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Rural Electrification Development Program (REDP) Work Plan March 2009 – February 2010



TABLE OF CONTENTS

<u>Section</u>	<u>Page</u>
SUMMARY	4
SECTION 1: INTRODUCTION	6
1.1 Background to the Rural Electrification Development Program (REDP).....	6
1.2 9 PBS Receiving Principal Support from REDP	8
1.3 Contractual Project Tasks	9
1.3.1 Task A: Supervision and Monitoring:.....	9
1.3.2 Task B: Member Awareness Education and Board Development Programs:.....	9
1.3.3 Task C: Socio-Economic Impact Assessment:.....	10
1.4 Project Team for March 2009 through February 2010	11
SECTION 2: PRIMARY OBJECTIVES.....	12
2.1 Primary Objectives (March 2009 through February 2010)	12
2.1.1 Supervision and Monitoring (Task A)	12
2.1.2 Member Awareness Education and Board Development Programs (Task B).....	12
2.1.3 Socio-Economic Impact Assessment (Task C)	13
SECTION 3: PROJECT ACTIVITIES	14
3.1 Task A Supervision and Monitoring	14
3.1.1 Supervision and Monitoring Personnel.....	15
3.1.2 Procurement Process Monitoring	15
3.1.3 Status Material Procurement Plan Project wise	17
3.1.4 Monitoring of Materials Usage.....	17
3.1.5 Task A –Sub Task Schedule	19
3.2 Task B: Member Awareness/Education and Board Development (MAEBD) Programs	20
3.2.1 Principal Task Descriptions	20
3.2.2 MAEBD Team	24
3.2.3 Work Plan for MAEBD.....	25
3.3 Task C Socio-Economic Impact Assessment	28
3.3.1 Socio Economic Impact Assessment Personnel	28
3.3.2 Socio Economic Impact Assessment - Baseline Study	28
3.3.3 SocioEconomic Impact Study	28
3.3.4 Socio Economic Impact Schedule March 2009 to February 2010.....	30
SECTION 4: FINANCIAL	31

ABBREVIATIONS

BPDB	Bangladesh Power Development Board
BSTI	Bangladesh Standards and Testing Institute.
CAP	Country Assistance Plan (DFID)
CFR	Carriage and Freight (Incoterm)
CIF	Carriage Insurance and Freight (Incotem)
CPT	Carriage Paid To (Incoterm)
DFID	Department for International Development
ESoW	Enhanced Scope of Work
GBP	Pound (Sterling)
GOB	Government of Bangladesh
IPP	Independent Power Producer
MAEBD	Member Awareness Education Board Development
MDG	Millennium Development Goals
MIS	Management Information System
MOF	Ministry of Finance
MPEMR	Ministry of Power, Energy and Mineral Resources
MW	Megawatt (1000 kW)
NGO	Non-Governmental Organisation
NRECA	National Rural Electrification Cooperative Association
PBS	Palli Bidyut Samity (Rural Electric Cooperative)
PKSF	Palli Karma Sahayak Foundation
PPR	Public Procurement Regulations
REB	Rural Electrification Board
REDP	Rural Electrification Development Program
TOR	Terms of Reference
USD	United States Dollar
USAID	United States Agency for International Development
£	GBP (Pound Sterling)

SUMMARY

This work plan for the year March 2009 through February 2010 has been formulated from the original NRECA submission for the REDP plus the Enhanced Scope of Work (ESoW) developed by DFID following the 2007 and 2008 Program Reviews. It also incorporates any necessary modifications resulting from practical information acquired during the first three years of the project.

During the project's first two years NRECA focused mainly on the Materials Procurement Process of Task A; however, both the Member Awareness Education and Board Development Task B and Socio-Economic Impact Assessment Task C proceeded forward. During the third year all three REDP tasks made significant progress toward completion.

For Supervision and Monitoring, Task A; The emphasis during the fourth project year of this task will be placed on efforts to ensure that quality materials and equipment are being delivered, in compliance with the specifications accepted by all parties and ensuring the procured materials are properly utilized according to the requirements established in the REB Master Plan and PBS Construction Plan for the benefit of the intended populations and that additional electrical connections are being made as part of the system expansion. This will require extensive field work for the inspection of commodities both pre / post delivery to REB/PBSs along with the monitoring of material issuance, contracting, line construction and inspection procedures. During the period of 2009-2010 NRECA will continue to focus on the Subtasks of Task A related to verifying the planning and physical development of the PBS distribution systems by crosschecking a selected number of the PBS master plans and reviewing a sample of line staking procedures. NRECA will take the opportunity to reinforce the positive aspects of the first three tranches of procurement in an effort to improve competition during the final stages of the REDP procurement process.

Member Awareness Education and Board Development Program, Task B; This task will continue to be "fast tracked" as additional work has been added to this task with the signing of the ESoW on June 2009. Additional staffing will be hired including the introduction of a Cooperative Institutional Advisor on long term assignment, the addition of several international consultants and a major expansion of local staff. While one area of focus will continue to be Member Awareness and Educational activities, an extensive effort will be directed toward expanding the working relationship with the REB Training Directorate and the Member Services programs at each PBS. Board Development activities will become more significant during the final two years of the project.

The Socio- Economic Evaluation, Task C; This task will involve completion of the Baseline Survey, completion of the mid-term monitoring component and completion of the additional of survey work associated with the Brahmanbaria Micro-Finance Pilot Project. One of the key components of the original REDP plan was the introduction of a micro-finance / micro-credit program to wire homes and connect the poor and female led households to the electric distribution system. Unfortunately, for several reasons, the decision was made to cancel this component of the REDP; however, prior to program cancelation over 2,000 homes were connected in a pilot project in Brahmanbaria PBS. Recognizing that a key component to the overall impact of the REDP was its introduction of electricity to this sector of the population it was agreed by all parties that a concerted effort be made to measure this impact, even if only on the pilot project group in Brahmanbaria.

CONCERN

There are two fundamental factors having potential negative effect on REDP; 1) A nationwide power deficit is expected to continue throughout the duration of the project, limiting both construction of electric transmission system and the development of power usage. While the "ban" on electric connections has been lifted, this Ministry of Power directive which lasted twelve months, served to limit line construction; and, 2) The shortage of power will also affect the willingness of consumers to undertake what would otherwise be normal investments in home wiring and power consuming

equipment, which will also affect the outcome of the impact study. These facts combined with the elimination of the micro-finance component of the program will severely limit the availability of electricity to the poorer and female led households along with limiting the potential improvements in commercial activity due to unwillingness of consumers to risk investment in the face of inadequate power supply.

While REDP work will continue, and in many areas expand, the follow-up study to assess program impact may not support the anticipated results within the project's five year life span.



Dr. Abul Barkat (second from left) and Bob Ellinger of NRECA (right), surrounded by inquisitive children, discuss the baseline survey with HDRC staff.

Section 1: Introduction

1.1 Background to the Rural Electrification Development Program (REDP).

The Rural Electrification Development Program (REDP) represents a five-year commitment from the UK's Department of International Development (DFID) to increase the provision of electricity in rural and peri-urban areas of Bangladesh. This will be achieved through a package of financial support for electricity network expansion and intensification within the Second Rural Electrification Master Plan (2000-2020). The program is anticipated to provide 1.35 million new electricity connections to households and rural businesses, directly benefiting up to 10 million people. A microfinance component was included in an effort to enable poorer households and small businesses to cover the connection charge and develop new income earning opportunities. The micro-finance component ended with the completion of the pilot project in Brahmanbaria in early 2009.

DFID will support three investment components of the REB Master Plan: grid expansion, which is expensive but essential; intensification, which is less costly, but connects large numbers of customers to existing infrastructure; and some 33kV subtransmission improvements. DFID will pay for the foreign exchange elements, which are heavier in main grid expansion than intensification work while the Government will pay for local costs. These components are the main immediate priorities of REB for investment. While DFID is seeking to enhance the poverty impact of the program, our approach is to support the overall REB Master Plan, not 'cherry-pick' specific sub projects.

To implement this project, DFID entered into an agreement with the US Agency for International Development (USAID) in which a portion of DFID funds are passed through USAID to supervise and monitor project activities and provide technical assistance in selected areas to REB in support of this initiative. Through this funding mechanism, USAID has contracted NRECA International to provide these services. This funding also provides for increasing Member Awareness / Education and Board Development activities at the REB and PBS level along with the completion of a Socio-Economic evaluation of the Program. The REDP project initiative activities will be formally supervised by USAID on behalf of DFID.

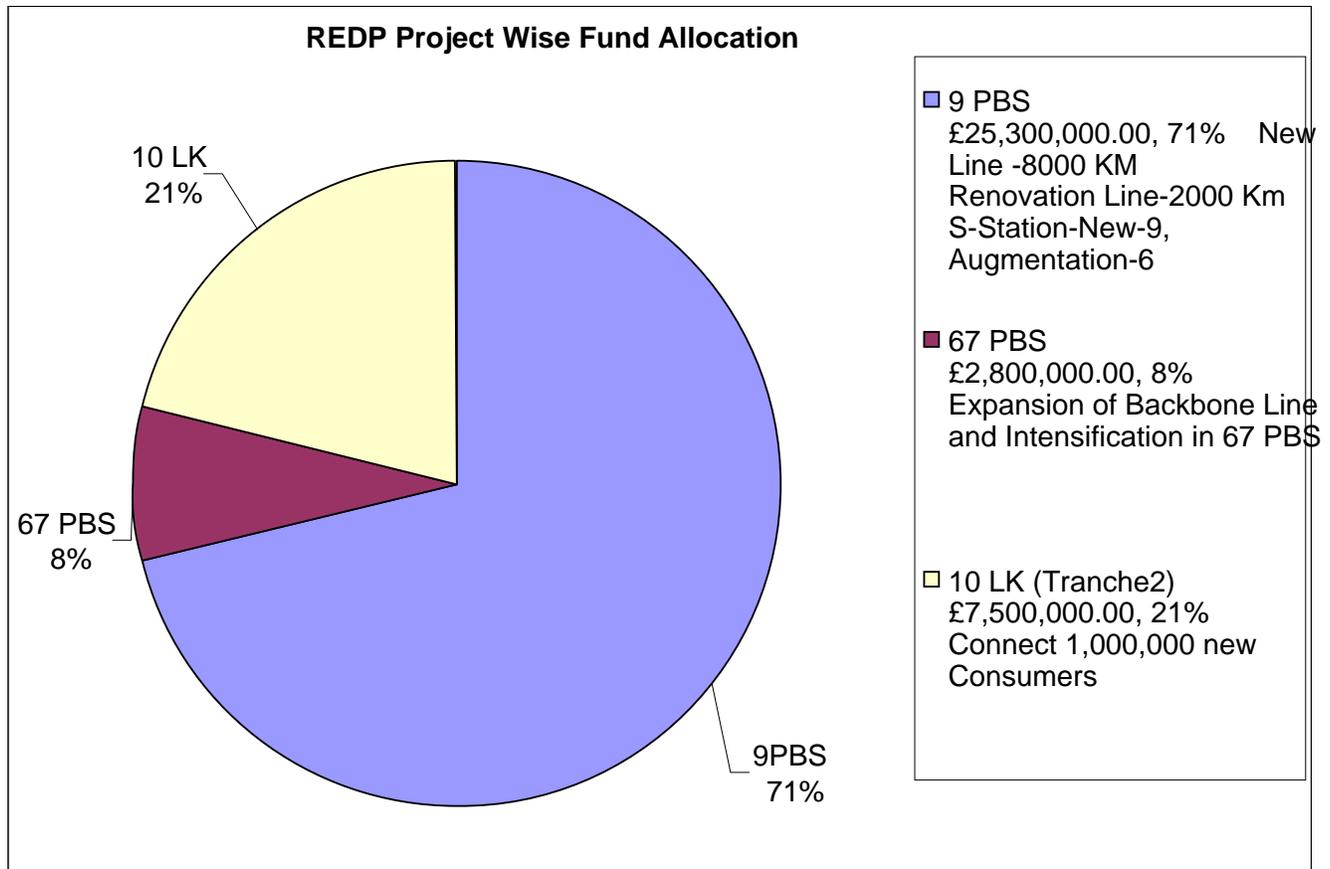
First, a major expansion of the main distribution infrastructure backbone in 9 PBS will be supported. The total investment cost of this component is £27 million, with which 8,000 km of new line will be constructed and 2,000 km renovated. These PBS were established by the REB in the mid to late 1990s and have received little additional investment since that time. They are all located in more remote, poorer areas of Bangladesh. DFID support will enable additional villages to be connected to the rural grid, together with an increase in the number of connections (intensification) through the construction of new spur lines from the existing backbone within these nine PBS. The cost of intensification is relatively modest, and will enable 250,000 poor households and a large number of enterprises located near the backbone grid to be connected. This component will account for approximately 71% of the project's total investment package.

Second, DFID will support intensification in 56 existing PBS, at the cost of £8 million. This will involve the construction of one and two-pole tap lines 35 to 100 meters long from existing lines, linking households and enterprises located near the backbone grid. It will connect 1,000,000 new consumers with a relatively low investment. This component will account for approximately 21% of the project's total investment package.

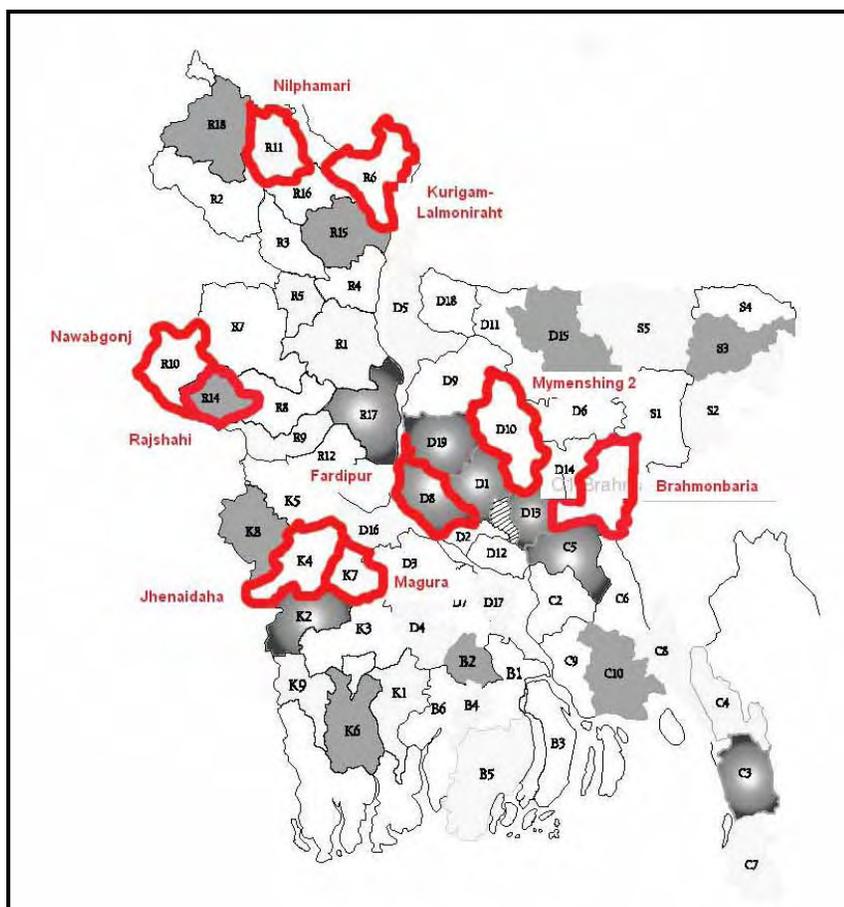
Third, the investment package will provide some support to the expansion of the main backbone infrastructure and intensification in 67 PBS. DFID will be funding only the poorer PBS with lower revenue generation potential. The investment cost of this component is £3 million. It is expected that this component will connect 100,000 households and a number of businesses in more remote locations. This component will account for approximately 8% of the project's total investment package".

(Extracted from DFID Project memorandum for REDP)

Contribution of DFID – Project wise (9PBS, 67 PBS & 10 Lac Consumer) for material procurement
£35.6 million (adjusted for devaluation)



1.2 9-PBS Receiving Principal Support from REDP



Name of PBS	Name of Thana	Name of District	Area (Sq.Km.)	No. of Villages	Population	Name of PBS	Name of Thana	Name of District	Area (Sq.Km.)	No. of Villages	Population
Rajshahi	Boalia	Rajahahi	96.68	-	294056	Nawabgonj	Bholahat	Nawabgonj	123.52	91	70507
	Durgapur	Rajahahi	195.03	122	137640		Gomastapur	Nawabgonj	318.13	235	191972
	Godagari	Rajahahi	472.13	396	217811		Nachole	Nawabgonj	283.68	190	97119
	Mohanpur	Rajahahi	162.65	154	126396		Nawabgonj	Nawabgonj	451.80	192	389524
	Paba	Rajahahi	280.42	261	213379		Shibgonj	Nawabgonj	525.43	367	422347
	Tanore	Rajahahi	295.39	207	138015	Mymensingh-2	Bhaluka	Mymensingh	444.05	102	264991
Brahmanbaria	Akhaura	Brahmanbaria	99.28	125	112982		Gafargaon	Mymensingh	401.16	218	379803
	Banchhampur	Brahmanbaria	217.38	118	258371		Trishal	Mymensingh	338.98	160	336797
	Brahmanbaria	Brahmanbaria	495.85	398	659449	Sreepur	Gazipur	465.24	186	320530	
	Kashba	Brahmanbaria	209.76	236	243833	Magura	Magura	Magura	406.50	252	286925
	Nabinagar	Brahmanbaria	353.66	198	378539		Mohammadpur	Magura	234.29	182	160340
	Nasirnagar	Brahmanbaria	311.66	129	234090		Shalikha	Magura	228.64	118	132291
	Sharail	Brahmanbaria	239.52	146	254481		Sreepur	Magura	179.18	160	144471
Jhenaidah	Harinakunda	Jhenaidah	227.19	129	162078	Faridpur	Alfadanga	Faridpur	136.00	118	90873
	Jhenaidah	Jhenaidah	467.75	283	333192		Bhanga	Faridpur	216.34	227	214702
	Kaligonj	Jhenaidah	310.16	196	219126		Boalmari	Faridpur	272.34	255	190159
	Kotchandpur	Jhenaidah	165.66	79	107193		Char Bhadrasan	Faridpur	141.59	129	69876
	Maheshpur	Jhenaidah	416.96	194	246350		Faridpur	Faridpur	407.02	298	335386
	Shaikupa	Jhenaidah	373.42	258	293341		Madhukhali	Faridpur	230.20	238	165438
Kurigram	Bhurungamari	Kurigram	236.00	124	176822	Nagarkanda	Faridpur	379.02	335	267193	
	Chilmari	Kurigram	224.97	152	100516	Sadarpur	Faridpur	290.21	287	172059	
	Fulbari	Kurigram	163.63	165	129668	Nilphamari	Dimla	Nilphamari	327.00	58	160000
	Kurigram	Kurigram	276.45	256	217311		Domar	Nilphamari	251.00	47	152000
Nageshwari	Kurigram	415.30	367	279775	Jaldhaka		Nilphamari	326.00	77	199000	
Rajarhat	Kurigram	166.23	180	158648	Kishoreganj		Nilphamari	265.00	130	202000	
	Ulipur	Kurigram	504.19	418	345205	Nilphamari	Nilphamari	351.00	107	242000	
Total Area (Square km)	15,371										
Total Population	11,696,570										

1.3 Contractual Project Tasks

1.3.1 Task A: Supervision and Monitoring:

The Supervision and Monitoring Task will require involvement with the planning and physical development of the PBS distribution systems and therefore will be the major focus of NRECA work throughout the life of the project. This effort will include sub-tasks such as crosschecking a selected number of the PBS master plans in order to confirm that the key elements of the master plan development and updating processes are being properly incorporated, as well as verifying the project selection process used to identify projects to be constructed under the DFID grant. Monitoring project execution will involve following material procurement and inspecting construction activities. Participating in the material procurement process for both local and foreign source goods will be necessary to ensure that solicitations and evaluations are transparent and carried out in accordance with REB procedures and procurement policies.

DFID, through its project development process and discussions with the GOB, REB and other donors has confirmed that NRECA will have the responsibility to review and provide concurrence on all procurement actions using DFID project funds and will be accorded the necessary cooperation from all parties in order to do this work. Emphasis will be placed on efforts to ensure that quality materials and equipment are being purchased with the project funds, including a modicum of periodic inspection of these commodities either prior to or upon delivery to REB/PBS.

Ensuring the procured materials are properly utilized will require monitoring material issuance and construction reports in order to ensure that projects are completed in accordance with plans. Periodic field visits to a selected number of projects will be conducted to provide a crosscheck and verification of the construction reports and other related documents.

1.3.2 Task B: Member Awareness Education and Board Development Programs:

The development of member awareness/education and PBS Board development programs will be treated as a separate task. NRECA will continue to build on some of its earlier work with REB and PBSs in the area of providing technical assistance related to member awareness education and PBS Board development. The activities will focus on raising member consumer participation levels from reactive to proactive, as a way of empowering the membership to take responsibility for their actions and decisions. This work will provide strong support for the need to continually enhance these two key institutional areas as was identified in the RE Study Report completed by NRECA under USAID funding in January 2005. In addition, this work will be complementary to the work NRECA did under the RPPR Program's Task C.2 (Strengthening Training Programs and Procedures), particularly with respect to the development of curriculum materials for all types of training programs.

Specifically this Task will involve working with the REB Training Directorate, as well as the REB Management Operations Directorates in order to ensure that the content and approach for these newly developed programs are appropriate to the PBS system. The new programs will emphasize the roles and responsibilities of members and management in relation to ensuring transparency and accountability and addressing poverty and gender priorities in PBS planning and operations. The PBS Member Services Departments will be directly involved with the implementation of these member awareness/education programs, while the REB Training Directorate will conduct many of the PBS Board development programs. NRECA will work with REB and the PBSs to explore the most effective approaches for successfully implementing the member awareness/education programs with consideration being given to the improved utilization of the PBS Village Advisors. We expect that the development of the programs and their implementation through the REB and PBSs will continue through the end of REDP

(especially with the additional of the ESoW agreement approved June 24, 2009. Once programs are developed and initially presented and critiqued, the ongoing oversight and monitoring of these initial training programs will become part of the overall Supervision and Monitoring Task. This is expected to occur throughout the final two years of the project.

1.3.3 Task C: Socio-Economic Impact Assessment:

Conducting the work related to establishing the baseline and completing the assessment study is a separate Task, but will be coordinated with the Monitoring and Supervision Task. Demographic and socio-economic data will be gathered to provide reliable evidence that measures the impact the DFID funded RE expansion project has had on the rural people who live in the participating PBS service areas. The Human Development Research Centre (HDRC) was selected to perform a baseline study of conditions existing prior to project implementation and a follow up study at the end of the project. The study design involved assessing not only before and after conditions in the areas electrified by the projects, but before and after conditions in a control group of un-electrified villages to ensure that the impacts identified are actually due to electrification and not to general economic improvement. In addition, some specific data and related information (socio-economic, gender, poverty, etc.) will be gathered during the midpoint of the project in order to support the mid-term review that routinely occurs on DFID-funded projects. HDRC will present the Baseline Study Report and complete a mid-project review of the during this work plan period.

1.4 Project Team for March 2009 through February 2010

Anticipated project team for the REDP during the period March 2009 through February 2010 will consist:

<u>Person</u>	<u>REDP Duties</u>	<u>Tenure</u>
Robert O. Ellinger	Chief of Party	Full Time
James VanCoevering	Engineering Director	Part Time
Md. Hasibur Rahman	Project Engineering	Full Time
Ali Al Islam Khan Maruf Hasan Bhuiyan	Project Engineering	Part Time
Md. Shafiquzzaman	Project Engineering	Part Time
ABM Selim Jahid Faruque Zillur Rahman Zakir Hossain	GIS Team	Part Time
Judith A. Burnett	Co-op Institutional Advisor	Full Time
Narayan Chandra Saha	Education and Training Specialist	Full Time
Syed Nurul Islam TBA	2-Institutional Development Specialist	Full Time
TBA	2-Board Dev. Specialist 2 Gender Specialists	Full Time Full Time
Reza Khasru TBA	2-Program Support	Full time
TBA	Short Term Consultants HR Specialist Board Dev. Specialist Communications Specialist	Part Time Part Time Part Time
Shital Krishna Das	Socio Economic Consultant	Contracted Part Time
Local Consulting Engineers	Master Plan and Construction Plan field verification team	Part Time

SECTION 2: PRIMARY OBJECTIVES

2.1 Primary Objectives (March 2009 through February 2010)

2.1.1 Supervision and Monitoring (Task A)

Primary objectives of the NRECA input to the project will be to:

- Verify materials selection by REB is consistent with REDP requirements.
- Assist REB with materials procurement under the second and third tranches of project procurement to verify compliance with GOB Public Procurement Policy 2003.
- Report on REB compliance with REDP and GOB requirements.
- Review REB bid evaluation process and if acceptable to provide concurrence on proposed contract awards.
- Assist REB with re-evaluation when bid evaluation is considered not acceptable.
- Join REB in conducting pre-contract factory inspections when appropriate.
- Join REB in conducting pre-delivery inspections for specific materials such as meters and transformers when appropriate.
- Assess materials storage and delivery to PBS.
- Crosschecking a selected number of the PBS master plans.
- Review PBS construction plans.
- Review selected staking procedures and project construction.
- Report on progress of Task A in accordance with contractual requirements.
- Report on aspects of REDP considered to require attention by DFID or USAID.

2.1.2 Member Awareness Education and Board Development Programs (Task B)

Primary objectives of the NRECA input to the project will be to:

- Hire additional professional staff to support the advancement of the additional assignments included in the Enhanced Scope of Work.
- Continue with the ongoing implementation of the member education program that involved the delivery of workshops with participants from the PBSs as means of enhancing the capacity of PBS Member Services personnel, Board Members, Village Advisors and PBS members.
- Develop an implementation plan for an improved member education programs by the PBSs with support from the REB Training Directorate. Work with PBSs to REB Training Directorate to “institutionalize” the delivery of the member education programs within the PBSs through village meetings and the direct involvement by the Village Advisors with a special effort made to ensure that female members are included in the training programs.
- Work with REB and PBS to reorganize the Member Services Department, creating a formal Member Education component specifically assigned to institutionalize member

education program activities within Member Services.

- Re-activate the Customer Awareness (CA) program. This program will provide additional training to PBS management and staff on how to assist deal with member-consumers, as well as how to better serve and educate PBS membership.
- Enhance communications capacities within the REB and the PBSs to facilitate the dissemination of relevant information to member consumers on topics including the purpose and nature of PBS service providers, power availability, power reliability, load shedding, safety and other issues.
- Assist in establishing methods and means to promote participation of female members in Member Education programs.
- Build management support for the role of the PBS Boards within the PBS concept as well as for Board training programs within the management of the REB and the PBSs.
- Develop a work plan for improving delivery of PBS Director training through the REB Training Directorate.
- Develop a specific training program designed to meet the needs of female board directors.
- Coordinate closely with training efforts that will be offered through the Improved Capacity for Energy Access (ICEA) project as support for selected PBS Boards designed to aid the process of PBS graduation.
- Work with REB to prepare an appropriate succession planning program to address the rapid decline of experienced officers that has been underway and will continue to unfold in the coming two to five year time period.
- Initiate training for newly elected PBS Directors using previously developed programs with the delivery at a minimum of the “Orientation to RE Program” one-week program and begin delivery of the “Understanding the Financial Reports” program.
- Examine options for outsourcing some of the PBS director training to qualified local management training institutions to improve training volume, to enhance effectiveness, and to introduce new training ideas.
- Prepare necessary reports on progress of Task B in accordance with contractual requirements.

2.1.3 Socio-Economic Impact Assessment (Task C)

Primary objectives of the NRECA input to the project will be:

- Supervise and monitor the completion of the baseline Socio Economic Study including the presentation of the Baseline Report
- Serve as resource to stakeholders on issues related to the completion of the baseline study.
- Supervise and monitor the completion of the Mid-Term Project Review.
- Supervise and monitor the completion of the “Brahmanbaria Study” addition.
- Report on progress of Task C in accordance with contractual requirements.

SECTION 3: PROJECT ACTIVITIES

3.1 Task A Supervision and Monitoring

As indicated in Section 2, primary objectives of supervision and monitoring during the year to February 2010 are to concentrate on meeting the requirements of the materials procurement process, carrying out periodic inspection of these materials both pre and post delivery to REB/PBS and review project Master Plans and Construction Plans to ensure completion of construction projects and customer connections.

Procedures, personnel, and systems within REB for international and domestic materials procurement are well established. Under the REDP, NRECA will observe the proposed REB methodology for DFID funded materials procurement and by consensus effect alterations necessary to ensure compliance with GOB PPR.

Experience with the first & second tranches of procurements have indicated a high level of competence and knowledge about procurement techniques on the part of REB personnel. In addition these personnel have also indicated a willingness to consider approaches to the REDP procurement that will enhance the process and satisfy the requirements of DFID. However, NRECA has observed the need to verify that commitments made by suppliers with respect to compliance with specifications are in fact met, so as to maximize value from available funds. NRECA has also observed the need to update some technical specifications to reflect advances in the industry and has therefore proposed increasing the involvement of NRECA engineering personnel in the activity.

In summary, fifty-two (52) sub-packages have been awarded out of the sixty (60) bid packages that were originally tendered. Two sub-packages out of 9PBS Project (for poles) and two out of 10Lac Project (for fuse cutouts & lightning arresters) were combined, resulting in a total effective number of fifty-eight (58) bid packages. Of the remaining six (6) sub-packages; two are under evaluation; one bid package will be retendered in the coming months; and three have been cancelled due to the termination of the project prior to the bid award. As the procurement process has progressed improvement has been noted, specifically related to effective decision making as evidenced by the timelier processing and awarding of contracts.

Running parallel to the material procurement, the supervision and monitoring of construction work will continue. These Subtasks include assessing materials storage and delivery to PBS; crosschecking a selected number of the PBS master plans in order to confirm that the key elements of the master plan development and updating process are being properly incorporated; reviewing PBS construction plans and reviewing of selected sampling of staking procedures and checking the number of new consumer connections.

“Master Plan and Construction Plan Field Verification Teams” comprised of local engineers will travel to the field to conduct the above mentioned crosschecking using criteria developed by NRECA’s local project Engineers with the support of the NRECA expatriate Engineering Director. NRECA will utilize geographic information system (GIS) techniques to collect the required field information and provide a platform for comparison between the master plans and actual results.

In addition to the DFID general requirements, four core procurement monitoring subjects were identified and will be followed as requiring special attention.

1. **Bid Packages:** NRECA shall monitor the appropriateness of bid package size and financial value for soliciting sufficient national and international bidding to ensure genuine competition. NRECA staff will also update critical technical specifications to reflect the state of the art in the industry.

2. Unfair Conditions for Bidders: NRECA shall monitor bid documentation for any unfair conditions.
3. Advertising: NRECA shall monitor materials procurement advertising to ensure sufficient attention is given to attracting genuine competition.

These core subjects will be closely monitored during the procurement process.

Schedule for components of Task A is provided in Section 3.1.5 to 3.1.6

3.1.1 Supervision and Monitoring Personnel

The following personnel will be engaged in the REDP supervision and monitoring process during March 2009 through February 2010

Robert O. Ellinger	Chief of Party	Project Overview
James VanCoevering	Engineering Director	Part Time
Hasibur Rahman	Project Engineer	Full Time
Ali Al Islam Khan Maruf Hasan Bhuiyan	Project Engineering	Part Time
Md. Shafiquzzaman	Project Engineering	Part Time
ABM Selim Jahid Faruque Zillur Rahman Zakir Hossain	GIS Team	Part Time
Local Consulting Engineers	Master Plan and Construction Plan field verification team	Part Time

3.1.2 Procurement Process Monitoring

In cooperation with REB, NRECA personnel will assist in developing the materials procurement process documentation such that:

- Procurement complies with GOB PPR.
- Procurement is widely advertised to attract international competition.
- Key monitoring subjects are addressed.

Bid Evaluation Monitoring

Bid evaluation is entirely the responsibility of REB, however NRECA are charged with monitoring the process.

In cooperation with REB, NRECA personnel will monitor the bid evaluation process such that:

- Detailed inspections of the REB evaluation will be effected for selected bids.
- REB evaluation reports to be scrutinized.
- Contract award recommendations by REB to be inspected in detail.
- REB recommended contract awards considered inappropriate will be rejected and REB will be requested and assisted to re-evaluate bids.

Materials Inspection

To reduce the risk of procuring poor quality materials the following methodology will be adopted.

- Conduct Pre-contract factory inspections for materials such as meters, transformers, and conductor to reduce the likelihood of contracting poor quality manufacturers when deemed appropriate and necessary.
- Undertake materials Pre-delivery inspection and testing to reduce the possibility of delivery of unsatisfactory materials. In some cases this will involve additional inspections by NRECA personnel to supplement those inspections being carried out by REB staff.
- Report on all inspections and make appropriate recommendations to REB.

Funding for the Pre-contract factory inspections and materials Pre-delivery inspections will require agreement with USAID to reconfigure budget allocations. Meetings will be arranged between NRECA and USAID at an appropriate time to determine inspection requirements and subsequent funding requirements.

Construction Inspection and Work Plan Verification

The Master Plans and Construction Plans at the 9 will be evaluated by field inspection of randomly selected projects. While this field inspection has been delayed for several reason we plan to begin the process in March with completion scheduled by June 30. This aggressive campaign will use local consulting engineers to monitor construction quality along with ensuring the construction meets all REB standards. Three teams of local engineers will collect data from the field, review the data and provide a report to the PBSs of the findings.

3.1.3 Status Material Procurement Plan Project wise

Name of the Project	Estimated Cost (USD)	Signed Contract Amount (USD)	Sub-packages Abandoned and Amount-(USD)	Recommended for Re-tendering	Total Amount (USD)
67 PBS, Allocation : £ 3.00 Million	5,064,000	1,591,000	3,072,000		5,064,000
9PBS, Allocation : £ 27.00 Million	47,064,000	46,018,000	0	910,000	46,928,000
10 Lac Consumers, Allocation : £ 8.00 Million	6,046,000	5,085,000	0	177,000	5,262,000
Total	58,174,000	52,694,000	3,072,000	1,087,000	57,254,000

3.1.4 Monitoring of Materials Usage

REB will utilize DFID funded materials for ongoing REDP construction projects. The construction projects are to be formulated from the individual PBS Master Plans. REB Procurement Directorate has awarded contracts for most of the sub-packages and these materials are arriving at REB Warehouses. Ensuring that the procured materials are properly utilized will require monitoring material issuance according to the requirement of each project based on master plans. During the upcoming period NRECA will continue to work on the Subtasks of Task A related to verifying the planning and physical development of the PBS distribution systems by crosschecking a selected number of the PBS master plans and reviewing a sample of staking procedures.

Monitoring Methodology

Indicated below are basic considerations for monitoring the usage of DFID funded materials:

Task 1: Storing DFID funded materials at Khulna Warehouse

NRECA will adopt the following procedure to monitor materials:

- Assist REB with materials inspection process following delivery to warehouses.
- Report on quality of delivered materials.
- Assist REB with pursuing any rectification requirements.
- Assist Khulna Warehouse personnel with acceptable storage of all materials.
- Monitor distribution of materials to PBS.

Task 2: DFID funded Material at PBS

- Assist PBS Store personnel with storing all DFID funded materials in a separate place from existing materials.
- Randomly monitor issues of materials to construction contractors to check correct quantities.

Task 3: Monitoring of Construction Work in 9 PBS.

- Review selected sampling of staking procedures.
- Conduct regular inspections of construction works in each PBS.
- Review and Compare detailed construction plans with master plans.
- Compare material quantities issued with work affected.
- Monitor construction quality and compare with REB standards.
- Monitor category of customer connections with reference to DFID criteria.

Task 4: Monitoring of materials usage in 67 PBS.

- Monitor progress of construction works and compare with issue of DFID materials.
- Check meter issues and compare with new customer connections.
- Randomly monitor issue and installation of DFID procured meters.

3.1.5 Task A –Sub Task Schedule

Material Procurement - Construction Monitoring													
REDP Task - A		Month											
Activity	March	April	May	June	July	August	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	
Sub-Task: Material Procurement													
9 PBS													
Bid Evaluation Audits	█	█											
Material Delivery Period			█	█	█								
Warehouse and Delivery to PBS						█	█	█	█				
10 Lac													
Bid Evaluation Audits			█	█	█	█	█						
Material Delivery Period						█	█	█	█	█	█	█	
Warehouse and Delivery to PBS									█	█	█	█	
Factory and Delivery Inspections	█	█	█	█	█	█	█	█	█	█	█	█	
Material Allocation and Construction Verification	█	█	█	█	█	█	█	█	█	█	█	█	
Sub-Task: Reconfirmation of Master and Construction Plans													
Reconfirmation of Master Plan	█												
Validation of Selected Projects	█												
Materials Allocation	█	█	█	█									
Implementation and Monitoring	█	█	█	█	█								
Data Collection and Reporting			█	█	█	█							

3.2 Task B: Member Awareness/Education and Board Development (MAEBD) Programs

3.2.1 Principal Task Descriptions

- Enhance the scope for training design and implementation in order to increase the understanding of the PBS by the PBS members improve the functional capacity of those serving as PBS Directors on the PBS Boards. The focus will not only be on improving PBS member awareness regarding their rights and responsibilities, but additional training and guidance will be provided to support development of the PBS Boards along with REB training and oversight staff. The activities will promote improved governance within the Bangladesh RE Program.

Member Awareness/Education (MAE) Activities

- Program Development
 - Evaluate staff needs and hire the additional professionals needed.
 - Modify curriculum materials if required based on feedback from ongoing implementation taking place at both at REB and the field.
 - Increase the understanding of PBS members regarding their role and responsibilities as effective members including the increased participation of members in board elections.
 - Strengthen PBS capacity to deliver effective member education programs and general communication with the PBS membership
 - Strengthen PBS capacity to deliver effective women only member education programs and general communication recognizing the special place rural women hold in the household and their limitations to participate in a “more traditional” training settings and time periods.
 - Re-establish within the PBSs and REB, the importance of the members and the proper treatment of members by the boards, management and staff.
- Program Implementation
 - Hire the additional staffing necessary including a Cooperative Institutional Advisor several international consultants and a major expansion of local staff to ensure full support for the additional activities required in the Enhanced Scope of Work.
 - Follow up with PBSs for Member Awareness/Education (MAE) ongoing implementation and collection of data in collaboration with REB Training Directorate.
 - Continue to conduct MAE Workshops beyond the initial Nine PBS Level (Regional/Cluster basis) through coordination with REB Training Directorate.
 - Plan and Conduct Annual Workshop for GMs and AGMs (MS) as means of reinforcing MA/E and the PBS/Cooperative Concept.
 - Develop an implementation plan for an improved member education programs by the PBSs with support from the REB Training Directorate.
 - ◆ Expand the Village Advisor training activities within the PBSs and support the training of PBS personnel with a focus on Member Services Department in order to improve the effectiveness of the Village Advisor and member education programs as a vehicle for delivering the member education programs at the village level. Special efforts should be made to ensure that female members are included in the training programs.

- ◆ Work with REB and the PBSs to reorganize the Member Services Department, creating a formal Member Education component utilizing the MS Coordinator specifically assigned to institutionalize member education program activities within Member Services. The Member Education component would focus on supporting the Village Advisors to improve the member education efforts. (As part of this task special consideration will be given to establishing male and female Village Advisors.)
- Re-activate the Customer Awareness (CA) program. This program will provide additional training to PBS management and staff on how to assist deal with member-consumers, as well as how to better serve and educate PBS membership.
 - ◆ Build a cadre of REB/PBS personnel who can deliver the CA Program refresher courses for PBS management and staff who have been previously trained, as well as basic CA training programs for untrained management and staff. This will build on successful efforts undertaken at more than 50 PBSs that were involved with this initiative under Rural Power for Poverty Reduction (RPPR) I.
 - ◆ Design and implement a refresher CA course for REB management, officers and staff to enhance a revised customer orientation within the REB program. A consumer/customer orientation needs to be re-established within the entire RE Program, and training and coaching will be required to do so. This is particularly important for new officers and staff that have joined the rural electric program in recent years.
- Enhance communications capacities within the REB and the PBSs to facilitate the dissemination of relevant information to member consumers on topics including the purpose and nature of PBS service providers, power availability, power reliability, load shedding, safety and other issues.
 - ◆ Draft publications, newsletters and basic communications to be used to improve member education. These messages will be drafted to communicate the REB program message for REB and PBS personnel, as well as for PBS membership.
 - ◆ Strengthen REB Publications Directorate and PBS Member Services Departments with respect to improved communications to support member education activities.
- Assist in establishing methods and means to promote participation of female members in Member Education programs. The objective will be to achieve a reasonable balance of both male and female participants where appropriate.
 - ◆ Evaluate options to conduct ME programs limited to female members in an effort to promote the importance of female members as the RE program continues to grow. Recognition is essential both within REB and the PBSs.
 - ◆ Improve and expand delivery of training programs for women members of the PBS, specifically to encourage more women to stand for election to the board in the tradition election process.

Board Development (BD) Activities

- Program Development
 - Hire the additional professional staffing, including a Board Development Specialist / Consultant along with a major expansion of local staff to ensure full support for the additional activities required in the Enhanced Scope of Work.
 - Complete the revision, updating and reformatting of the curriculum materials for “Performance Appraisal and Board Development” program.

- Initiate the revision of “Controlling - Measuring Results”
- Improve the effectiveness of PBS board members by reemphasizing training programs for board directors, with a special emphasis on female directors.
- Improve and expand delivery of training programs for PBS Directors and increase the number of trained directors.
- Enhance the capacity of the REB Training Directorate to deliver effective programs for PBS Directors, with emphasis on improving the quality of training materials for PBS Directors
- Emphasize the importance of PBS director training, and the role of PBS directors within the REB program to REB and PBS management and staff.
- Program Implementation
 - Support implementation of “crash” program by Training Directorate to get newly elected and existing PBS Directors through the “Orientation” program using the newly developed “Handbook for PBS Directors”.
 - Encourage and support the REB Training Directorate for the delivery of the “Understanding Financial Report (Form 550)” three-day program.
 - As method for increasing the capabilities of PBS Directors in a timely fashion and in lieu of the regular programs in Dhaka, conduct a multi-day programs at field level using the cluster approach for the following:
 - ◆ Introduction and refresher program on Orientation to RE Program using PBS Director’s Handbook.
 - ◆ “Understanding Financial Report (Form 550)” using Form 550 Handbook for Directors
 - Work with the REB Training Directorate to initiate the delivery of PBS Director programs utilizing newly developed curriculum materials for the following programs:
 - ◆ “Performing the Job Effectively in the Board Room”
 - ◆ “Performance Appraisal and Board Development”
 - Plan and conduct an Annual Workshop of PBS Board Presidents to address current issues impacting the RE Program.
 - Coordinate with the REB Training Directorate to arrange the delivery of the necessary “Training of Trainers” programs to help ensure that the assigned Trainers for the PBS Board Programs are properly prepared to serve as effective Trainers.
 - Identify along with the Training Directorate other MA/E&BD Programs that should be prepared for the following years
 - Build management support for the role of the PBS Boards within the PBS concept as well as for Board training programs within the management of the REB and the PBSs.
 - ◆ Develop a seminar program for which all REB officers will be required to attend, to include the chairman and members. The seminar program will be designed to support understanding of the democratic roots of the REB program; the importance of strengthening PBS governance; and the ultimate goal of progressive autonomy of PBSs as self-sustaining rural electric utilities.
 - ◆ Design and offer awareness seminars for PBS management and officers to provide an enhanced orientation of the purpose and role of the board of directors in PBS governance and decision making along with the roles of the various PBS manager

positions.

- ◆ In coordination with REB and PBS representatives, develop a strategy to establish an association of PBS board of directors to include an annual meeting providing where meeting attendees can discuss common issues. The strategy will draw from a wide group of stakeholders, including REB Members, officers, PBS officers, and PBS board members.
- Develop a work plan for improving delivery of PBS Director training through the REB Training Directorate.
 - ◆ Evaluate how PBS board training programs should be modified to improve the efficacy of training, and to assure that training programs reach a growing number of PBS directors. To assure that the process is institutionalized; all training will be coordinated through the REB Training Directorate.
 - ◆ Design and conduct “Training of Trainer” programs to improve the quality, as well as to increase the number of REB officers who can effectively deliver PBS Director Programs. This is particularly important for enhancing the institutional capacity given the pending retirement of many experienced senior REB officers many of whom have been with the RE Program since its early years.
 - ◆ Increase the rate of implementation of Director Programs both in Dhaka and in the field in order to increase the numbers of directors receiving the necessary training.
 - ◆ Begin the process to establish a PBS Director Certification Program whereby elected PBS Directors are required to complete key training programs within a fixed time period to be qualified to continue to serve as a PBS Director. Assure that the process is approved as a Policy Instruction to create a sense of urgency within REB and the PBSs to deliver the required programs.
 - ◆ Establish an annual conference for PBS Board presidents and directors during which time relevant issues may be discussed, and during which constructive interaction between the Board directors and senior representatives from REB and the Ministry can be facilitated.
- Examine options for outsourcing some of the PBS director training to qualified local management training institutions to improve training volume, to enhance effectiveness, and to introduce new training ideas. Outsourcing efforts could be linked with the RE Training Academy that is currently under construction but would depend on the progress made with respect to the Academy’s institutional development.
- Develop a specific training program designed to meet the needs of female board directors. The training program will be designed to assure more active female participation in PBS board meetings, and to support efforts to promote meaningful female representation on PBS Boards.
 - ◆ Design and roll out training programs to deepen knowledge and build skills of female directors to support more effective representation on behalf of female board members in the REB program.
- Coordinate closely with training efforts that will be offered through the Improved Capacity for Energy Access (ICEA) project as support for selected PBS Boards designed to aid the process of PBS graduation.
 - ◆ Collaborate with ICEA team members to assure that training program content as modified by ICEA efforts is included in REDP programs offered to all PBS boards and board members, in support of PBS graduation.

- ◆ In collaboration with the ICEA program to support Bangladesh Energy Regulatory Commission (BERC) Consumer Affairs and Advocacy Initiatives, facilitate participation of PBS board directors as an integral part of the advocacy group’s interactions with BERC. Develop PBS board director participation on a pilot basis, to be later rolled out to a wider population of participating PBSs.
- ◆ Evaluate options for alternate approaches to link PBS members to this advocacy initiative as means of members having an improved voice.
- Prepare an appropriate succession planning program to address the rapid decline of experienced officers that has been underway and will continue to unfold in the coming two to five year time period. The succession plan will need to consider the pending REB restructuring study that may result in transforming REB into a government corporation similar to other power sector entities. The restructuring program will likely be completed under an existing World Bank project implemented in collaboration with the Power Cell that supports ongoing power sector reform.
 - ◆ Complete an assessment of the changing needs within the REB organization as experienced officers retire from their service with a focus on the most immediate needs.
 - ◆ Develop alternate strategies to address the needs and obtain the necessary approval and proceed with implementation.

3.2.2 Member Awareness/Education and Board Development Team

The following personnel will be engaged in the REDP Member Education and Board Development Programs during March 2009 through February 2010.

Robert O. Ellinger	Chief of Party	Full Time
Judith A. Burnett	Co-op Institutional Advisor	Full Time
Narayan Chandra Saha	Education and Training Specialist	Full Time
Syed Nurul Islam TBA	2 - Institutional Development Specialist	Full Time
Reza Khasru TBA	Program Support	Full time
TBA	HR Specialist Board Dev. Specialist Communications Specialist	Part Time Part Time Part Time
TBA	2-Board Dev. Specialist 2 Gender Specialists	Full Time Full Time

3.2.3 Work Plan for Member Awareness/Education and Board Development (MAEBD)

MAEBD													
REDP Task - B		Month											
Activity	March	April	May	June	July	August	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	
Original REDP Assignment													
Member Awareness / Education Implementation													
MAE Workshops													
Board Development Program Development													
Print-"Understanding Financial Report" (Included in Orientation Manual)													
Revise and Update-"Performing the Job Effectively in the Board Room"													
Revise and Update-"Performance Appraisal and Board Development"													
Revise and Reformat-"Controlling Measuring Results"													
Program Implementation													
Support REB "Orientation" Bd. Prgrm.													
Assist REB in Implementation of "Performing the Job Effectively..."													
Implement: "Performance App & Board Dev." and "Controlling -Measuring Results"													

Timeline for 2009-2010 REDP Enhanced Scope of Work

Task #B	Month								
	June	July	August	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.
Sub-Task B 1 - Staffing									
Evaluate Staff Needs									
Hiring of Support Staff									
Sub-Task B 1.1 - Develop Implementation Plan for ME Programs									
Consult with REB/PBSs to expand Village Advisors									
Consult with REB/PBSs to reorganize Member Service Dept.									
Training Support for PBS Member Service Dept.									
Sub-Task B 1.2 - Develop Framework to re-activate CA Program									
Train REB/PBS personnel to deliver CA Program									
Develop Refresher Course									
Sub-Task B 1.3 - Enhance REB/PBS Communications									
Consult with REB/PBSs & provide draft publications									
Provide Guidance to REB Training Directorate and PBS Member Serv. Dept.									
Sub-Task B 1.4 - Promote Female Participation in PBS									
Evaluate Options for Female ME Programs									
Work with REB / PBS to Improve and Expand Delivery of Training Programs for Women Only									

Timeline for 2009-2010 REDP Enhanced Scope of Work

Task #B	Month									
	June	July	August	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	
Sub-Task B 2 - Staffing										
Evaluate Staff Needs										
Hiring of Support Staff										
Sub-Task B 2.1 - Develop Management Support at REB & PBS for Training Programs										
Design and Present Awareness & Program History for REB staff										
Design and Present Awareness Seminars to PBS Management										
Establish PBS Board Association										
Sub-Task B 2.2 - Develop Work Plan to Improve Training										
Evaluate Current Training Programs & Design Modifications										
Design and Conduct Train the Trainer Programs Increasing Staff										
Establish PBS Board Certification										
Establish Annual Director Conf.										
Examine Outsourcing of Training										
Sub-Task B 2.3 - Develop Specific Female Only Training										
Design & Implement Female Prog.										
Sub-Task B 2.4 - Coordinate with ICEA Efforts										
Coordinate Efforts										
Support BERC Efforts to Include PBSs										
Sub-Task B 2.5 - Coordinate Development of Succession Plan										
Assess the Changing Needs of REB										
Develop Strategies to Implement Succession Plan to Include Strategy to Ensure Sustainability										

3.3 Task C Socio-Economic Impact Assessment

There is a major concern regarding the benefits to be realized from the REDP because of the significant power shortfall in Bangladesh. This shortfall and the resulting “load shedding” activity is considered likely to have a detrimental affect on the anticipated REDP benefits to newly connected consumers within the project timeframe. Due to the shortage of power and the decreased rate for providing new connections there has always been concern about the timing for when the baseline study was to be conducted. Also the Power Division’s ban on providing new connections to most rural consumers (established in mid-2007 due to the shortage of power) was finally lifted in June 2008. While the ban has been lifted its lingering effects further inhibits having the best conditions for establishing the baseline. With time delays between establishing the baseline and the beneficiaries getting a connection, other factors tend to impact the conditions in the village areas that are not resulting from the interventions coming from .REDP.

NRECA completed the selection process for acquiring an experienced local consultant in July 2007. This process was handled by an ‘evaluation committee’ that was comprised of representatives from REB, DFID, and NRECA. The selected firm was Human Development Research Center (HDRC), the firm which completed the major impact assessment in 2002. Fortunately the data collection for the Baseline Survey moved forward and was completed during the fall of 2008.

3.3.1 Socio Economic Impact Assessment Personnel

The following personnel will be engaged in the REDP socio economic impact assessment Task during March 2009 through February 2010.

Robert O. Ellinger	Chief of Party - REDP	Full Time
Shital Krishna Das	Local Socio Economic Consultant	Part Time

3.3.2 Socio Economic Impact Assessment - Baseline Study

HDRC successfully completed data collection from the fifteen sample PBSs for the baseline survey in 2008-09. The staff believes the high quality of data will make an excellent report. HDRC is currently working on the completion of data input and building of database from fieldwork. They will continue with the analysis of data in light of defined intent of baseline survey and study.

3.3.3 Socio-Economic Impact Study

For the socio-economic impact study of REDP, the focus for project year #4 will be in three areas: 1) Monitoring the completion of the baseline survey and submittal of the survey report and the dissemination of relevant information by HDRC regarding the final Baseline Report through a presentation containing highlights of the findings to the REDP stakeholders; 2) Monitoring the completion of a “special report” for Brahmanbaria PBS (Brahmanbaria PBS is one of the “poverty-thrust” PBSs where the “microfinance” component under REDP had been introduced as a pilot project.) This “special report” will be critical to determining the success of the “microfinance” component of REDP; and, 3) monitoring the completion of an ‘mid-term review’ of the progress of the program in terms of its objective on prompting socio-economic impacts on targeted groups of beneficiaries.

Complete Baseline Study

The work associated with this particular subtask will include monitoring the work of HDRC on behalf of all stakeholders (DFID, USAID, REB and PBSs) and providing the necessary oversight and input related to the following:

- a. Completion of all field work related to the data collection including the quality control mechanisms that will ensure the validity of the data collected.
- b. Preparation of customized software for the development of the database and for the use in the data analysis.
- c. Completion of data input and building of database from fieldwork
- d. Analysis of data in light of defined intent of baseline survey and study.
- e. Preparation of the Baseline Report (that will be reviewed by REDP partners) that will explain the baseline situation of the REDP and establish a basis for the post study.
- f. Dissemination of the relevant information regarding the final Baseline Report through a presentation containing the highlights of the findings to the REDP stakeholders and in a brief report made available to the stakeholders.

Conduct of Mid-term Review of REDP from Socio-Economic Perspective

The project management within DFID is required to take corrective actions, during implementation of a project, if necessary. Therefore, an interim survey will be undertaken to better understand whether the project implementation process is on the track toward reaching the optimum intended objectives in the scheduled time-frame or, is moving slower than expectation or, if it has deviated. The purpose of the interim survey is to identify both negative and positive factors, as well as any missing elements which could influence both the implementation and impact of the project. Corrective actions may be required to resolve the negative and retarding factors, and to enhance the existing positive factors. This will include information related to the PKSf micro financing component as well.

For this particular sub-task, the work will include monitoring the work of HDRC on behalf of all stakeholders (DFID, USAID, REB and PBSs) and providing the necessary oversight and input related to the following:

- a. Review and input to the data collection instruments; the main purpose of this task will be to crosscheck if the data collection instruments are appropriate to capture progress of the project in terms of whether the present implementation strategy will meet the established project objectives as reconfirmed during the work related to baseline.
- b. Assessment of the progress of the project as per item "a" above.
- c. Presentation of the findings is of the interim review with participation of the related officials of REB, PBS, PKSf and its participating NGOs, DFID, USAID and NRECA.

3.3.4 Socio Economic Impact Schedule March 2009 to February 2010

Socio-Economic													
REDP Task - C		Month											
Activity	March	April	May	June	July	August	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	
Baseline Survey													
Monitor Data Analysis	█	█											
Monitor Development of Baseline Rpt.	█	█	█	█	█	█							
Baseline Report Delivery					█	█							
B-baria Microcredit Baseline Survey						█	█	█	█				
Annual Monitoring Review													
Monitor Prep. & Methodology								█	█	█			
Monitor Field Survey & Data Collection										█	█	█	
Report Prep. And Presentation											█	█	