

**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 04/01 TO 06/01

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

- Finalized REB video for reproduction. Finalized plans for design and printing of Member Education wall poster and the Customer Awareness desk poster. Work orders for both to be issued in early July. Plan to distribute video and posters in second half of 2000 or use by PBSs as employee and member education. Distribution will also be made to REB and USAID.
- Continued work with NRECA's Curriculum Development Team in development of Training of Trainers (TOT) curriculum and manuals for Customer Awareness training for PBS Board's, management, and staff. With the completion of this next TOT scheduled for the next quarter, the implementation of the CA Program for all PBS employees will begin at eight more PBSs.
- Work in this IR limited due to delays in REB confirmation of one expatriate specialist and one local professional. Individuals for both these positions were identified by NRECA in January, with confirmation request forwarded to REB in February. Formal confirmation from REB for both positions obtained just after the close of the quarter on July 3rd. Local professional started work July 5th. The expatriate specialist is expected to start work in late August.

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:
 - In support of ongoing plan to automate REB/PBS business practices, continued work on the Business Process Analysis of the REB Financial Directorates with the initial objective to develop a "general ledger system" for REB.
 - 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.
 - Reviewed the current Inventory Average Costing techniques used by REB and suggested changes to streamline the procedure.
- Completed tasks and work related to computerization of REB and PBSs including:
 - Initiated the implementation of the PBS Automated Payroll Application at Narsinghdi-2, Comilla-2, Moulavibazar, Manikganj and Hobiganj PBSs.
 - Based on Business Processes Analysis of the REB Finance Directorates, initiated development of computerized General Ledger system for REB.
 - Continued 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 having functional involvement with REB Materials Management.
 - Proposed a project for the creation of a Geographic Information System (GIS), at Gopalganj, Rajbari, Comilla-2 and Manikganj, to use as a planning tool for system expansion and

intensification activities. Secured preliminary approval of the project from REB Executive Committee and USAID. Presented a workshop on the project to REB, the concerned PBSs, and the PBSs Consulting Engineers. Data gathering fieldwork has been completed at the initial site of Gopalganj PBS.

- Updated the Master Plan for the REB Wide Area Network. Reviewed and annotated REB's tender specifications, for presentation to the REB Executive Committee.
- Visited Moulavibazar, Narsingdi-1, Jamalpur, Mymensingh-1 and Comilla-1PBSs to review the operation of the installed LANs and provide additional training, as required.

- Assisted REB in hosting a very successful Workshop to spotlight the REB rural electrification program, which is part of USAID's South Asia Regional Initiative/Energy (SARI/E).
- Continued work on "Key Accounts" program with focus on finalization of training curriculum with the NRECA Training Section.
- Provided ongoing support to REB for completing the analysis needed to support the development of various strategies for improving PBS financial viability in light of the requirements emerging from the work of the IDA Project Appraisal Team currently designing the next IDA project funding to REB.
- Completed recruitment of an expatriate Organization Development Specialist and a local professional as the Organization & Management Development Specialist. Obtained formal REB concurrence just after the end of the reporting period on July 3, 2001. The local professional will officially begin with NRECA in early July, and the expatriate Specialist is expect in late August.
- Completed the preparation of the software for the computerized data-base 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. The installation of the software was completed in six of the eight model PBSs. Training in support of the implementation of the system was provided at four of the eight PBSs.
- Completed some preliminary planning related to the completion of the Socio-Economic Impact Study that is planned for completion in the later part of 2001.
- Participated in Meeting (5/31/01) with members of REB Executive Committee and other Directorates regarding status of O&M issues and discussions on strategies for possible solutions to existing problems.
- Worked with Chief Engineer (Planning and Operations) (CE (P&O)) on finalizing the new policy for development of the required OMRR inventory needed to support the O&M activities of the PBSs. (Refer to other Activities under IR 3)
- Continued support to REB's System Operations Directorate through providing technical advise on O&M issues regarding PBS substations and installation of replacement equipment (i.e., circuit breakers, etc.) in substations taken over from BPDB and DESA.

IR #3: Support Services Enhanced

- Computerization of the Materials Management process is nearly completed with work having been done by NRECA's IT Team. A demo of the system for REB officers is planned for July.

- Continued work with Systems Operations on preparation of an extensive Operations, Maintenance, Repair and Replacement (OMRR) list as part of materials management system development focused on improving access to these types of materials needed by the PBSs.
- Continued work with members of the Materials Management Team to review and make necessary revisions to the proposed OMMR guideline (policy) for securing these types of materials and having a system for maintaining adequate inventory levels. Participated in Meeting (5/31/01) with members of REB Executive Committee and other Directorates regarding status of O&M issues, including the establishment of the OMRR inventory under the newly proposed OMRR Inventory policy.
- 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)
- Worked further with System Operations Directorate, to review and update the disaster response procedure with recommendations having been made to improve the area related to recovery from flood damage. Formal REB approval of the policy revisions is expected next quarter.

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 (Group 1 SPG)
 - Monitored activities during commissioning of all plants. All three plants commissioned during the Quarter. None of the projects have achieved "Commercial Operations", due to non completion of certain contract items.
 - Assisted REB in negotiations for natural gas for each plant.
 - Provided advice to REB and PBSs on contract management (of Power Purchase Agreements, Implementation Agreements, and Land Lease Agreements).
 - Continued working with REB to select and approve a qualified Operations and Maintenance contractor for the first three SPG sites (overdue).
- Commenced negotiations for Power Purchase Agreements for Group 2 SPG (second group of SPG plants). These sites include: Chandpur PBS, Feni PBS, Hobiganj PBS, Mymensingh PBS-2, Narsingdi PBS-2, Sirajganj PBS and Tangail PBS.
- Participated in discussions with REB and IDA Appraisal Team regarding potential for renewable energy component (solar home systems) in the newly proposed IDA Project now under review with REB and GOB.

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:

- 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 were selected by NRECA in February and concurrence of appointments by REB had not been completed until after the end of the reporting period.
- Selected qualified bidder and awarded work order for reproduction of REB video. Scheduled completion of the reproduction is July 31, 2001. This video will be reproduced and distributed for use by PBSs as member education tool at annual meetings and other motivational meetings.
- Selected qualified bidder and awarded work order for member education materials in the form of posters and leaflets for use by the PBSs in their various offices and for distribution in other government offices within the PBS service areas. The projected completion of the design of these posters for review by REB is July 31, 2001. This material will be an integral part of new "member education" effort under the Member Services and Customer Awareness training.

Plans For Next Quarter:

- Mobilize the expatriate and the local professional approved by REB in early July and formally resume the completion of tasks associated with IR #1.
- Finalize reproduction and make distribution of REB video to REB, the PBSs, and USAID.
- 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 area due to the delay in hiring the two persons identified above.
- Interaction continued with NRECA's Socio-Economic group to provide 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:

- Mobilize the expatriate and the local professional approved by REB in early July and formally resume the completion of tasks associated with IR #1.
- 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.
- Provide support as needed for 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:

- Limited work in this area due to the delay in hiring the two persons identified above.
- Continued work with NRECA Training Team in the development of the curriculum materials and manuals for the Customer Awareness Training of Trainers (TOT) program for use to develop PBS trainers who will deliver the CA training to PBS employees and staff.

Plans For Next Quarter:

- Obtained REB approval on July 3, 2001, for hiring of the two professional personnel identified above.
- Complete development of TOT training materials and begin implementation of the program – expected mid August, 2001. In late August, it is expected one TOT session will be conducted for personnel from 8 PBSs. In addition the training materials will be used as a basis for resuming Customer Awareness training for PBS Board and top management.
- Complete printing 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). Scheduled delivery of posters, etc. to NRECA is July 31, 2001.

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 to be 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:
 - Expanded the Business Process Analysis to include all the REB Directorates, toward the information interdependence of each Directorate.
 - Participated in meetings of the Revolving Fund Board in support of the implementation of the Policies and Procedures prepared earlier 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. 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.

- Reviewed the current Inventory Average Costing techniques used by REB and suggested changes to streamline the procedure.
- Continued working with REB's Rates and Contracts Cell and senior management to prepare a deployment plan for the completed the PTA Database Application and Data Entry System that will include the development of the data base for all information needed for the PBS to generate the 550 Form and for REB to upload into a common data base to prepare the MIS Report as well as do other data analysis.
- Completed project start-up planning and preparations to develop the GIS-based Program Planning tool for system expansion and intensification. Proposed a project for the creation of a Geographic Information System (GIS), at Gopalganj, Rajbari, Comilla-2 and Manikganj, to use as a planning tool for system expansion and intensification activities. Secured preliminary approval of the project from REB Executive Committee and USAID. Presented a workshop on the project to REB, the concerned PBSs, the PBSs Consulting Engineers and demographics firm. Completed all advance preparations for project start-up. Data gathering fieldwork has been completed at the initial site of Gopalganj PBS.
- Assisted REB in the preparation and delivery of an excellent Workshop on the Bangladesh RE Program as part of the South Asian Regional Initiative – Energy (SARI/E) conducted in Dhaka on May 8th, 9th and 10th with delegates and USAID representatives from Sri Lanka, Nepal, Bhutan and Bangladesh. Unfortunately on USAID officials from India attended, as Indian delegates did not participate due to unresolved issues related to the implementation of the SARI/E Program.
- The pending concurrence of two new NRECA staff in areas of Management/Member Services hampered progress under this Activity. One individual is an expatriate and another is a local Professional hire. Both were selected by NRECA in February and concurrence of appointments by REB had not been completed until after the end of the reporting period.
- Assisted REB with development of various strategies for improving PBS viability based on requests and recommendations received from the IDA Project Appraisal Teams now reviewing potential funding for future projects 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:
 - 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. Consult with REB to determine an appropriate method for developing the data base with the historical data that is currently available - options to include the work being done by REB staff or outsourcing the work private contractor.
 - Develop and implement other management plans in close cooperation with REB and the PBSs.
 - Proceed with next tasks required for pilot program with GIS for improving REB's Program Planning function through utilization of GIS technology to support PBS viability by appropriate project selection (expansion & intensification). Tasks will include: ongoing development of data base for first

- PBS utilizing GPS information, inventory lists and demographic information: satellite imagery for next 3 PBSs, development GIS analysis criteria; continue demographic surveys at other PBSs; etc.) Monsoon season will impact the field work related to system mapping with GPS units. (Refer to Activity 2.5)
- Continue search for suitable Financial Systems Specialist to address a variety of financial issues identified in the Management Assessment that directly relate to improving the overall management of the Program.
- Continue to assist REB in finalizing strategies related to improving PBS financial viability in support of requested information from IDA Project Appraisal Teams.

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

Status of this Quarter:

- Participated in a May 30th meeting with REB's Member (PBS & Training) and Executive Director and the General Managers of the pilot-PBSs to review the "six issues" previously raised by the GMs regarding the smooth implementation of the Socio-Economic Baseline System (SEBS) activities. The outcome of the meeting resulted in the identification of the necessary actions to be taken to allow for the PBSs to continue the process for establishing the SEBS activities at PBS and REB.
- Provided assistance to four PBSs in regard to establishment of the database for the SEBS, including the delivering of training to the PBS staff who will serve as enumerators, as well as those who will supervise the data collection process. In addition, completed one "Training of Trainers (TOT)" course for 5 officers/staff of the Manikgong PBS.
- Completed installation of the Data Entry Software at 6 PBSs and provided training to 1-2 staff/officers of each PBS on use of the Data Entry Software.
- Completed preparation of the output-software (draft) for the domestic class of consumer-customers.
- Proceeded with organizing the preparatory works regarding recruitment a reputed consulting firm who will conduct the REP's impact study that scheduled for implementing in October 2001.

Plans for the next Quarter:

- Continue providing assistance to the eight pilot-PBSs in delivering of the baseline data collection training to their staff who will serve as enumerators and supervisors.
- Complete the installation of the Data Entry Software to the remaining 2 PBSs and deliver the necessary staff-training on use of the software.
- Conduct follow up field visits to observe the interviewing and data collection process with the aim to trouble-shoot the new system and to assist with enhancing the enumerators' skills. Simultaneously this field work will also include monitoring the data entry process in order to trouble-shoot the new software and to assist with skill development for the involved staff as needed.
- Continue preparation of the output-software for the remaining three classes of the consumer-customers.
- Proceed with installation (on test basis) of the Data Preservation Software to the REB's Program Planning Department and provide necessary training to the relevant official(s) on how to use this software and manage the database.
- Complete procurement process for selection of firm to conduct the socio-economic impact study, which is scheduled to be conducted in Fall of 2001. In support of this study, initiate work with REB and the selected vendor in preparation of Study parameters and tools to be used.

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 staffing issues as stated under Activity 1.1.
- 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:

- Mobilize the newly assigned staff as noted under Activity 1.1.
- Proceed with development of plan and the initial implementation of the direct response system 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.

Activity 2.5: Computerize REB & PBSs

Status as of this Quarter:

- Proceeded with support to Narsinghdi-2, Comilla-2, Manikganj, Moulavibazar and Hobiganj PBSs to assist with the implementation of computerized PBS Payroll Application.
- Provided ongoing support to the PBSs and their personnel having LANs with visits completed to Jamalpur, Mymensingh-1, Moulavibazar, Narsinghdi-1, Dhaka 1, Tangail, 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.
- Completed 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. Expanded the BPA to include all Directorates of REB. Expect to begin testing the general ledger software package next quarter.
- Using the information from the Business Process Analysis, began the design and development of an automated General Ledger System for REB.
- Prepared the necessary computer requirements for GIS development in 4 pilot PBSs, including specific work for Gopalganj PBS (satellite images, map generation, etc.) and began development of data base using field data (GPS and inventories) collected from the Gopalganj distribution system. Also completed the other preliminary planning and preparations for the launch of the pilot program for improving REB's Program Planning function to support PBS viability regarding appropriate project selection (expansion and intensification). (Refer to Activity 2.2)
- Completed the Beta version of the custom application software to automate and integrate the activities of the REB Directorates (MPSS, CS&M, Procurement and Accounts) involved in its Materials Management Program
- Updated 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. It is anticipated that the installation of LAN/WAN hardware would be done in phases.
- Participated with REB Training Directorate in preparing and conducting computer use training courses for REB and PBS staff members.

- Continued to coordinate the activities of NRECA's Computer Team with the REB Computer Cell.
- Continued to provide general support and trouble-shooting assistance 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.
- Perform Cost of Service Studies for all Model PBSs using newly developed spreadsheet application.
- Proceed with ongoing computer requirements for GIS development in 4 pilot PBSs, (satellite imaginary, map generation, etc.) and continue with development of data base using field data (GPS and inventories) for Gopalganj distribution system. Work with engineering staff to finalize criteria for GIS analysis that will be programmed into the software. (Refer to Activity 2.2)
- Assist REB, where requested, to support the finalizing of 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.
- Conduct a workshop on the Material Management Software modules for representative from the Directorates of MPSS, CS&M, Procurement and Accounts in order to obtain feedback and allow the finalizing of the integrated Material Management Application. Finalize the software modules and install in the various Directorates in order to familiarize staff with the application. Pursue with REB the establishment of a LAN for these concerned Directorates so the software can be properly tested.
- Install the "general ledger" software package on an REB computer and begin testing the modules. In addition continue to update the Business Processes and Workflow Analysis for the REB Finance Directorates based on testing.
- Assist and advise the REB Training Directorate to help intensify 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

- Provided REB with alternative transformer analysis method and evaluated REB's existing method.
- Reviewed the aerial bundled cable tender and provided analysis of its content.
- Worked with System Operations to install several breakers in PBS take over Substations

- Participated in Meeting (5/31/01) with members of REB Executive Committee and other Directorates regarding status of O&M issues and discussions on strategies for possible solutions to existing problems.
- Worked with Chief Engineer (Planning and Operations) (CE (P&O)) on finalizing the new policy for development of the required OMRR inventory needed to support the O&M activities of the PBSs. (Refer to Activity 3.1)

Plans for next quarter

- Participate in field visits with REB System Operations personnel to make inspections and recommendations related to substations identified by REB as having operational and maintenance problems.
- Continue to serve as an engineering and technical resource to REB and PBSs as requested by REB. (Refer to Activity 3.1)
- Continue working with CE (P&O) to finalize the OMRR inventory policy for REB management approval, as well as completion of pricing of identified items in order to determine the funding requirements for the OMRR inventory. (Refer to Activity 3.1)

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

- Participated in Meeting (5/31/01) with members of REB Executive Committee and other Directorates regarding status of O&M issues and discussions on strategies for possible solutions to existing problems. (Refer to Activity 2.6)
- Worked with Chief Engineer (Planning and Operations) (CE (P&O)) on finalizing the new policy for development of the required OMRR inventory needed to support the O&M activities of the PBSs. (Refer to Activity 2.6)
- 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

- Participate in a workshop conducted by NRECA's IT Team on the Material Management Software modules for representative from the Directorates of MPSS, CS&M, Procurement and Accounts in order to obtain feedback and allow the finalizing of the integrated Material Management Application.
- Based on input from the Workshop, support NRECA's IT Team's efforts to finalize the software modules, leading to its installation on computers in the various Directorates in order to familiarize staff with the application. Support efforts to have REB complete the networking of the concerned Directorates so that software can be tested, finalized and properly implemented. (Refer to Activity 2.5)
- Consult with REB to facilitate the finalizing for the OMRR policy and the pricing of the OMRR materials in order to fund the inventory and to get the procurement cycle started as soon as possible.

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

Status as of this Quarter

- Provide ongoing support to the development of the Materials Management software package that will improve the overall process of material procurement and supply to the PBSs. (Refer to Activity 2.5)

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:

- With other priorities, 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

- 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

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

Status as of this Quarter:

- No specific work on this activity. This activity has been designed to coordinate with IR 3.3
(Note: Refer to note under Activity 3.3 regarding other RPPR activities underway related to providing improvement to specific REB Support Services.

Plans for Next Quarter:

- Once the SSTeam has been established and empowered to examine support services provided by REB to the PBSs, begin 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".
 - Due to various circumstances, the delays associated with REB's dealing with ADB requirements continued and decisions on the process of selection of consultants to provide technical assistance were still pending as of the end of the reporting period.
- Continued with curriculum development activities including:
 - Organized the meeting with REB concerned authority 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 by NRECA expat Advisors prior to submission to REB for approval 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). Various field visits were made for to site locations to observe the work being done and to conduct Job/Task Analysis related to performance of critical tasks and work practices needed for inclusion in the curriculum.
 - 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
- Work on development of curriculum related to finance area was delayed due to the concurrence of the newly selected by REB still pending. As of the end of the reporting period, the formal concurrence for this local professional was expected in early July.
- Continued participation in the delivery of basic training for REB and PBS officers and staff in the Training Directorate's computer lab. A change in Directorate personnel had resulted in a limited number of programs being offered due to lack of qualified staff. Continued field training at the PBSs with new LAN systems as referenced under Activity 2.5.
- Support was provided to REB for the development of presentation materials and other materials for use in the three-day SARI/E Workshop hosted by REB in May that focused on the Bangladesh RE Experience.

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:
 - Conduct formal "review meetings" with various REB Advisory Committees for approving the final drafts of the Training Manuals 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)
 - Finish the 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)

- Initiate development work of curriculum materials for the Finance and Accounting areas needed to support the Training Directorate's efforts in these functional areas of REB and the PBSs.
- Interact with Training Directorate personnel 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.
- Finalize the development of the posters and leaflets to support Customer Awareness training that is being implemented in the PBSs and submit to REB for review and approval. Once approved by REB, complete the printing of these materials and provide the finished materials to REB and PBSs for utilization.
- 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.
 - Conduct follow up visits to the PBSs to assist with training needed for testing and implementing the new automated PBS Payroll System now being installed at some of the model PBSs.
 - 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.
 - Provide ongoing support for 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:

- NRECA independently reviewed REB's current practices and compared them with established practices at RE Coop's in the US. Current plan actually found to be quite comprehensive and relevant to needs of PBSs.
- Participated jointly with REB in reviewing and analyzing of the current plan to determine whether any revisions are needed.
- Prepared recommendations for improvements in the area of recovery from flood damage.

Plans for next quarter

- Finalize the recommendations related to flood damage and submit to REB for Board review and approval.

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.

- No Activity this period.

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

- No activity the period.

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:

- No specific activity in this quarter

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 and support REB as requested. Progress on these development plans is expected in next quarter, as the Project Appraisal process continues.

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 (Group 1 - Comilla PBS-1, Dhaka PBS-1, and Narsingdi PBS-1):

- All three PSG projects are commissioned and operating. None of the projects have achieved "Commercial Operations", due to non-completion of certain required contract events. Major event is failure to select a qualified Operations and Maintenance contractor by the projects owner, United Summit Power Company, Ltd.
- Provided advice to REB and affected PBSs on contract management during this initial stage of operations.
- Participated with REB in determining final Liquidated Damages due from projects owner as a result of project commissioning delays. Written concurrence of Liquidated Damages agreed upon between REB and project company.
- Actively supported REB's negotiations with USPCL regarding resolution of issue on requirements for qualified O&M contractor.
- Continued with REB for negotiations of gas contracts with the two gas suppliers for the three power stations. Negotiations are expected to be completed next quarter.
- Initiated work with REB to complete the necessary analysis of the impact of the Taka devaluation on the rates for these SPG stations as outlined in the World Bank Aide Memoir developed from the Appraisal Mission conducted in June.
- Progress Report for the second eight SPG Projects (Group 2):
 - Assisted REB in initial negotiations for Power Purchase Agreements with the three successful bidders (Abdul Monem, Ltd.; Hosaf Meters; Quasem Drycells; and Comilla Spinning Mills, Ltd.).
 - In view of the questions related to the tariff issue and the Taka devaluation, commenced review of financial feasibility of these projects in light of the recent rapid devaluation of the Taka to U.S. dollar (12.7% devaluation in the past 12 months)
- Progress Report for expansion at the first three SPG Project locations:
 - No significant activity during this particular quarter. Activity was focused instead, on operations of Group 1 SPG plants, negotiations for Group 2 SPG plants, and negotiations for gas supply to Group 1 plants.

Plans for Next Quarter:

- Provide ongoing support to REB in the development of Group 1 SPG projects.
 - Continue assistance to REB in final Commercial Operations acceptance, operations, and contract administration.
 - Support REB's monitoring of selection and approval of qualified O&M Contractor (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 Bakhrabad Gas companies.
 - Provide training to PBS employees involved in contract management and load dispatching of each power station.
 - Continue to assist REB in monitoring of initial operations.
 - Support REB in completion of the necessary analysis of the impact of the Taka devaluation on the rates for these SPG stations as outlined in the World Bank Aide Memoir developed from the Appraisal Mission conducted in June.
- Continue to support REB in development of Group 2 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.

- Completed field visits to gather necessary data for identifying the interconnection requirements for linking PBS substations, etc.
- Complete the required analysis of tariffs and the financial feasibility for the 8 proposed plants in view of the Taka devaluation.
- Continue to support REB in evaluation of expansion at the Group 1 SPG Project locations:
 - Conduct necessary evaluations and analysis 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 completed the recruitment of Organizational Development Specialist, but the concurrence from REB was still pending for the 12 month position.
- The Arlington office continued with recruitment efforts for Financial Systems Specialist, that is for 12 months. Recruitment also began for a Member Services and Customer Awareness Specialist.
- As reported in previous Quarterly Report, NRECA/Dhaka completed the recruitment formalities for Curriculum Development Specialist (Finance) and the Organizational Development Specialist. However as of the end of this reporting period both nominations were still pending with REB for concurrence. Formal concurrence is expected in early July.
- NRECA's Team Leader, Mr. J. Ford attended meetings at the NRECA office in Arlington, Virginia while in the US on R&R during the month of June.

Plans for Next Quarter:

- NRECA/Arlington will complete the necessary processing for the Organizational Development Specialist once concurrence from REB and the STS will be sent to begin his assignment.
- The Arlington office's efforts will continue to identify personnel to fill the short-term position of Financial Systems Specialist and the Member Services & Customer Awareness Specialist required for the Dhaka office as soon as possible.
- Once concurrence is received from REB, the NRECA/Dhaka office will complete formalities for having the two the local professional positions (Curriculum Development Specialist – Finance and the Organizational Development Specialist).
- Complete recruitment of local support person to complete the support staff for NRECA's Training Section.

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 February, March, April and May, 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	February 2001	March 2001	April 2001	May 2001	Change - 3 Mos Per'd
System Loss (12 mo. Avg)	16.29%	16.29%	16.39%	16.30%	+0.01
System Loss (this month's Avg.)	10.95%	16.29%	13.73%	16.83%	+5.88
Percentage of Collection (12 mo. Avg.)	95.56%	95.42%	94.60%	96.10%	+0.54
Percentage of Collection (this mo. Avg.)	88.66%	94.89%	94.73%	105.70%	+27.04
Accounts Receivable (# mo. Outstanding)	2.69	2.69	2.76	2.51	-0.18%
Total Villages Energized	30,181	30,395	30,607	30,827	+646
Number of New Meter Connections	32,554	32,457	36,573	28,108	+97,138
Total # of Meters Connections	3,100,234	3,132,691	3,169,294	3,197,372	+97,138
Total Km of Energized Line	119,537	120,880	121,876	122,901	+3,364
MWH Purchased YTD - % of chng last yr.	24%	25%	27%	26%	N/A

- As of the end of the reporting period (May 2001), the operational statistics for the 61 energized PBSs continue to reflect that the overall RE Program shows further expansion with 97,138 *new connections* made during this reporting period, averaging 32,386 per month. As part of this ongoing expansion, 646 *new villages* received electric service. Also, the total amount of *energized line* increased by 3,364 km during these three months – average of 1,121 km/month or 37.36 km/day for an average 30-day month.
- As of the end of the reporting period, the Overall *12-Month Average System Loss* for all 61 operating PBSs virtually remained unchanged with a slight increase of 0.01% over the three-month reporting period, with the May average being 16.30%. Conscious efforts to monitor system loss continue to contribute to the Program's ability to have positive results in this indicator. However, the losses at some PBSs (i.e., Cox Bazzar, Comilla 2, Jhenaidah, etc.) are still higher than acceptable levels despite not being involved with the most recent takeovers from DESA and BPDB. The pattern of a lower losses is a positive sign that loss reduction efforts are working in the PBSs. REB and the six concerned PBSs continue to deal with loss reduction programs in take over areas from DESA and PDB and are currently at 23.03%, down from February's total of 23.67%.
- There was a significant increase of 5.78% in *Average Monthly System Loss* for the reporting period. This change occurred from February to March with some improvement in April to 13.73%, but it returned to 16.83% for the month of May. As was noted under comments for 12

Mos. Average for System Loss, 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)* improved slightly from 95.56% in February to 96.10%. This improvement is somewhat linked to the improvement shown for the *Monthly Percentage of Collection*, which moved from 88.66% in February to 105.70% for May. The May figure indicates that action is being taken by the PBSs in order to attain the necessary results needed to achieve the Performance Target Agreements. As has been noted in previous reports, 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 improvement of 0.18% 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. The issue of accounts receivable payments pending with GOB offices and religious institutions has been brought to the attention of the World Bank/IDA and has been referenced in recent Aide Memoirs to the GOB that have been prepared by the IDA Project Appraisal teams. These non-payment of these bills should not become a burden to the PBSs, particularly some of the ones that are struggling to attain financial viability.

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.

- Another indicator that identifies positive growth is the one related to MWH purchased. The continued growth in demand with a 26.0% average monthly increase for the three months of the reporting period represents the percentage of positive 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

- NRECA actively assisted REB personnel in preparation for REB's hosting of the a Workshop on Rural Electrification being conducted under USAID's South Asia Regional Initiative/Energy (SARI/E) that was conducted from May 8th, 9th & 10th. The Workshop was conducted by NRECA International Limited and CORE International involved USAID SARI/E officials and delegates from Nepal, Sri Lanka, Bhutan, and India. Unfortunately due to unresolved issues, the delegates from India were not allowed to attend.
- Participated in meetings held with members of the USAID Evaluation Team from Washington who visited Dhaka to evaluate the RPPR Program and to determine areas of potential need for further technical assistance. Meetings were held with NRECA staff and with REB senior management personnel.
- As is the normal practice and as REB's consultant, NRECA representatives participated in meetings with various donors regarding the progress of the Program. For this particular reporting period, there was interaction with representatives from the World Bank, the Netherlands and Norway.
- 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 6/30/01)

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	IR # 1.0 MEMBER-USER SATISFACTION IMPROVED & PARTICIPATION ENHANCED												
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 - Delayed awaiting formal REB approval & Staffing Approvals												
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 MIU 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	IR # 2.0 REB & PBS MANAGEMENT ENHANCED												
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												

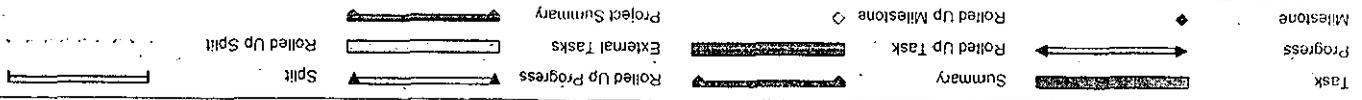
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Task Progress Milestone	Task Progress Milestone	Summary Rolled Up Task Rolled Up Milestone	Rolled Up Progress External Tasks Project Summary	Split Rolled Up Split	Split Rolled Up Split
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RPPR Annual Work Plan - Year #4 (Status As of 6/30/01)												
ID	Task Name											
46	2.2	Develop & implement linked REB & PBS management plans	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Sep
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	Complete & 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 MF 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 socio-economic 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 Hdqrs 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 Annual Work Plan - Year #4 (Status As of 6/30/01)

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												
110	3.3.4.1 Evaluate & revise SS Team discussion scheme yearly - #1												
111	3.3.4.2 Evaluate & revise SS Team discussion scheme yearly - #2												
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												

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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 6/30/01)

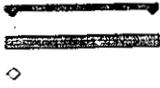
ID	Task Name	2001											
		Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
129	3.5.8.2 USA Tour - REB Chairman Malek's Orientation - 11/98												
130	3.5.8.3 Regional Tour - Renewable Energy - Sri Lanka & Indonesia - 7/99												
131	3.5.8.4 USA Tour - REB Service Strategies - 11/99												
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 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												

RPPR-WP #4
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Task
Progress
Milestone



Summary
Rolled Up Task
Rolled Up Milestone



Rolled Up Progress
External Tasks
Project Summary



Split
Rolled Up Split



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RPPR Annual Work Plan - Year #4 (Status As of 6/30/01)

ID	Task Name	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
162	4.5.1 Determine REN role in rural electrification												
163	4.5.2 Evaluate existing REB REN pilot program												
164	4.5.3 Design REN components												
165	4.5.4 Complete 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												

Task Progress Milestone

Task Summary

Rolled Up Task

Rolled Up Milestone

External Tasks

Rolled Up Progress

Split

Rolled Up Split

Project Summary

RPPR Annual Work Plan - Year #4 (Status As of 6/30/01)

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	
1	General Project Administration & Implementation	▶																					
2	Project Management	▶																					
3	Advise REB/PBSs	▶																					
4	Meetings	▶																					
5	Reports	▶																					
6	Training Participation	▶																					
7	Donor Info	▶																					
8	IR # 1.0 MEMBER-USER SATISFACTION IMPROVED & PARTICIPATION ENHANCED	▶																					
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 - Delayed awaiting formal REB approval & Staffing Approvals	▶																					
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	IR # 2.0 REB & PBS MANAGEMENT ENHANCED	▶																					
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 recurring	▶																					
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 06/01	Task Summary Progress Rolled Up Task Milestone Rolled Up Milestone	Rolled Up Progress External Tasks Project Summary	Split Rolled Up Split	
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RPPR Annual Work Plan - Year #4 (Status As of 6/30/01)

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 iner-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 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 06/01	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 6/30/01)

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	
89	IR # 3.0 PBS SUPPORT SERVICES ENHANCED	[Gantt Chart Summary]																					
90	3.1 Develop/implement procurement system for equip & mat'ls for O&M, repair & replacement - Delayed	[Gantt Chart Summary]																					
91	3.1.1 Establish & empower materials management team to deal with procurement matters.	[Gantt Chart Summary]																					
92	3.1.2 Develop procurement system for OMRR materials. Draft under REB review	[Gantt Chart Summary]																					
93	3.1.3 Obtain required actions & implement system - Need REB input to finalize & approve	[Gantt Chart Summary]																					
94	3.1.4 Implement OMRR procurement system	[Gantt Chart Summary]																					
95	3.1.5 Monitor, evaluate & revise system on schedule	[Gantt Chart Summary]																					
98	3.2 Develop improved materials delivery system to supply PBSs more efficiently	[Gantt Chart Summary]																					
99	3.2.1 Perform complete materials flow & handling evaluation to determine needs	[Gantt Chart Summary]																					
100	3.2.2 Redesign delivery system to meet needs that are revealed	[Gantt Chart Summary]																					
101	3.2.3 Implement the redesigned system	[Gantt Chart Summary]																					
102	3.2.4 Monitor, revise & re-implement system	[Gantt Chart Summary]																					
105	3.3 Establish & initiate REB & PBS discussion on support services needs on regular schedule. - Delayed	[Gantt Chart Summary]																					
106	3.3.1 Establish Support Services Team with REB & PBS reps	[Gantt Chart Summary]																					
107	3.3.2 Develop discussion scheme	[Gantt Chart Summary]																					
108	3.3.3 Implement SS discussion scheme with a preplanned evaluation & revision scheme	[Gantt Chart Summary]																					
109	3.3.4 Evaluate & revise SS Team discussion scheme yearly	[Gantt Chart Summary]																					
110	3.3.4.1 Evaluate & revise SS Team discussion scheme yearly - #1	[Gantt Chart Summary]																					
111	3.3.4.2 Evaluate & revise SS Team discussion scheme yearly - #2	[Gantt Chart Summary]																					
112	3.4 Develop & implement method for evaluating & improving support services. - Delayed	[Gantt Chart Summary]																					
113	3.4.1 Empower SS team to develop methodology	[Gantt Chart Summary]																					
114	3.4.2 Develop methodology	[Gantt Chart Summary]																					
115	3.4.3. Implement the SS management scheme	[Gantt Chart Summary]																					
116	3.5 Increase effectiveness of the training delivery system (TDS)	[Gantt Chart Summary]																					
117	3.5.1 Establish Tmg Team with REB/PBS reps & empower it to perform TDS development - Established	[Gantt Chart Summary]																					
118	3.5.2 Evaluate existing training delivery system - Drafted	[Gantt Chart Summary]																					
119	3.5.3 Redesign the training delivery system - Incorporate plan for potential RE Training Academy	[Gantt Chart Summary]																					
120	3.5.4 Obtain approvals, staff & activate TDS w/REB Tmg Dir.	[Gantt Chart Summary]																					
121	3.5.5 Develop curricula	[Gantt Chart Summary]																					
122	3.5.6 Conduct training, evaluate results & replan	[Gantt Chart Summary]																					
123	3.5.7 Monitor TDS, revising & renewing with evolving needs & technical advances	[Gantt Chart Summary]																					
127	3.5.8 Conduct observation tours/consultations to achieve specific RPPR objectives.	[Gantt Chart Summary]																					
128	3.5.8.1 USA Tour - REB Chairman - NRECA Annual Meeting - 3/98	[Gantt Chart Summary]																					

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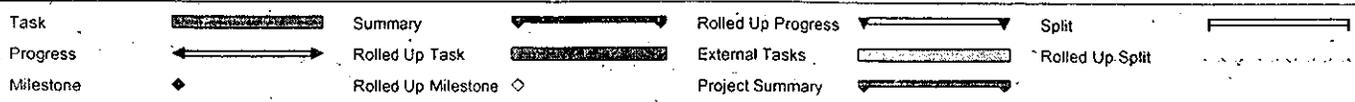
Task		Summary		Rolloled Up Progress		Split	
Progress		Rolloled Up Task		External Tasks		Rolloled Up Split	
Milestone		Rolloled Up Milestone		Project Summary			

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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	
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