positions remains pending REB's concurrence.

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.
 - Continued development of application software to integrate the activities of the REB Directorates involved in its Materials Management Program.
- Follow up support for the Key Accounts Management program was provided to Narsingdi PBS-1 as a pilot project. Provided additional training to Narsingdi PBS key staff including actual on-site visits to selected key accounts.
- Assisted REB in preparation of a comprehensive review of potential strategies for improving financial feasibility of marginal PBSs. This review is to be completed in early April for submission to the World Bank as part of the appraisal process for the next funding cycle to REB.
- Assisted REB in planning to serve as hosts for a Workshop to spotlight the REB rural electrification program, which is part of USAID's South Asia Regional Initiative/Energy (SARI/E). This program is to be conducted in Dhaka in May 2001.
- Continued with steps for recruitment of an expatriate Organization Development Specialist and an expatriate Financial Systems Specialist. Both are twelve month positions. One individual nominated by NRECA (Organization Development Specialist) with nomination forwarded to REB in January. Approval by REB pending. Continued with recruitment activities for the Financial Systems Specialist.

- Completed recruitment efforts for a local professional Organization & Management Development Specialist and short-term expatriate Organizational Development Specialist. Both individuals were selected by NRECA with the concurrence of nominations both pending with REB. The delay in concurrence of nominations has caused delays with ongoing implementation activities related to this IR.
- Proceeded with further preparation of computerized data-base and needed programming to support the data gathering system for establishing a baseline to measure socio-economic impact of electricity in the PBSs as soon as REB's final approval is given. Initial work will focus on the eight model PBSs.
- Participated with REB's System Operations staff in completion of an extensive annual sub-station maintenance program at 5 PBSs in the Khulna Zone.

IR #3: Support Services Enhanced

- Computerization of the Materials Management process is progressing with NRECA's IT team working on the program.
- Working with Systems Operations, an extensive Operations, Maintenance, Repair and Replacement (OMRR) list was prepared as part of materials management system development focused on improving access to these types of materials needed by the PBSs.
- Worked with the Materials Management Team in the development and review of a proposed OMMR guideline (policy) for securing these types of materials and having a system for maintaining adequate inventory levels.
- Curriculum development efforts continued in support of enhancing REB's Training delivery system. Specific curriculum include Key Accounts Management Training for PBS Staff; Customer Awareness Training for PBS Employees; Automatic Circuit Recloser (ACR) Maintenance & Repair for Lineman (TL 040) and Office Management (IM 110)

IR #4: Small Power Generation Program Developed

- Continued to support REB in providing necessary monitoring of the development of the initial three SPG sites at Dhaka, Narsingdi and Comilla PBSs
 - Continued with monitoring of construction activities and initial testing at Dhaka, Comilla and Narsingdi SPG sites.
 - SPG power plants at Dhaka and Narsingdi PBSs started operation with the output of 11MW each.
 - Continued to work with REB to select and approve a qualified Operations and Maintenance contractor for the first three SPG sites.
- Letters of Intent (LOI) was issued for the following SPG sites: Chandpur PBS, Feni PBS, Hobiganj PBS, Mymensingh PBS-2, Narsingdi PBS-2, Sirajganj PBS and Tangail PBS.
- Completed the Golpalgonj GIS project and provided demonstrations to REB on its applications for identifying potential renewable energy project sites.
- Participated in discussions with World Bank Appraisal Team regarding next phase of funding to REB that includes a renewable energy component (solar home systems).

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:

- Obtained final bids for reproduction of REB video. This video will be reproduced and distributed for use by PBSs as member education tool at annual meetings and other motivational meetings.
- Obtained final input and final bids for 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:

- Limited work in this Activity due to delays in REB confirmation of two new NRECA staff in areas of Management/Member Services. One individual is an expatriate and another is a local Professional hire. Both have been selected by NRECA in February and concurrence of appointments are still pending with REB.
- Some interaction with NRECA's Socio-Economic 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. Refer to Activity 2.3 regarding establishment of a "baseline" for measuring the socio-economic benefit of electricity.

Plans For Next Quarter:

- Pursue REB for obtaining formal approval of the PBS Member Services Department "Refocus" Plan in order to begin implementation. Begin implementation as soon as approval is given.
- Support the work being done by socio-economic group to implement plans 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 Customer Awareness training programs at several PBSs for Board Members, Lady Advisors, General Managers, and employees on a regional basis.
- Continued work with NRECA Training Team in the development of the curriculum materials and manuals for the Training of Trainers (TOT) program for use to develop PBS trainers who will deliver training to PBS employees and staff.

Plans For Next Quarter:

- Customer Awareness training may be limited in the next Quarter due to temporary lack of NRECA Specialist availability. Previous Member Services Specialist completed her contract assignment the middle of January 2001. REB's confirmation

- of a local professional to focus on management training (including Customer Awareness), as well as an expatriate Organizational Development Specialist who will also support member service and customer awareness activities are both still pending.
- Complete the development of TOT training materials and begin implementation of the program as soon as REB's concurrence is given for the local professional assigned to his activity.
- 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 to work with REB on refining Management Assessment.
- 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:
 - Completed initial project start-up planning and preparations to develop the GIS-based Program Planning tool for system expansion and intensification. This pilot-project will begin next quarter and continue for approximately 11 months.
 - Continued work with the Materials Management Team to obtain necessary input for the development of application software to integrate the activities of the REB Directorates involved in its Materials Management Program. (Refer to Activity 2.5 and 3.1).
 - Proceeded with work on the Business Process Analysis of the REB Financial Directorates, which began in previous quarters. Focus of study continues to examine the information interdependence of each Directorate and its impact on the requirements of an automated system that will help provide management with timely financial information.
 - Provided ongoing support to the development of the REB Revolving Fund through assistance to REB staff administering the Fund, as well as through participation in meetings of the Revolving Fund Board. Efforts to ensure the proper implementation of the Policies and Procedures continued in order to have proper administration of the Revolving Fund.
 - Continued working with REB's Rates and Contracts Cell and senior management to prepare a deployment plan for the completed PTA Database Application and Data Entry System.

- Developed a comprehensive evaluation of methods to improve financial viability of marginal PBSs. Study results including significant back up data provided to REB, which was in turn provided to World Bank.
- Assisted REB with development for a Workshop to be held in May to show to South Asian Utility executives and government officials, the successful Bangladesh rural electric experience.
- Ongoing participation with PBS Officers in follow up meetings with additional “Key Accounts” customers as part of pilot project on Key Accounts Management program at Narsingdi PBS-1. As part of this process, informal training for Narsingdi PBS key staff continued.
- Completed steps for recruitment of an expatriate Organization Development Specialist with nomination forwarded to REB. Final concurrence is still pending.
- Continued with NRECA’s Arlington office in the recruitment of an expatriate Financial Systems Specialist.
- Completed the recruitment of a local professional Organization & Management Development Specialist (Bangladeshi hire) with selection of candidate and submission to REB for concurrence. Final concurrence still pending with REB.

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:
 - Launch the 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). Work will begin in the first of four PBSs that have been selected for this activity. (Refer to Activity 2.5)
 - Proceed with 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 and proper 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, as well as assisting with the full implementation of Policies and Procedures as previously developed.
 - Provide additional demonstrations of the PTA Database Application and Data Entry System to the concerned REB officers and the senior REB management. In consultation with REB, prepare an appropriate plan for the initial deployment of the PTA module and Data Entry System at the model PBSs, and eventually to all PBSs.
 - Develop and implement other management plans in close cooperation with REB and the PBSs.
- Assist REB with conducting the REB Workshop to be held May 2001.
- Provide assistance to REB as needed in evaluation of methods to improve PBS financial viability. This is expected to be reviewed closely with the World Bank during the upcoming Project Appraisal regarding the World Bank’s next potential funding to the RE Program.
- Obtain REB confirmation of local professional as Organization & Management Development Specialist and begin addressing the primary goals of this position, which are to:
 - 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.

- Continue recruitment process with NRECA's Arlington office for an expatriate Financial Systems Specialist and obtain REB confirmation of expatriate Organizational Development Specialist. Tasks to be individually and jointly undertaken by these two Specialist 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.
- Utilize newly recruited local professional to begin the development of additional training for PBS staff in application of the principles related to managing KA., based on information obtained from the Key Accounts (KA) pilot program at Narsingdi PBS I. Continue to monitor the new KA Program and begin planning 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:

- Initiated discussion with USAID and REB regarding plans for conducting a new impact assessment to serve as an updated study from the last one done in 2/96.
- Activities regarding establishment of the Baseline Database system at the PBS level were somewhat delayed according to plan, because of the discussion/meeting between concerned executives of REB/PBS and NRECA was pending due primarily to personal changes. The agenda includes resolution of six issues of the concerned PBS managers regarding implementation of the Baseline activities.
- Completed preparation (draft) of the Data Entry software modules (4), one for each consumer-customer class. Modules included a number of validation rules for protecting against data transcription errors. To support the implementation process, a data entry manual (draft) for the data entry operators was completed.
- Prepared a summary document as reference for the REB Management and stakeholders that outlines the concept and components of the Baseline Socio-economic Database System that has been developed.
- Proceeded with the preparation of four software modules (one for each consumer class) to provide easy access for more than 500 outputs (a list prepared) that can be obtained from the baseline data preserved in computer.
- Recruited and selected a second support staff for the NRECA Socio-economic Team per the TAPP staff allocations. This position will assist with data management and also provide training for PBS personnel on use of the software modules.

Plans for Next Quarter:

- Participate in the discussion meeting between concerned REB/PBS officers and NRECA on the proposals made by the PBS managers regarding smooth implementation of the baseline activities. This meeting will serve as the "kick-off" to begin the initial implementation of the system at the 7 model PBSs.
- Provide assistance to the PBS in the delivery of the baseline data collection training to additional PBS staff who will serve as the enumerators. Continue with follow up assistance to the PBSs in support of the data collection activities.

- To install the data entry software and provide training to the data entry operators of concerned PBS and follow up of the data entry and preservation activities that include trouble-shooting and problem-solving regarding the software and data entry operation.
- Complete development of the Domestic Output Software (draft) and the process for developing the remaining three Output Software will continue.
- Begin work with concerned staff in REB's Program Planning Directorate who are responsible for "evaluation" and who will be utilizing the information coming from the PBSs under the new system.
- Proceed with preparation of a TOR (Terms of Reference) for the REP's Impact Assessment study that is scheduled for implementation in October 2001.

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

Status as of this Quarter:

- Limited progress on this Activity this quarter due to departure of Member Services Specialist in month of January and delays regarding REB/s concurrence for both expat and local specialists who will continue with the implementation of this Activity.
- As noted in previous Quarters, "A Plan For Providing A Direct Response System For Member-User Feedback to the PBS" has been finalized and presented to concerned REB staff. The "Plan" is currently awaiting formal 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 formal approval, develop plan and proceed with 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 currently pending REB's review and approval. Actual work on this Activity is contingent upon obtaining the services of the two Management/Member Services personnel mentioned above.

Activity 2.5: Computerize REB & PBSs

Status as of this Quarter:

- Continued implementation of computerized PBS Payroll Application at Narsinghdi-2, Comilla-2, Moulavibazar and Hobiganj PBSs.
- Continued inspection of vendor installations of the PBS LANs and providing ongoing support through visits completed to Jamalpur PBS, Mymensingh PBS 1 and Comilla PBS-1, Moulavibazar PBS, and Narsinghdi PBS-1.
 - 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.
- Worked with NRECA's engineering staff and REB's System Engineering & Design and Program Planning Directorates to complete preliminary planning and preparations for the launch of the 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)

- Continued design of custom application software to integrate the activities of the REB Directorates involved in its Materials Management Program.
- Conducted various sessions with newly created "REB Computer Cell" to orient personnel to the computer activities under the RPPR Program and to promote a coordinated effort regarding IT activities. This Computer Cell has been pending for a significant time period.
- Worked with Computer Cell to update and further refine the Master Plan for the Wide Area Network planned for the REB HQ. Reviewed and annotated the tender specifications for presentation to the REB Executive Committee.
- Participated with REB Training Directorate in preparing and conducting computer use training courses for REB and PBS staff members
- Provided ongoing general support and trouble-shooting assistance on an as needed basis to the REB/PBS Information Technology upgrade effort.

Plans for Next Quarter:

- Demonstrate to the REB Controller and Executive Director the PBS Payroll Application, as completed. Assist REB in developing a deployment plan for installation in all PBSs.
- 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.
- Initiate process to complete Cost of Service Studies for all Model PBSs using newly developed spreadsheet application.
- Initiate the 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). Activity will include participation by REB's SE&D and Program Planning Directorate, four PBS Consulting Engineering firms, a local demographics firm, and NRECA personnel.
- Work with REB Computer Cell to assist REB, where requested, on the configuration and hardware procurement for a WAN/LAN at REB HQ.
- Research and procure a version of SQL Server 2000 to begin migrating NRECA developed applications from the MS Access to the SQL RDBMS.
- Assist REB where ever needed to provide overall general support and trouble-shooting assistance to the REB/PBS Information Technology upgrade effort.
- Complete the development of Material Management Software modules for the Directorates of MPSS, CS&M, Procurement and Accounts, leading to an integrated Material Management Application. Target completion date is end of quarter - June.
- Continue to update the Business Processes and Workflow Analysis for the REB Finance Directorates to support the development of an integrated software package, including the eventual provision for a "general ledger" system.
- Provide additional assistance to the REB Training Directorate to compensate the departure of one of their computer training staff member in order to help sustain the training effort to respond to the expressed needs of the PBSs and REB.

Activity 2.6: Develop preventative maintenance program guidelines for PBSs.

Status this quarter

- Participated with REB's System Operations personnel in completion of an extensive program on annual substation maintenance program for all substations at the following PBSs: Patuakhali, Meherpur, Barshal-1, Kustia and Madaripur.
- Provided REB technical advises on conservator tanks and differential relays on 10 MVA substation transformers.
- Provided REB with technical specifications for Steel Poles as requested by REB in search of potential option for locally made pre-concrete poles
- Prepared report to REB regarding the use of fuses in outdoor applications without the use of the fuse holder.
- As a means of solving major problems related to out-of-service voltage regulators presented REB with a series of options on obtaining universal voltage regulator controls from USA.

Plans for next quarter

- Conduct visit and inspections of substations identified by REB as a means of for addressing special operation and maintenance problems, particularly with stations taken over from BPDB and DESA.
- Continue to serve as an engineering and technical resource to REB and PBSs as requested buy REB.

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

- Developed a draft OMRR inventory guideline that outlines administration, procurement, and warehousing requirements for these critically important materials.
- Ongoing progress with computerization of the Materials Management process through development of required software that will integrate the functions of the concerned Directorates. NRECA IT team continued to work in close association with these concerned directorates in obtaining needed information to design the functional Materials Management software package. (Refers also to Activity 3.2)
- Completed a preliminary materials management computer module.

Plans for Next Quarter

- Continued development of application software to integrate the activities of the REB Directorates involved in its Materials Management Program. Target date for completion is June 2000. (Refers also to Activity 3.2.)
- Consult with REB to facilitate the approval of the newly developed Policy on OMRR Guidelines and support REB's procurement process so that the needed materials can be purchased as quickly as possible.

Activity 3.2: Develop improved material delivery system to supply PBSs more efficiently.

Status as of this Quarter

- Continued effort on Materials Management software package that will improve the overall process of material procurement and supply to the PBSs.

- Working with REB at the Savar warehouse, constructed two prototype bulk storage containers and a steel shelf for storing palletes, as part of process for improving REB warehouse practices.

Plans for Next Quarter

- Proceed with completion of Materials Management software package. Conduct demonstrations with concerned REB officers to ensure the software is being formulated to meet their specific needs.

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

- No activity during this period.

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 as needed with regard to decision taken to develop a Training Academy for the RE Program as a solution to an improved "training delivery system". There have been some delay regarding progress with this particular task due to difficulties associated with ADB procedures regarding requirements for selection of consultants to provide technical assistance.

- Continued participation in the delivery of basic training for REB and PBS officers and staff in the Training Directorate's computer lab. Also continued field training at the PBSs with new LAN systems as referenced under Activity 2.5.
- Continued with curriculum development activities including:
 - Initiated attempts to meet with REB to obtain approval of "Draft Final - Training Manuals" previous submitted. These include:
 - 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)
 - Two "draft" manuals have been developed and now being finalized for submission to REB and for pilot-testing.
 - Key Accounts Management Training for PBS Staff
 - Customer Awareness Training for PBS Staff
 - Two additional manuals are under development based on the "draft" Curriculum Outlines that were previously submitted to REB for review and approval:
 - Automatic Circuit Recloser (ACR) Maintenance & Repair for Lineman (TL 040)
 - Office Management (IM 110)
 - Other development work continued on the following training manuals but currently not on priority basis:
 - Performing Effectively in the Board Room
 - Role of PBS Directors

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:
 - Secure REB's approval of the previously submitted Training Manuals and finalize in preparation for pilot-testing:
 - 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)
 - Complete development work on the following manuals and submit to REB for review and approval:
 - Automatic Circuit Recloser (ACR) Maintenance & Repair for Lineman (TL 040)
 - Customer Awareness Training for PBS Staff
 - Key Accounts Management for the PBS officers
 - Office Management for the Officers of REB and PBS (IM 110)
- Continue to work with Training Directorate to refine planned curriculum development activities and implementation of the plan to include identified programs based on RE Program needs.
 - 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 to support Customer Awareness Training that is being implemented in the PBSs.
- 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 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.
 - Support the computer training required for the software developed for the newly developed socio-economic data gathering system that will be implemented in the model PBSs

Activity 3.6: Develop and activate PBS disaster response system.

Status as of this Quarter:

- No activity during this period.

Plans for next quarter

- Participate with REB to analyze the current plan to determine whether any revisions are needed.
- Review REB’s current practices and compare with established practices at Coop’s in the US.
- Prepare a recommendation to REB on a final plan.

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.

Status as of this Quarter:

- Completed the Golpalgonj GIS project as example of a method to identify potential sites for renewable energy technologies.
- Conducted demonstrations at REB to demonstrate the capabilities of the application of GIS software with some examples taken from the Golpalgonj project.
- Continued to provide input to REB as needed regarding HFC's newly proposed *Remote Area Power Supply Systems (RAPSS)* Program, which includes a renewable energy component. Formal comments were provided to REB. NRECA attended workshop that was held on this new project during the reporting period.
- Participated in meetings with REB and World Bank regarding next loan to REB that is likely to include a renewable energy component (mostly solar home systems -- SHSs), as well as conventional grid extension and intensification.

Plans for the Next Quarter:

- 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 during the month of June when project appraisal team returns to Bangladesh to continue appraisal process for next loan to REB (current potential is \$125 million).

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):
 - Dhaka PBS-1 plant was commissioned and is in operation.
 - Narsingdi PBS-1 was commissioned and is in operation.
 - Comilla PBS-1 plant experienced some technical problems and has not been commissioned, thus it is not in operation. Commission tests should be completed during the next quarter.
 - Participated with REB in decision-making process regarding approval of Commercial Operations date, which has not yet been achieved at any of the three plants. Commercial Operations will commence once a qualified Operation and Maintenance contractor has been selected by the USPCL and approved by REB.
 - Actively supported REB's negotiations with USPCL regarding resolution of issue on requirements for qualified O&M contractor.
 - Initiated planning with REB for development of gas contracts with the two gas suppliers for the three power stations. Negotiations are expected to begin next quarter.

- Continued to served as resource to REB regarding the solution of various technical problems during the construction process of the three plants, as well as operational issues for these plants.
- Progress Report for the second eight SPG Projects:
 - In March the Letter of Intent (LOI) was issued to 7 of the 8 SPG sites, including: Chandpur PBS, Feni PBS, Hobiganj PBS, Mymensingh PBS-2, Narsingdi PBS-2, Sirajganj PBS and Tangail PBS. The Letter of Intent for Chittagong PBS was not yet issued pending the resolution of the land purchase.
 - Initiated preliminary planning for negotiations of the Security Package Agreements (PPA, IA, & Land Lease) that will begin with these participating IPPs during the next quarter.
- Progress Report for expansion at the first three SPG Project locations:
 - No significant activity during this particular 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.

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, commissioning and final Commercial Operation date.
 - 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 at Comilla (past due).
 - (iii) Start of Commercial Operations testing at Comilla (past due).
 - (iv) Commencement of Commercial Operations at all three sites (past due).
 - Continue to assist REB with provisions for establishing 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 negotiations of Security Package Agreements (PPA, IA, Land Lease) with Bidders.
 - 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 at the new SPG sites.
- 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, on an as needed basis.
- 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. Organizational Development Specialist was identified and Dhaka office has submitted to REB for concurrence. Efforts for Financial post were ongoing.
- NRECA/Dhaka undertook recruitment formalities for Curriculum Development Specialist (Finance) and the Organizational Development Specialist. Final interviewing, formal selection for both slots was completed and nominations were submitted to REB for concurrence.
- Recruitment process for Support staff position for NRECA's Socio-Economic Team was completed during the reporting period.

Plans for Next Quarter:

- NRECA/Arlington will complete the recruitment process for the Organizational Development Specialist once concurrence from REB and efforts will continue to identify personnel to fill the short-term position of and Financial Systems Specialist required for the Dhaka office as soon as possible.
- NRECA/Dhaka will complete 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.

V. Brief Summary of Related Observations & Other RE Activities

Key Operational Information

The following table reflects key operational information regarding the commercially operating PBSs included in the RE Program for the months of November, December, January, and February, as contained in the selected REB Management Information System (MIS) Reports:

(Note: The figures in the MIS Reports for the months of November, December, and January reflect figures related to 57 PBSs, while the month of February reflects 61 PBSs.)

Description	November 2000	December 2000	January 2001	February 2001	Change - 3 Mos Per'd
System Loss (12 mo. Avg)	16.46%	16.68%	16.43%	16.29%	-0.17%
System Loss (this month's Avg.)	15.29%	22.09%	12.52%	10.95%	-4.34%
Percentage of Collection (12 mo. Avg.)	97.16%	96.04%	96.02%	95.56%	-1.6%
Percentage of Collection (this mo. Avg.)	92.30%	87.31%	112.5%	88.66%	-3.64%
Accounts Receivable (# mo. Outstanding)	2.62%	2.71%	2.63%	2.69	+0.07
Total Villages Energized	29,175	29,459	29,543	30,181	+1,006
Number of New Meter Connections	37,968	37,850	26,892	32,554	97,296
Total # of Meters Connections	2,981,221	3,017,085	3,043,97	3,100,234	+119,013
Total Km of Energized Line	115,999	116,452	117,058	119,537	+3,538
MWH Purchased YTD - % of chng last yr.	22%	24%	24%	24%	----

- As of the end of the reporting period (February 2001), the operational statistics for the 61 energized PBSs continue to reflect that the overall RE Program shows further expansion with 119,013 *new connections* made during this reporting period, averaging 39,671 per month. As part of this ongoing expansion, 1,006 *new villages* received electric service. Also, the total amount of *energized line* increased by 3,538 km during these three months – average of 1,179 km/month or 39.3 km/day.
- As of the end of the reporting period, the Overall *12-Month Average System Loss* for all 61 operating PBSs shows a slight positive decline of 0.17% over the three-month reporting period, with the February average being 16.29%. The pattern of a lower losses is a positive sign that loss reduction efforts are working in the PBSs. 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 4.34% 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)* decreased slightly from 97.16% in November to 95.56%. This is a noteworthy improvement in an area that had shown marked decreases in earlier months. While there was a jump to 112.5% for the month of January (bill

collections related to irrigation reconnections), the *Monthly Percentage of Collection* showed a decline during the reporting period from 92.30 to 88.66%. These figures continue to show that collections, as well as losses, can be controlled, 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 and needs constant communication to all members.

- The total *Accounts Receivable* showed a slight increase of 0.07% during the reporting period up total being 2.69 months for February. It should be noted that the year ending average in June 2000 was at 2.29.

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 and was to be communicated to the GOB in Appraisal Team's Aide Memoir submitted in February.

- Statistics related to MWH purchased further indicates the continued growth in demand with a 24.0% 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 when compared to the same period in the previous year.

Other Related Activities and Relevant Information

- While the NRECA office remains open, the political unrest and hartals that were called by the Opposition parties did cause some disruption with the continuity of some activities due to restrictions on staff movement and travel.
- Various meetings were held with REB official in support of REB's preparation for serving as host for a Workshop on Rural Electrification being conducted under USAID's South Asia Regional Initiative/Energy (SARI/E) that is scheduled for early May 2001. Meetings involved USAID SARI/E officials, as well as in-house planning sessions.
- As REB's consultant, 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 participated in a luncheon with key donors involved with the rural electrification effort.
- Participated in USAID Mission's Retreat that was conducted for its partners during the month of February. This provided an opportunity for discussion and exchange of ideas involved with development issues of concern to all stakeholders.
- NRECA's Team Leader attended official inauguration ceremonies at two PBSs that were held during the period, including Bhola PBS and Jhallakhathi PBS.
- 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.
- Summary Report on Engineering Issues at REB and the PBSs (Repeated From Previous Reports – still relevant as of end of March 2001 reporting period): 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 30th 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 – January 2001 through March 2001 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 3/31/01)

ID	Task Name	2001											
		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	IR # 1.0 MEMBER-USER SATISFACTION IMPROVED & PARTICIPATION ENHANCED	[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 - Delayed awaiting formal REB approval	[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]											
17	1.2 Expand PBS Member Services Department capabilities in member-user services.	[Gantt bars for months Oct-Sep]											
18	1.2.1 Design MS Dept. staff structure - Draft prepared awaiting completion of REB approval	[Gantt bars for months Oct-Sep]											
19	1.2.2 Pilot test expanded MSD staff structure in "Model" PBSs - Delayed awaiting approvals	[Gantt bars for months Oct-Sep]											
20	1.2.3 Implement expanded MSD staffing with training on phased basis in "Model" PBSs and then others	[Gantt bars for months Oct-Sep]											
21	1.2.4 Perform MSD SOW, evaluate staffing & recommend revisions to PBSs not less than once per year	[Gantt bars for months Oct-Sep]											
24	1.2.5 Revise & implement MU Plan training for all MSD employees	[Gantt bars for months Oct-Sep]											
27	1.3 Develop & conduct customer awareness training for all PBS employees.	[Gantt bars for months Oct-Sep]											
28	1.3.1 Develop Customer Awareness Training (CAT) with REB Training Directorate - Completed	[Gantt bars for months Oct-Sep]											
29	1.3.2 Train CA trainers for conducting programs w/REB Training Directorate - Completed	[Gantt bars for months Oct-Sep]											
30	1.3.3 Conduct CA Training in pilot PBSs w/REB Training Directorate - Completed	[Gantt bars for months Oct-Sep]											
31	1.3.4 Evaluate and revise CA Training - Completed	[Gantt bars for months Oct-Sep]											
32	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]											
33	IR # 2.0 REB & PBS MANAGEMENT ENHANCED	[Gantt bars for months Oct-Sep]											
34	2.1 Management Assessment (MA) & development system developed & functioning.	[Gantt bars for months Oct-Sep]											
35	2.1.1 Establish & empower Management Team and define PBS role - Established & Completed	[Gantt bars for months Oct-Sep]											
36	2.1.2 Develop process to evaluate REB & PBS management - Completed but reoccurring	[Gantt bars for months Oct-Sep]											
39	2.1.3 Perform MAs for PBSs & REB, including functional relationships between PBSs & REB - Drafted	[Gantt bars for months Oct-Sep]											
42	2.1.4 Use Management assessments to develop Management Plans (MP)	[Gantt bars for months Oct-Sep]											
45	2.1.5 Schedule follow-up assessments beyond RPPR program	[Gantt bars for months Oct-Sep]											

RPPR-WP #4 Qtrly Rpt 03/01	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 3/31/01)

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 - Delayed pending official REB approval to proceed												
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. - Awaiting RED formal approval												
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 Qtrly Rpt 03/01	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 3/31/01)

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. Draft under REB review												
93	3.1.3 Obtain required actions & implement system - Need REB input to finalize & approve												
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 03/01

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 3/31/01)

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) - Reschedule from 3/01 to 8/01												
135	3.5 8 5 Regional Tour - Renewable Energy - India - Reschedule from 7/01 to 9/01												
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												
139	3 6 3 Implement the DRS												
140	IR # 4.0 SMALL POWER GENERATION PROGRAM DEVELOPED												
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 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	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												

RPPR-WP #4 Qtrly Rpt 03/01	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 3/31/01)

ID	Task Name	2001												
		Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	
164	4.5.3 Design RFN components													
165	4.5.4 Compile REN component of SPG program													
166	4.6 Develop REN Business Plan													
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 inst. maint. 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													
171	4.7 Implement REB SPG Program w/10 MW stations at selected PBS sites on BOO basis.													
172	4.7.1 Complete required project feasibility studies (load, gas, interconnection, etc) for proposed sites													
173	4.7.1.1 First Three Pilot SPG Projects -- Completed													
174	4.7.1.2 Next Eight SPG Projects -- Completed													
175	4.7.2 Assist REB to complete required elements related to procurement cycle													
176	4.7.1.1 First Three Pilot SPG Projects -- Completed													
177	4.7.1.2 Next Eight SPG Projects -- Completed													
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													
182	4.7.1.1 First Three Pilot SPG Projects -- Completed													
183	4.7.1.2 Next Eight SPG Projects													
184	4.7.5 Work with REB to ensure proper monitoring of SPG construction and commissioning phases													
185	4.7.1.1 First Three Pilot SPG Projects -- Ongoing													
186	4.7.1.2 Next Eight SPG Projects													
187	4.7.6 Conduct necessary training (i.e., contract admin, meter management, load forecasting, etc.) for REB/PBS staff													
188	4.7.1.1 First Three Pilot SPG Projects													
189	4.7.1.2 Next Eight SPG Projects													
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 03/01	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 3/31/01)

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																						
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 mer-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 - Delayed pending official REB approval to proceed																						
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 - Awaiting REB formal approval																						
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 Hdqts 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
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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 3/31/01)

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	
164	4.5.3 Design REN components																						
165	4.5.4 Compile REN component of SPG program																						
166	4.6 Develop REN Business Plan																						
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 inst, maint, 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																						
171	4.7 Implement REB SPG Program w/10 MW stations at selected PBS sites on BOO basis.																						
172	4.7.1 Complete required project feasibility studies (load, gas, interconnection, etc.) for proposed sites																						
173	4.7.1.1 First Three Pilot SPG Projects -- Completed																						
174	4.7.1.2 Next Eight SPG Projects -- Completed																						
175	4.7.2 Assist REB to complete required elements related to procurement cycle																						
176	4.7.1.1 First Three Pilot SPG Projects -- Completed																						
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RPPR-WP #4 Qtrly Rpt 03/01	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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