

Appendix 3

Project Completion Report

Technical Cooperation Project
for
Power Sector
of
The People's Republic of Bangladesh

Project Completion Report

March, 2005

Tokyo Electric Power Company

for

Japan International Cooperation Agency
(JICA)

Technical Cooperation Project for Power Sector of Bangladesh

Project Completion Report

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CHAPTER 1 Overview of the Power Sector in Bangladesh and Overseas Assistance

1.1 Overview of the Power Sector

The reform of the power sector is gradually underway in Bangladesh. Figure 1-1 describes the current industry structure (as of Dec. 2004).

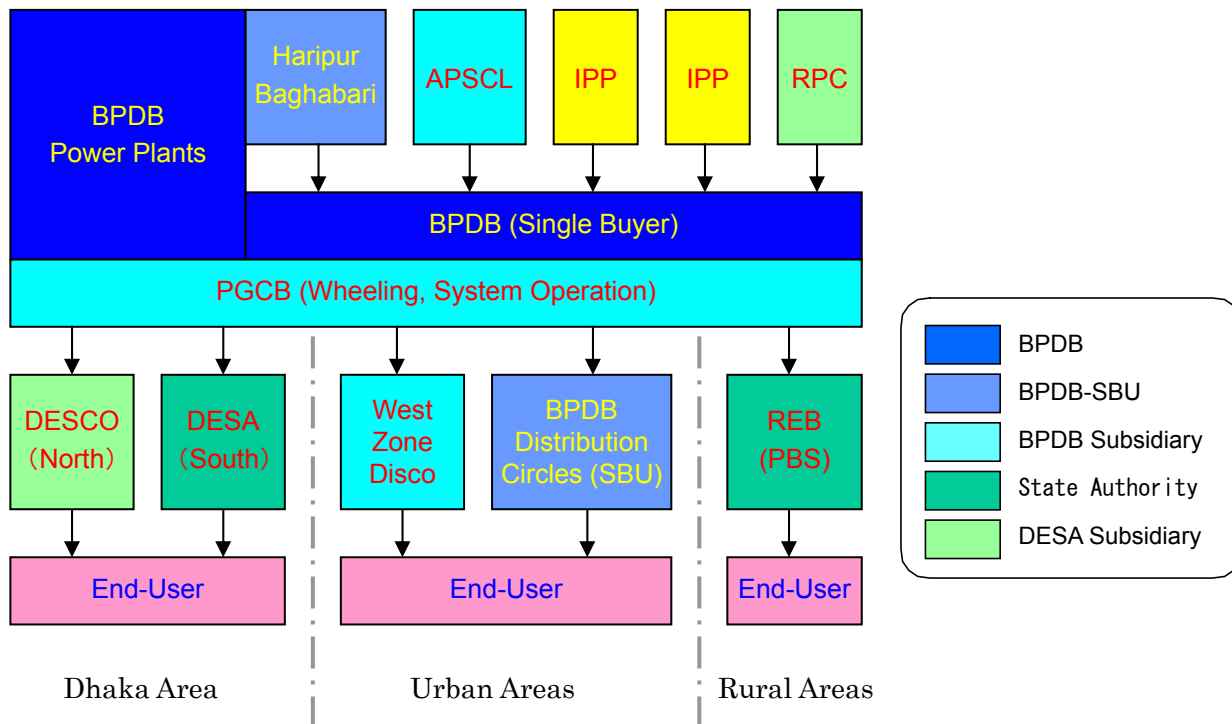


Figure 1-1 Current Industry Structure, Power Sector in Bangladesh

In 1972, one year after the independence of Bangladesh, Bangladesh Power Development Board (BPDB hereafter) was established and has been engaged in planning, developing, operating and maintaining the nation-wide power generation, transmission and distribution facilities.

As figure 1-1 shows however, BPDB is now segregated into smaller companies based on function (Generation, Transmission and Distribution) and regional characteristics. The current reform situation is described as follows.

(a) Power Generation

Ashuganji Power Plant, the second largest power station in Bangladesh, has become the Ashuganji Power Station Company Ltd (APSCl). Although a subsidiary of BPDB (Bangladesh Power Development Board), APSCl has been gradually authorized with the transfer of assets and financial resources.

Hariapur Power Station and Baghabari Power Station have become SBU (Strategic Business Unit) within the legal jurisdiction of BPDB.

IPPs (Independent Power Producers) are independent private entities, which sell all of their generated electricity to BPDB under the power purchase agreement contract (i.e. they cannot directly sell electricity to end users).

(b) Transmission

PGCB is a state owned independent company, established under the Corporation Act. All transmission network assets of 66kV and above have already been transferred from BPDB and DESA (Dhaka Electricity Supply Authority).

The business scope of BPDB covers the O&M, system operation, and planning and designing of transmission network expansion (i.e., PGCB does not invest/construct the network). The main revenue source of PGCB comes from a wheeling charge to distribution entities (i.e., PGCB does not directly transact with power producers).

(c) Distribution

Dhaka Area

DESA, one of the state authorities, and DESCO, a subsidiary company of DESA, cover the South region and the North region of Dhaka City respectively. Like PGCB, DESCO has been established under the Corporation Act.

Both entities purchase electricity from PGCB and sell it to consumers, while paying electricity bill and wheeling charge to BPDB and PGCB respectively.

Urban Area (except Dhaka)

In the West zone urban area (e.g., Khulna and Barisal), West Zone Distribution Company (WZDC) is a subsidiary of BPDB. Currently, the distribution division of BPDB covers other regions. In order to improve the operational performance, the division is split into 22 regional circles, which are planned to be transformed into SBUs under TPA (Target Performance Agreement), and latter to be corporatized like WZDC.

As of Dec.2004, 12 circles have become SBU, and the South zone circle is planned to become a subsidiary company.

Rural Area

REB (Rural Electrification Board) and regional PBSs (Palli Bidyut Samity) are in charge of rural electrification. 15-20 PBSs among 67 in total are performing with positive profit, and the number of sound PBSs is expected to grow. REB adjusts its lending conditions in accordance with the financial condition of each PBS so as to support financially weak entities.

(d) Bangladesh Energy Regulatory Commission (BERC)

In 2003, the Energy Regulatory Commission Act was enacted, and BERC was established. BERC is in charge of tariff regulation on electricity, natural gas and petroleum. BERC set the price cap, and entities will propose their tariff to seek approval from it.

The members of BERC will consist of a Chairman (1) and members (4). The fact that only two members are posted may indicate that some time may be needed before BERC will function in due ways.

1.2 Overseas Assistance

(1) ODA from Japanese Government

Japan is one of the first countries that endorsed the declaration of independence, and has been the largest fund provider for power development in Bangladesh. The accumulated assistance from 1973 to 2002 has reached US\$ 503 million for the development loan and US\$ 50 million for grant, an amount that is the largest in bilateral development assistance, and in scale with loans from the World Bank (WB) and ADB.

Japanese ODA has financed for all of generation, transmission, distribution and rural electrification. Among them, Japanese ODA has shown a significant contribution to building generation capacity by developing, renovating or expanding 8 power stations.

Table 1-1 shows the list of power systems development projects funded by Japanese grant and soft loans.

Table 1-1 Power Systems Development Projects funded by Japanese ODA

Sub Sector	Project Name	Year*	Project Cost (million JPY)**	Executing Agency
Generation	(Soft Loan)			
	POWER GENERATING BARGE PROJECT	1979	3540	BPDB
	PLANT	1983	14930 ***	BPDB
	PROJECT	1984	6050	BPDB
	GAS TURBINE POWER PLANT			
	CONSTRUCTION: Haripur PP	1985	7510	BPDB
	SYLHET COMBINED CYCLE POWER			
	PLANT CONSTRUCTION	1987	8170	BPDB
Transmission	(Soft Loan)			
	GOALPARA-BARISAL TRANSMISSION	1977	2554	BPDB
	BHERAMARA-FARIDPUR-BARISAL			
	TRANSMISSION LINE	1980	3100	BPDB
Distribution	(Soft Loan)			
	AREA COVERAGE RURAL			
	ELECTRIFICATION (PHASE IV-C)	1995	5442	REB
	POWER DISTRIBUTION AND EFFICIENCY			
	ENHANCEMENT	1999	4376	REB
RURAL ELECTRIFICATION (PHASE V-B)	2001	1460	REB	
(Donation)				
DISTRIBUTION NETWORK				
CONSTRUCTION (Northwest region)	n.a.	n.a.	BPDB	

*)Year of Approval

**) Yen Loan Portion (excl. taka portion)

***) Sum of E/S (1981),Phase (I)(1983), and Phase(II) (1984)

****) Rehabilitation was completed and Expansion (to CC) has been canceled (Amount shows total cost

Despite domestic and international efforts, the household electrification rate remains among the lowest in the world at 31%, and the available supply per household has also stayed at a low level; furthermore, the supply quality is unstable.

Due to excessive depreciation under poor maintenance, the average available capacity of power plants operated by BPDB stays as low as 43% of designed capacity. Moreover, low voltage transmission system and depleted transmission/distribution facilities as well as power stealing lead to an egregiously high system loss of 28.4% with the loss of 20.7% in distribution.

These issues have now threatened the sustainability of Japanese ODA projects, a fact that has turned around the assistant policy. Now, Japanese government thinks that although it will continue to support 'hardware' development such as

power plants and networks, it becomes very important that by integrating the 'hard' and 'soft' assistants ODA should secure the synergistic effect and sustainability.

In 1999, based on the above policy change, Japanese government started the soft assistance program in 1999 as described in Figure 1-2. And this technical cooperation project constitutes a part of this program.

As the assistance for BPDB to proact toward the power sector reform in Bangladesh, this soft assistant program, through technical cooperation by JICA and special assistance projects by JBIC, aims at empowering management capability and accordingly improving financial status. The assistance consists of the technology transfer of managerial expertise to BPDB based on the Japanese experience.

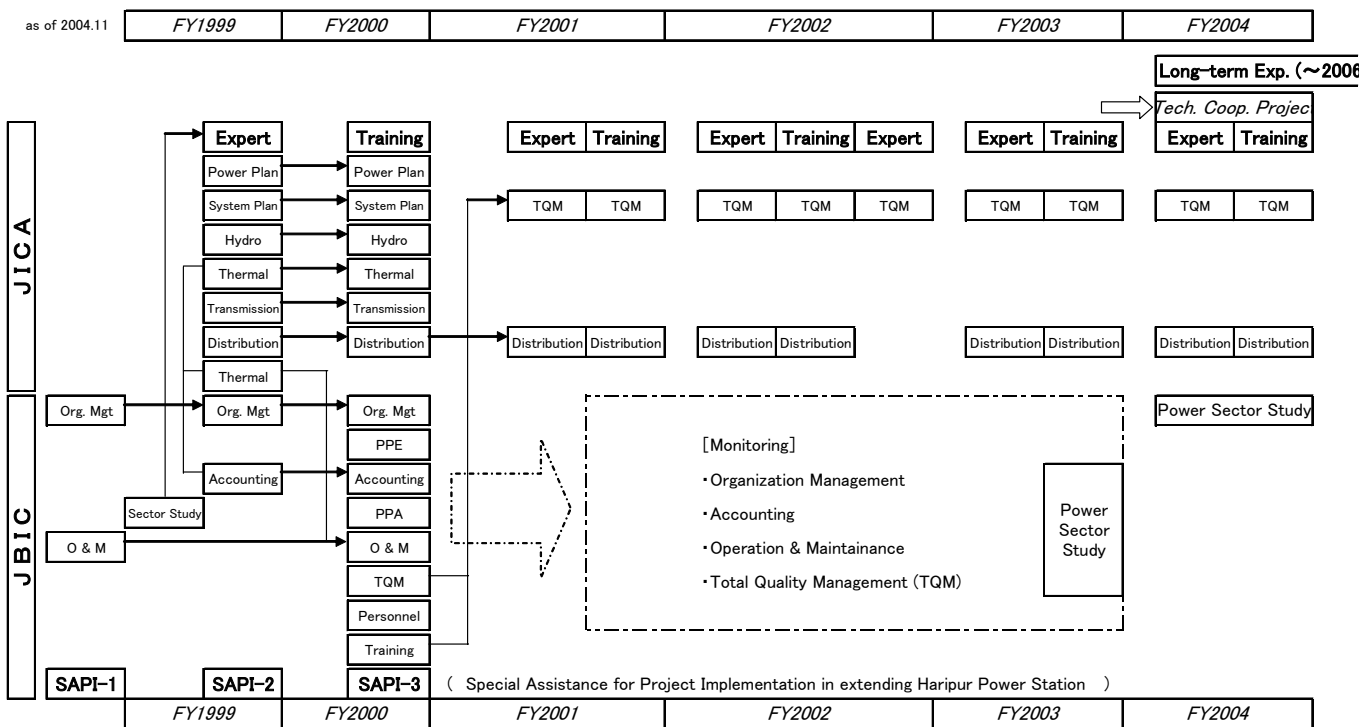


Figure 1-2 Soft Assistant Program in Bangladeshi Power Sector

(2) Assistance from other developing partners

Table 1-2 shows the overall overseas assistance to the Bangladesh Power Sector.

Table 1-2 Assistance to Power Sector by major development agencies (1973-2002)

(\$Million)			
Source	Loan	Grant	Total
Multilateral			
ADB	1,052	12	1,064
World Bank	685	0	685
Nordic Development Fund	10	0	0
Subtotal	1,747	12	1,759
Bilateral			
France	145	0	145
Germany	196	0	196
Islamic Development Bank	29	0	29
Japan	503	50	553
KFAED/Kuwait	164	58	222
OPEC	57	0	57
People's Republic of China	166	357	523
Russian Federation	393	18	411
SFD/Saudi Arabia	13	11	24
United Kingdom	135	0	135
US/USAID	46	0	46
Subtotal	1,847	494	2,341
Total	3,594	506	4,100

ADB = Asian Development Bank, KFAED = Kuwait Fund for Arab and Economic Development, OPEC = Organization of Petroleum Exporting Countries, SFD = The Saudi Fund for Development, USAID = United States Agency for International Development.

Source: ADB files.

Source: ADB (2003)

As the table shows, ADB is the largest donor to the Bangladesh Power Sector, and the assistance provided by ADB is listed in table 1-3. As shown in the table 1-3, ADB has suspended the assistance to BPDB since 1990s while promoting corporatization of power generation and distribution companies. ADB focuses on the investment support for the segregated companies by its initiative.

Like ADB, WB stands for the privatization of the power sector. In the progress of the sector reform, WB has never provided financial assistance to BPDB and had concentrated on rural electrification and private investment (e.g., IPP) until recently. Since 2004 however, WB has collaborated with ADB to promote corporatization of BPDB, accompanying hard investment assistance. In Dec. 2004, WB has plans to assist corporatization of South zone distribution division and a part of Shidhirgangi Power Plant.

Table 1-3 Assistant Projects funded by ADB

Loan No. (\$ million)	Amount	Date of		Name of Project
		Approval		
141-BAN(SF)	9.25	17 Oct 1973		West Zone Power
142-BAN	1.20	18 Oct 1973		West Zone Power
212-BAN(SF)	4.55	19 Dec 1974		West Zone Power - Supplementary
325-BAN(SF)	27.75	09 Dec 1977		Chittagong Power
523-BAN(SF)	26.50	22 Sept 1981		Power System Rehabilitation and Expansion
587-BAN(SF)	35.00	21 Oct 1982		Ashuganj Project
636-BAN(SF)	82.00	13 Sept 1983		Power Transmission and Distribution
683-BAN(SF)	120.00	14 Jun 1984		Sixth Power (Sector Loan)
751-BAN(SF)	40.50	31 Oct 1985		Seventh Power
963-BAN(SF)	165.00	11 Jul 1989		Eighth Power
1356-BAN(SF)	50.00	30 May 1995		Rural Electrification
1505-BAN(SF)	134.40	18 Dec 1996		Ninth Power
1730-BAN(SF)	75.00	21 Dec 1999		Dhaka Power System Upgrade
1731-BAN	82.00	21 Dec 1999		Dhaka Power System Upgrade
1884-BAN(SF)	60.20	17 Dec 2001		West Zone Power System Development
1885-BAN	138.70	17 Dec 2001		West Zone Power System Development
Total	1,052.05			
TA No. (\$ '000)				
095-BAN	250	17 Oct 1973		Management and Accounting Reforms Study
111-BAN	50	09 May 1974		Energy Survey Inception Study
130-BAN	1,250	31 Oct 1974		Bangladesh Energy Study
218-BAN	250	09 Dec 1977		Power System Rehabilitation and Expansion Study
456-BAN	2,100	15 Apr 1982		Energy Planning
460-BAN	50	07 Jun 1982		Power Transmission and Distribution
487-BAN	650	21 Oct 1982		Power System Master Plan
672-BAN	75	15 Feb 1985		Seventh Power
714-BAN	1,355	31 Oct 1985		East Zone Thermal Power Project
1743-BAN	90	18 Aug 1992		Review and Electricity Legislation and Regulations
1962-BAN	600	11 Oct 1993		Preparation of Power System Master Plan
2004-BAN	1,000	26 Nov 1993		Financial Management Upgrade of BPDB and DESA
2338-BAN	211	30 May 1995		Solicitation for Private Sector Implementation of the Meghnaghat Power
2715-BAN	175	19 Dec 1996		Valuation of Assets of DESC
3129-BAN	900	16 Dec 1998		Support to the Energy Regulatory Authority
3244-BAN	90	20 Aug 1999		Capacity Building - Dhaka Electric Supply Authority Co., Ltd.
3343-BAN	1,000	17 Dec 1999		Corporatization of the Ashuganj Power Station Corporatization of the West Zone Distribution Operations of the Bangladesh Power Development Board
3801-BAN	900	17 Dec 2001		
3978-BAN	850	07 Nov 2002		Corporatization of the Dhaka Electric Supply Authority
Total	11,846			

Source: ADB files.

CHAPTER 2 The Brief Evaluation of Assistance Program for TQM and Distribution O&M

This chapter reviews the results of the technical assistance program since 2001.

2.1 Method

The following analyses are made in order to evaluate the program performance since 2001, which is aiming at improving the management quality of BPDB.

- Overall evaluation based on the project reports since 1999.
- Analysis on the questionnaire survey to trainees of in-Japan training since 2001, and discussion with counter-part.

2.2 Overall Evaluation based on the project reports

Here, the following issues are discussed based on the reports (1999-2004: this project).

- Contents of the assistance (input and method)
- Results: Effectiveness to achieve the initial objective and identification of future issues

2.2.1 Contents of the assistance

This technical cooperation project, as a part of soft assistance program to the power sector, has dispatched short-term experts and implemented training programs in Japan since 1999 (See Figure 1-2). In 1999, JICA surveyed the overall (i.e., six fields) technical situation of power sector and decided the important fields that required intensive soft assistance. Meanwhile, from 1999 to 2000 JBIC provided three special assistance services for Haripur Power Station, and JICA also cooperated on this project by dispatching short-term experts.

Based on the results of these integrated projects BPDB decided to spread the managerial lessons in Haripur Power Plant (i.e., TQM system under SBU) into the other power plants and distribution division. JICA also agreed to assist with this decision, and since 2001, it has dispatched short-term experts on TQM and distribution maintenance (as the intensive assistance fields) and held training programs, which have been associated with the results of technology transfer by experts. Since 2003, JICA has dispatched long-term experts in power sector policy to MEMR and BPDB. Integrated assistance by long-term experts and short-term projects is expected to bring sustained effect on management improvement.

(1) Input

The input of short-term experts from 2001 to 2004 is 5MM for TQM and 4MM for Distribution O&M. Training courses for both areas are held for four (4) times with the duration of one month. As a result, the total number of trainees has reached 40 (20 for each area)—32 from BPDB (TQM 17/ Dist. 15), 3 from DESA (Dist.), 1 from WZDC (Dist.), 2 from PGCB (TQM), and 2 from MPEMR (TQM).

The experts are selected mainly from Japanese power utility companies and own high-level expertise backed by an ample experience. For the distribution O&M however, the fact that experts of 2001-2004 came from different companies in Japan may reduce the efficiency in information sharing among them. Indeed, three experts in 2001-2003 had repeated the technical situational study and spent a little time to find an adequate technology transfer focus.

The distribution expert in 2004 has an experience as a TQM expert in 2002. In addition, the assistance scheme changed in 2004 from expert dispatch to technical assistance project, which requires intensive preparation beforehand. These facts may help him to identify clear study focus in the early stage of the field survey.

TQM is considered to bring more considerable technical transfer than Distribution O&M. This fact may be brought not only because experts were dispatched from the same company in Japan and could enjoy smooth information sharing, but also because experts had a clear organization target for technical transfer, the TQM Promotion Office.

(2) Method

The main method for technical transfer is on-site instruction. Targeting the TQM Promotion Office and its surrounding organizations, TQM experts have focused on establishing an effective and efficient TQM promotion system. Targeting field offices mainly, Distribution experts have made technical and managerial suggestions to reduce the system loss and forced outage. Toward the end of dispatch, each expert held a seminar to share the results of technical transfer and future issues. In each seminar, counterparts are encouraged to participate (i.e., make presentation on their activities) in order to encourage the ownership of the Bangladesh side.

In the expert instruction however, it is also witnessed that since in 2002 and 2003 TQM and Distribution experts were dispatched in different periods,

cooperation and knowledge transfer between two experts could not effectively realize. For example, despite the fact that Distribution experts pointed out the importance of TQM activities in distribution offices, the shortage of collaboration of two experts may weaken the practical assistance to actualize the TQM practice in distribution offices.

In 2004 however, the revision the assistance scheme helped both experts for the smooth communication and sharing of key issues to tackle for both areas (i.e., TQM and Distribution). For example, two experts jointly visited field offices and made suggestions to improve the operation performance from views of both TQM and techniques.

The training program in Japan was formulated to complement the technical transfer of experts and thus, reflects the recommendations of experts. The evaluation from trainees is fairly satisfactory, and trainees' evaluations were used to improve and revise the training program for the next year.

2.2.2 Outcome

As results of inputs and activities described in 2.2.1, BPDB established the TQM Promotion Office in Aug. 2002 and the Steering Committee (top management) in Nov. 2002, both of which are engaged in promoting and developing TQM program BPDB. In addition, in Mar. 2003 trainees of TQM training program in Japan were organized into the Task Team, which helps above organizations promote training and enlightenment activities.

In the distribution maintenance, several site distribution offices including Mymensingh have started first-step QC activities. Some offices also become aware of the importance of preventive maintenance and implement it. Furthermore, BPDB is considering the revision of the existing performance evaluation system so that this new level of maintenance is promoted.

While BPDB has shown significant improvement, some concerns to lessen the sustainability have been witnessed in both fields. First, although organizational foundation has become established to promote TQM, the speed of company-wide promotion is slower than expected (i.e., that of Japanese experience). Furthermore, the quality of activities in different offices shows a big difference by sites. As possible solutions for these phenomena, securing necessary budget and commitment from top management as well as further improving the current training and other

systems have been left as important issues. BPDB and other related organizations are strongly encouraged to implement a series of recommendations listed in section 3.1.

In distribution maintenance, although primary preventive maintenance activities have been launched, they are implemented in a limited number of site offices. The institutional and structural foundations are still weak to sustain and develop the preventive maintenance, and the attitude refurbishment (e.g., being keen with respect to costs and benefits for their business) is still in developing. In order to resolve these issues, BPDB should contemplate methods to expand the small-scale success and standardize it as a role model. As discussed in the Final Report, BPDB should take steps to improve data and information management system and business operational and decision-making systems.

2.3 Questionnaire Survey

2.3.1 Survey Overview

The outline of the questionnaire survey is described as follows:

- Target Segment: All trainees in Japan since 2001 until 2003 (program: TQM and Distribution O&M)—Number distributed: 30 (26 from BPDB, 3 DESA and 1 MPEMR)
- Objective: Survey of the practice situation of acquired knowledge into site management; Understand the problems and barriers for implementation
- Type of Questionnaire: Open description (ask non-numerical evaluation and opinion on questions)
- Schedule: With the cooperation of the counterpart (the Office), distributed in the week of Nov.19, initial deadline on Dec.10.
- Appendix shows the reply to questionnaire.

It was found that four out of 26 trainees from BPDB have been dispatched out of Bangladesh and that the officer from MPMER has been transferred to another ministry. Accordingly, the questionnaire was distributed to 25 persons.

After several reminders, 14 answers have been collected (56% reply). All are from BPDB (no reply from DESA).

2.3.2 Survey Results

Table 2-1 shows the result highlights by clarifying the participants' answers. The discussions will follow regarding each issue that may relate to the effectiveness of technical transfer in applying acquired knowledge into practice. Discussions and clarification reflect the experts' observations and discussion during the period of site activities.

Table 2-1 Summaries of Question and Reply

Questions and Answer (Categorized)	Total Reply	TQM	Distribution
		10	4
Current Job			
Cohesively Related 1)		3	3
Directly Related 2)		4	1
Indirectly Related 3)		3	
Weakly Related			
Technical Transfer Activities			
Positive involvement beyond her/his business scope 4)		3	1
Positive involvement within her/his business scope 5)		2	2
Limited Involvement 6)		5	1
Reluctant to transfer			
Results of Technical Transfer			
Problem Solving Activities with tangible effect		3	1
Initial level activities (e.g., 5S)		5	2
Initial Education Stage		2	
Little Progress due to some barrier			1
Change in Operation System and/or Culture in Offices 7)			
Substantial change in management method 8)		1	1
Change in employee morale		2	2
Initial Education Stage		2	
Limited/little Change in culture/attitude		1	1
Obstacles against Technical Transfer 9)			
Structural Barrier 10)		3	
Lack/Weak involvement of top management		6	2
Shortage of training opportunity for employees		3	3
Other 11)		1	1
No answer		2	

Note:

- 1) TQM: TQM Promotion Office / Distribution: Distribution O&M field offices
- 2) TQM: Task Team member or Trainer / Distribution: Distribution Construction offices
- 3) TQM: Facilitator of QC circles in site offices
- 4) Problem solving by collaborating with other offices / Positive involvement to inter-organizational promotion
- 5) Can find original ideas and trials to promote technical transfer, considering unique situation of her/his office
- 6) Involve technical transfer, only following the instruction of TQM Office
- 7) The number of offices: TQM 6 / Distribution 4
- 8) Speed-up in decision making; Revision of management process or manuals
- 9) The number reflects plural reply
- 10) Political intervention; Problem of decision making process within BPDB; Political intervention to personnel
- 11) Shortage of support from Promotion Office

(1) Current Job

All who replied to the questionnaire are engaged in a task to which transferred technology can be applied. Those who did not reply however, include those who cannot physically contribute to BPDB (i.e., foreign workers) and those who are transferred to unrelated organization (participant from MPEMR).

The effective placement of trainees in the organization is a fundamental condition for technical transfer. In BPDB, the organizing the trainees into Task teams and the appointing exemplary personnel to the Promotion Office are good strategies for effective personnel management. However, it is also true that BPDB's personnel system is so rigid that all promotions are decided by seniority, a fact that indicates the difficulty of putting the right person in the right place.

(2) Technical Transfer Activities

30-40% of training participants are judged to be positively involved in the technical transfer. For who show positive attitude, it is judged that their current tasks and responsibilities in the organization may drive the aggressive technical transfer. For example, trainees who were appointed to the TQM Promotion Office, and who are responsible to reduce the network loss are required to involve other workers into TQM activities in order to fulfill their responsibilities.

Reasons that limit the effective technical transfer may include the following: 1) Shortage of cooperation and understanding may hinder the organizational support and drive; 2) Ossification of reactive attitude whereby trainees merely wait for instruction; and 3) Individual character traits that prevent sharing of acquired knowledge.

(3) Results of Technical Transfer

Some trainees have tried applying acquired knowledge into good-level problem solving activities. For example, TQM Promotion Office tried involving as many stakeholders as possible to set up the TQM promotion/ training system. In Mymensingh also, participants set up the system where daily O&M is routinely executed like tree trimming and load balancing.

On the other hand, most participants stay at a limited activity level. Consider that participants well understand the importance and methodology to reinvent the management procedure and problem solving; this fact may indicate, other than personal limitation and motivation, that the advanced level of assistance may be

necessary to actualize the transferred technology into real benefit in field management.

(4) Change in Operation System and/or Culture of the Office

In TQM Promotion Office and Bogora Distribution Circle, strong leadership by top management (i.e., Member Admin, and Chief Engineer) may allow the practical (not legitimate) authority delegation in decision-making to on-site management. In Mymensingh, apparent improvement in employees' morale can be found.

For offices whose culture has not improved, the negative influence of executive staff was witnessed.

(5) Obstacles to Promoting the Technical Transfer

The questionnaire survey indicates the lack of or otherwise weak involvement of top management and the shortage of training opportunities for employees are main obstacles. Although some obstacles can be overcome by the participants' effort (e.g., giving training to his staff is trainee's responsibility), the needs are high to involve top management into policy management and to improve training facilities.

2.4 Interviews

During the study period, experts have discussed with most of the stakeholders of for TQM promotion; that is, —top management, the Office, Task Team members, ACEs, former trainees in Japan, and employees of site offices. In these opportunities, experts have recognized the results and possible problems of the program, and barriers to practice it in BPDB. Findings are discussed in the Final Report (Chapter 2) and section 2.3 above.

CHAPTER 3 Future Issues and Direction of TQM in Power Sector

In this chapter, future issue and direction to promote TQM in Power Sector are discussed. The role of development agencies is also suggested to achieve further promotion. In the discussion below, the number sited in parentheses indicates the section of the Final Report.

3.1 Revision of the Action Plan –Action taken by BPDB

As results of a series of analyses here above, the current action plan should be revised as follows.

- (1) Incremental changes of the current system—already revised; in charge of the Office
 - Revise the existing training (4.2.1(1), 4.2.3(1))
 - Plan to establish the new training program targeting the top management (4.2.3(2))
 - Revise the ACE Meeting (4.2.1(2))
 - Revise the operational rule of Task Team meetings (4.2.1(2))
 - Issue the Question and Answer handbook for problem solving activities (4.2.4(1))
 - Issue the Annual Promotion Activity Report (4.2.4(2))
- (2) Changes of the current system, requiring the coordination with several organizations —not yet revised; in charge of appropriate organization(s) after coordination
 - Draft the guidelines to establish/revise/abolish training programs (4.2.3(2))
 - Restructure the overall training programs (4.2.3(2))
 - Promote SBU/ Corporatization in BPDB (4.2.5(2))
- (3) Change in management systems—not yet revised; in charge of the top management
 - Reinvent the performance evaluation and promotion system for management (4.2.2(2))
 - Restructure the reward system (4.2.4(1))
 - Establish the management auditing system/ organization (4.2.4(2))
 - Establish management quality/process evaluation method, considering the usage of the third party experts (4.2.5(2))

- Establish the rule and scheme of the management quality improvement fund (4.2.5(2))
- Reengineer the business planning and budgeting system; restructure the finance division to meet the role in the corporate finance (4.2.5(2))
- Start discussion with the ministry for diverse financing (4.2.5(2))

3.2 Future Issue—Clarification of the TQM Promotion Organizational Structure and Process

The management empowerment program based on TQM should find a way to realize the synergy with the on-going Power Sector Reform in Bangladesh. When continuing the assistance program accordingly, it is important to find an appropriate counterpart and way of assisting it, considering the direction of the Reform.

As a result of Power Sector Reform, BPDB will be transformed into a shareholding company that owns power generation companies. No clear picture has been found regarding the functions and responsibility or authority of the shareholding company, and accordingly, no decision is made regarding the future TQM promotion structure and the position of the Office in BPDB.

BPDB should start discussing with stakeholders, including WB, ADB and others, regarding the future function of BPDB and position of TQM promotion.

3.2.1 Alternative of Functions of the BPDB shareholding company

The alternatives listed below are the possible management mechanisms taken by the BPDB to control segregated generation/ distribution companies.

- Capital Relation Only: Conduct accounting aggregation function only—limited management control by dispatching board members
- Result Control: Set the performance target (e.g., system loss, profitability) and make companies accountable for results. Allow companies' discretion to decide the process and internal control system to reach the results.
- Process Control: Not only monitor the results but also control the process to reach them. Conduct management auditing to assess the qualities of management flow (based on TQM mechanism) and internal control systems.
- Personal Control: Not only result and process, but also control by personnel decision making.

In the above list, segregated companies are most independent from the BPDB in the ‘Capital Relation’, and most strictly controlled in the ‘Personal Control’ mode.

When deciding the governance mode by BPDB from the above alternative, BPDB should examine the past corporatization examples (e.g., PGCB, WZPDC, DESA-DESCO) and discuss with stakeholders.

3.2.2 Possible TQM Promotion Mode after the Sector Reform

The following list is the required functions to promote process reinvention by TQM.

- Promotion and Support function
- Training function
- Planning function: Decide the target and plan for process innovation
- Management Auditing function: audit the management flow and internal control systems

Concretely, BPDB may consider the effective functioning of above items under the organizational alternatives of— a) decentralized organization set in each segregated companies; b) centralized organization in the shareholding company; and c) newly established organization, which provides related services to each company (here, the Office is transferred to new organization).

Table 3-1 suggests a possible relation between governance mode and TQM functions, focusing on the possible role of BPDB share-holding company.

Table3-1 The role of BPDB SH company in TQM Promotion

	Promotion, Support	Training	Planning	Auditing
Capital Relation	△	△	×	×
Result Control	○	△	×	×
Process Control	◎	○	○	◎
Personal Control	◎	◎	○	◎

- ◎ : BPDB SH should be in charge
- : BPDB SH should involve positively
- △ : BPDB SH can involve, but other possibilities are plausible
- × : BPDB SH should not involve in segregated companies independent management

3.2.3 Implications to Assistance Programs

Analysis above may suggest the following directions of assistance methods.

- Advanced TQM promotion to seek tangible benefit can be realized, though to some extent, by empowering the 'Promotion and Support' and 'Training' functions. According to the table3-1, these functions can sustain whatever the future organizational structure. Thus, assistance toward these functions can be promoted without considering the future Power Sector Reform.
- Training and Information support functions have a great range of economy of scale. Thus, the organization should be large enough to be efficient. However, it does not necessarily indicate the BPDB as the organization, it is possible that the training division will be segregated from BPDB as an independent institution that offer TQM related services and earn revenue for it.
- Planning and auditing functions are deeply related with the management and governance mechanisms. Thus, these functions should be systematized in accordance with the future direction of the sector structure. At the first stage, assistance may not address the structure and focus on capacity building of management.
- When seeking the tangible benefit, assistance should focus on several offices/ companies. When deciding the sites, the commitment of top management and appropriate system to encourage the process innovation should be thoroughly examined. Meanwhile, the methods should be examined to secure the feedback to other offices and to make use of existing promotion staff.

3.3 Role of Development Agencies

Development agencies may assist Power Sector as follows:

- Assist BPDB to persuade authorities about the importance of the TQM to improve the Sector performance. Development partners may help BPDB to intervene in the decision-making on important personnel (4.2.2(1)).
- Assist BPDB to strengthen the TQM activities to seek tangible benefit and to establish a monitoring and evaluation system.

- Development Agencies may dispatch experts who will support on-site and specific problem solving activities.
- Development Agencies may advise management auditing organization to strengthen their management quality control capability (4.2.4(2), 4.2.5(2)) .
- Development Agencies may monitor the decision making process by top management and advise for improvement (4.2.5(2)) .
- Assist BPDB to improve Policy Management capability by top management. If BPDB requests the following cooperation, Development Agencies may consider the feasibility of them:
 - Training Programs for Top Management (Domestic support and training in Japan) (4.2.2(2), 4.2.3(2))
 - Diversification of Financing Sources—to persuade stakeholders including ministries (4.2.5(2))
- Facilitate discussion regarding the future functions of BPDB

Appendix

Questionnaire Survey (Answers)

Mr. Md. Abdul Majid
(TQM)

Questionnaire for Project Review & Evaluation: Overall evaluation of technical transfer effect (2001-2004)

1. Relation between current job and transferred techniques

Q1.1: Describe your current job and your responsibilities. How does your job relate to transferred technologies in JICA projects (i.e., TQM or Distribution)?

I am work as Assistant Chief Engineer, Generation. My main responsibility is to assist Chief Engineer Generation to perform his responsibility. As many as 11 power stations is under our control. Panchugony Power station is under our office which is also under TQM. So, from our office we advise them, co-operate them, to practice TQM in their office.

Q1.2: Describe concrete job examples where you applied transferred technologies.

[Please fill out concrete example in you job]

As a Task Team Member as I advise the Q.C circle Member of system planning Directorate how to present papers, how to select the 1st problem to solve, to go for the presentation in the annual Q.C circle competition.

Q1.3: How do you share your acquired knowledge with others? Please give concrete examples

[Please describe your concrete activities on the job and of the job]

As a Task Team Member I am responsible to look after some Directorate, so every month I try to visit them and sit for meeting and discussion. During discussion we share our knowledge to the different Q.C Circle members of different office. I also participate in the Task Team meeting & Asst. Chief Engineer's meeting for TQM.

2. Progress of management improvement

2.1 QC Activities

Q2.1.1: Describe the QC activities at your office: What activities are underway/ How many circles are there / How many problems have been solved/ How many persons (out of how many total personnel) participate in activities?

Chief Engineer. Generation Office is not under TQM Program

Q2.1.2: Describe concrete procedure to install QC the program in your office. What supports did you receive from promotion office/ steering committee? What supports do you need now? Is there any feedback to training program in Japan?

Q2.1.3: Quality of QC activities

- ① Provide good examples of QC report—*Please attach the report*
- ② Describe the actual process of this QC activity. How do you identify issues? How were teams formed to tackle the identified issues?

2.2 Effect on daily operation and management

Q2.2.1: Describe any change in organization management. Do you establish any system that allows normal workers to participate in managerial decision-making? Do you have some change in authority delegation?

[Please describe concrete example with identified effects]

Q2.2.2: Describe any improvement in communication. Do you start any new meetings?

[Please describe concrete example with identified effects]

2.3 Effect on attitude

Q2.3.1: Describe any change of your attitude toward your colleagues and subordinates. Now, how do you communicate with them?

[Please describe concrete situation and your attitude]

Q2.3.2: Describe concrete examples where you cooperate with other office/ other divisions to execute tasks.

3. Management system

Q3.1: Describe any change in management system. Do you have any change in:

- ◇ Budget planning
- ◇ Performance evaluation and incentive/reward system
- ◇ Do SBU/PTA systems bring any tangible differences in your office?

[Please describe concrete change and its effects: any attachment is welcome]

Q3.2: What do you think the problems to in order to further develop TQM program?

[Please describe concrete examples to explain problems. Please describe any suggestion that you think beneficial]

The Top Management of BADD & the officials of Power Divisions need TQM Training.

4. Your Profile

- Career record (since employment)
- Academic Record

1. A.E - Design - D - 1984
2. A.E TPD - 1 - 1985
3. A.E - AGS, DIV-1 - 1986
4. Deputed to Power Division - 1988 - 2002
5. SDB, Program - 2000 - 2001
6. SDB, Training - 2002 - 2003
7. XEN. P.A.P - 2003
8. XEN. Asst. C.E, Gen - 2003 - 2004

B.Sc. Engineering
Electrical &
Electronics

Re: Questionnaire for Project Review & Evaluation

(TQM)

BPDB: Mr. S.M. Akhtaruzzaman;

Mr. Md. Adam Ali Sheikh;

Mr. Sayeed Akram Ullah;

Mr. Mir Ruhul Quddus;

Mr. Md. Tahir Mian

Ms. Nasrin Parveen;

Mr. Md. Abdul Majid;

Mr. M.A. Hasnat;

✓ Mr. Mahbubul Hoque

Mr. Khondocker Abul Aslam;

Mr. Khan Md. Abul Baser;

Mr. Alam S.M. Faisal;

Mr. Ali S.M. Haidar

Mr. Huq Sayed Mazharul

MEMR: Mr. Islam Sheikh Nazrul

(Distribution)

BPDB: Mr. Muhammad Joynal Abedin;

Mr. Mohammad Badrul Islam;

Mr. Md. Shirajul Islam;

Mr. Md. Abdul Halim;

Mr. Howlader Md. Shirajul Islam

Mr. Md. Mahfuzur Rahman

Mr. Mr. Asit Kumar Sarkar

Mr. Ashok Kumar Ghosh

✓ Mr. Md. Enayet Karim

Mr. Alam Mohammed Khorshed

Mr. Hazrat Ali

Mr. Kazi Abdul Bari

DESA: Mr. Sm Shahidul Islam

Mr. Aminur Rahman

Mr. Mohiuddin A.H.M

Dear Sir and Madam,

Thank you for your continuous cooperation and commitment to the JICA cooperation projects. This questionnaire survey is aiming at evaluating the effectiveness of TQM/Distribution technical cooperation program by JICA, 2001-2003. As this project aims at improving the management capacity, questions will ask you about your and your office's behavioral/ work process change thanks to the series of JICA activities.

Please fill-out the questionnaire; attaching any material to describe concrete example is more than welcome. When answering, please describe the situation of you and your office as concretely as possible.

Please use this questionnaire to feedback yourself and improve your management. Thank you for your cooperation!

Yours Sincerely,

JICA Technical Cooperation Project Team:

Yoshikazu Terai

Shigetoshi Otaru

寺井 義和

Shigetoshi Otaru

Questionnaire for Project Review & Evaluation: Overall evaluation of technical transfer effect (2001-2004)

1. Relation between current job and transferred techniques

Q1.1: Describe your current job and your responsibilities. How does your job relate to transferred technologies in JICA projects (i.e., TQM or Distribution)?

My position is executive engineer (instrument) in Siddhingarj power Station. My responsibility is to keep all the instruments and auto control systems of the power station in good working condition. To build a strong workplace, we have to make 5-S practice, create quality groups, make effective managerial system. In this way my job relate to TQM.

Q1.2: Describe concrete job examples where you applied transferred technologies.

[Please fill out concrete example in you job]

My power station is a very old one. Instruments have usually problems. I study the catalogues of Instruments and make brainstorming. I do myself and ~~encourage~~ encourage my sub-ordinates to do the same. We attend quality circle meetings and analyse the problem to identify solution.

Q1.3: How do you share your acquired knowledge with others? Please give concrete examples

[Please describe your concrete activities on the job and of the job]

By ~~then~~ participating quality circle meetings and task team meetings I share my acquired knowledge with others.

2. Progress of management improvement

2.1 QC Activities

Q2.1.1: Describe the QC activities at your office: What activities are underway/ How many circles are there / How many problems have been solved/ How many persons (out of how many total personnel) participate in activities?

We have one QC group for instrument division and two others for mechanical division. We are going to create more QC groups for other divisions also. The QC groups of instrument division have solved two significant problems. Usually all persons in the groups participate in activities.

Q2.1.2: Describe concrete procedure to install QC the program in your office. What supports did you receive from promotion office/ steering committee? What supports do you need now? Is there any feedback to training program in Japan?

The TAM promotion office helped up to promote QC activities in my office. The top management of the power station have to take interest about TAM for its effective application.

Q2.1.3: Quality of QC activities

- ① Provide good examples of QC report—Please attach the report
- ② Describe the actual process of this QC activity. How do you identify issues? How were teams formed to tackle the identified issues?

- 1) The QC groups of instrument have two good examples of solving problems: a) Calibrating and installing of hydrogen purity analyzer, b) Installing the vibration and axial shift protection of turbine in a self designed method.
- 2) We list problems of the work place and select one for solution. We analyse the problem to identify solution, then we implement the solution,

2.2 Effect on daily operation and management

Q2.2.1: Describe any change in organization management. Do you establish any system that allows normal workers to participate in managerial decision-making? Do you have some change in authority delegation?

[Please describe concrete example with identified effects]

In my office TQM have now very early stage. We have no significant change in managerial level at this stage.

Q2.2.2: Describe any improvement in communication. Do you start any new meetings?

[Please describe concrete example with identified effects]

We have some improvement in communication. We shall start new meetings.

2.3 Effect on attitude

Q2.3.1: Describe any change of your attitude toward your colleagues and subordinates. Now, how do you communicate with them?

[Please describe concrete situation and your attitude]

Now my colleagues and subordinates are working in QC groups. We are trying to create harmonious human relations based on bonds and brotherhood.

Q2.3.2: Describe concrete examples where you cooperate with other office/ other divisions to execute tasks.

We are also co-operate with Srikalahasti power station to execute tasks.

3. Management system

Q3.1: Describe any change in management system. Do you have any change in:

- ✧ Budget planning
- ✧ Performance evaluation and incentive/reward system
- ✧ Do SBU/PTA systems bring any tangible differences in your office?

[Please describe concrete change and its effects: any attachment is welcome]

TAM in Siddalinganj power station have very early stage and have no significant effect on Budget planning.

Performance evaluation and incentive/reward system is not introduced.

SBU System is not introduced in Siddalinganj power station.

Q3.2: What do you think the problems to in order to further develop TQM program?

[Please describe concrete examples to explain problems. Please describe any suggestion that you think beneficial]

Bangladesh power development Board is an organization mostly of engineers. But most people here busy with paper works. Few people try to understand practical jobs and sophisticated engineering, usually talented and devoted peoples are ignored and have no encouragement. The situation may be changed with the help of TQM.

Performance evaluation and incentive/reward system may be introduced to encourage mass people in the bottom level.

4. Your Profile

- Career record (since employment)
- Academic Record

Career record: Working in Bangladesh Power development Board since 30.03.1981 to till and have experience on VHF and carrier communication, telemetering, Grid network and power station maintenance work.

Academic Record: Bachelor of engineering (Electrical)

End of the questionnaire

SMB
02/12/2004
(MAHBUBUL HOQUE)

Questionnaire for Project Review & Evaluation: overall evaluation of technical transfer effect (2001-2004)

1. Relation between current job and transferred techniques

Q 1.1 : Describe your current job and your responsibilities. How does your job relate to transferred technologies in JICA projects (i.e., TQM or Distribution) ?

1. To help implement & Promote TQM Activities in BPDB.
2. Make a proposal to the steering committee to formulating policy matters to implement TQM promotion of BPDB.
3. Arrange seminar and to develop training program to promote a quality management system in BPDB & implement those programs.
4. Develop a plan & procedure for proper filing, maintaining records, supervision Of official staff and other administrative work.
5. All Administration & Accounts related work of TQM office.
6. Other activities assigned by the authority.

Q 1.2: Describe concrete job examples where you applied transferred technologies.

(Please fill out concrete example in your job)

As a Deputy Director of TQM promotion office it is my duty to help implement TQM in BPDB . It is a part of my duty to arrange Seminar, Awareness meeting & to motivate employees and provide knowledge on TQM to them. As a trainer of TQM, I try my best to transfer my knowledge & technologies to the staffs & officer's of BPDB.

Q 1.3 : How do you share your acquired knowledge with others ? Please give concrete examples

(Please describe your concrete activities on the job and of the job)

As an officer of TQM office & member of Task Team, I share my knowledge with other officers. We discuss on the strategies as to the implementation and promotion of TQM activities in BPDB. In Steering Committee meeting, I prepare proposals/ideas, which discussed as to how Quality Management system can be promoted at all levels of TQM.

2. Progress of management improvement

2.1 QC Activities

Q 1.1 : Describe the Q.C activities at your office : What activities are underway/How many circles are there/How many problems have been solved/ How many persons (out of how many total personnel) participate in activities ?

In our office 1 (one) Q.C circle is working. There are no regular staffs. All office staffs are working on casual basis. Their service is not guided by 'Service Rules' of BPDB, It will be a time consuming matter to motivate such office staffs towards the Quality Management system.

Q 2.1.2 : Describe concrete procedure to install QC circle program in your office. What supports did you receive from promotion office/ steering committee? What supports do you need now ? Is there any feedback to training program in Japan ?

Not Applicable.

Q 2.1.3 : Quality of Q.C activities

- (1) Provide good examples of Q.C report - please attach the report
- (2) Describe the actual process of this QC activity. How do you identify issues? How were teams formed to tackle the identified issues?

2.2. Effect on daily operation and management

Q 2.2.1 : Describe any change in organization management. Do you establish any system that allows normal workers to participate in managerial decision-making? Do you have some change in authority delegation?

(Please describe concrete example with identified effects)

Yes, there are some changes in management. Behavior & attitude changes. Communication gap between staffs & officers are reduced. Q.C circle activities increases workers confidence . Now they are more active, sometimes they give decisions what type of work with a view to improve quality, should be done.

Q 2.2.2 : Describe any improvement in communication . Do you start any new meeting ?

(Please describe concrete example with identified effects)

To implement TQM throughout BPDB, TQM Promotion office Introduced a meeting of ACE (Assist chief Engineer). Now they are responsible for implement TQM of zonal (Chief.Engg) offices. Chief Engineer is the head of a zone (zonal organogram attached here with) ACE assists Chief Engineers. He represent C.E's activities of communication to the officers under his (C.E.) zone. Member (Admn) is the convener of this meeting, So we think that this meeting can accelerate TQM activities.

Q 2.3 : Effect on attitude

Q 2.3.1 : Describe any change of your attitude toward your colleagues and subordinates . Now, how do you communicate with them ?

(Please describe concrete situation and your attitude)

Yes there is something change in my attitude towards my subordinate. Now I feel free to have a open discussion and exchange of views on Quality Management System.

Q 2.3.2 : Describe concrete examples where you cooperate with other office/ other divisions to execute tasks :

As a officer of TQM office I give the instruction to implement TQM Activities like:

1. To introduce 5- S activities .
2. Work with Q.C circle.
3. Arranged Training for officer's & staff. We already arranged 15 (Fifteen) Training course for officers & staff up to oct -2004 at the Regional Training Center (RTC) of Tongi, Chittagong, Rajshai & Ghorashal.
4. TQM office arranged seminar/ meeting at Dhaka, Chittagong, Comilla, Tongi, Mymensing & Ghorashal.

3. Management system

Q 3.1 : : Describe any change in management system . Do you have any change in :

- ❖ Budget planning
- ❖ Performance evaluation and incentive/reward system
- ❖ Do SBU/PTA systems bring any tangible differences in your office ?

(Please describe concrete change and its effects : any attachment is welcome

Performance evaluation:

TQM office introduced Incentive/ Reward system on 5-S activities & Suggestion scheme. TQM office proposed to TQM steering Committee for Reward for '5-S activities' and 'Suggestion scheme' for approval. TQM steering committee recommended the proposal & then BPDB's Board meeting discussed the matter of financial involvement against such rewarded system and eventually approved it.

Q 3.2: What do you think the problems to in order to further develop TQM program? :

(Please describe concrete examples to explain problems. Please describe any suggestion that you think beneficial

Some head of the office/manager sometimes becomes reluctant to implement TQM activities under their purview of work. Now it is the time to impart them proper training on managerial activities. We have not sufficient advanced Training material on Managerial level activities. Comprehensive training program using modern techniques (multi-media presentation) of training, topics on Quality Management, health, safety and Environment may be considered effective towards motivating the employees/Managers for better Quality management system of an organization, Follow -up of such training program needs to be ensured.

4. Your Profile

- Career record (since employment)
- Academic Record

- Career record & Academic Record Attached here with.

End of the questionnaire

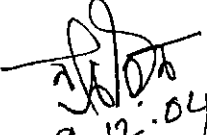
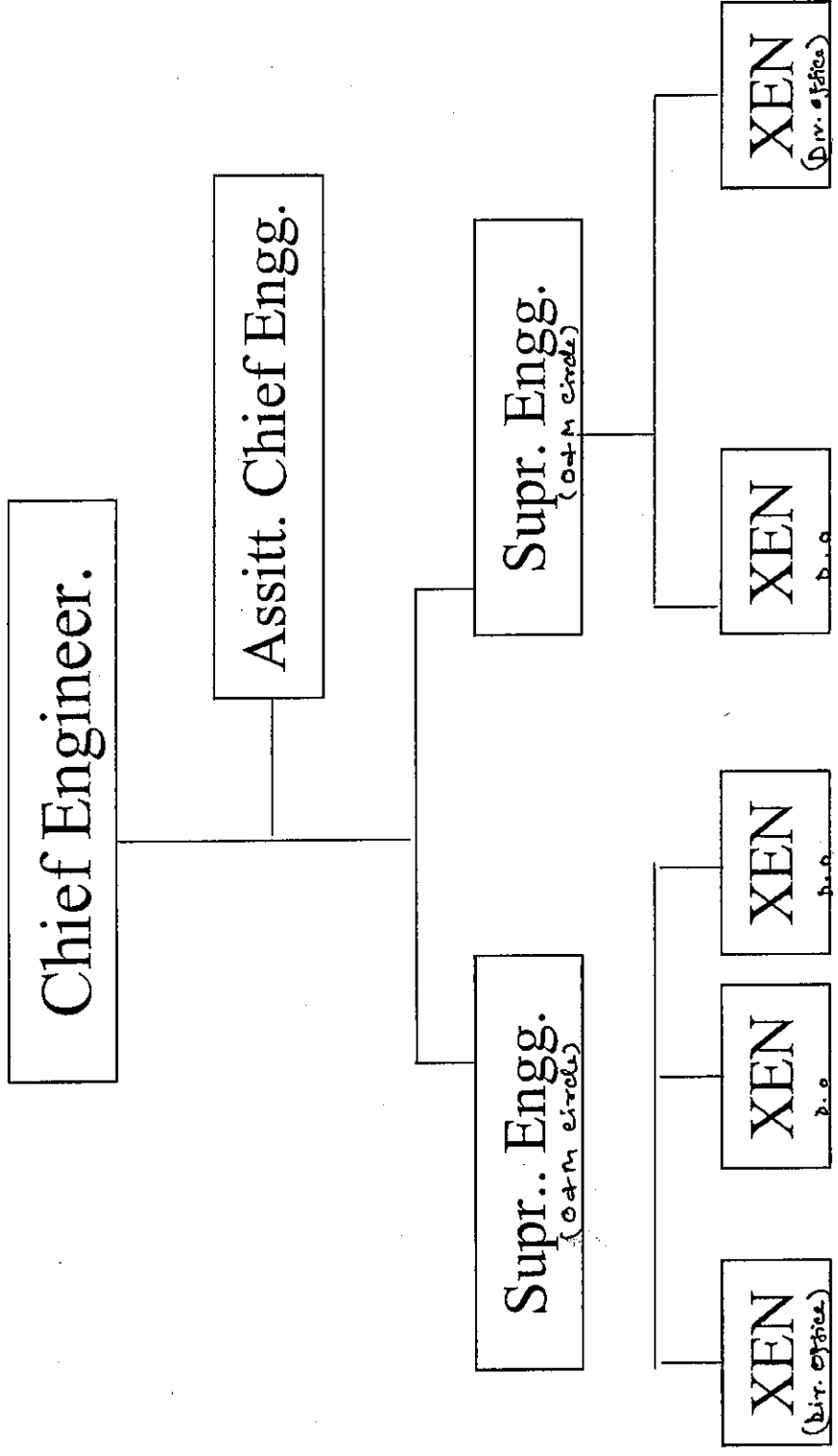

9.12.04
Nasrin Parveen
Deputy Director
TQM Promotion Office
PDB, Dhaka.

Chart of Zonal office



Academic & Service Record

Name	NASRIN PARVEEN		
Occupation	Service		
Designation Organization	Deputy Director, TQM Promotion Office, Bangladesh Power Development Board.		
Date of Joining in service	26-12-1988.		
Educational Qualification	1) Bachelor of Social Science (Hon's), 2) Master of Social Science.		
Educational Record	Institution	Year & Division	Subject
Secondary School Certificate	Vidyamoyee School Mymensingh	1977 2nd	Beng, Eng, Math, Economics, Geograph- y, Civics, History
Higher Secondary Certificate	Mominunnisa College Mymensingh	1979 2nd	Beng, Eng, Economics Civics, History,
Bachelor of Social Science (Hon's)	Dhaka University	1982 2nd	Political science Social Science, History
M.S.S (Master of Social Science)	Dhaka University	1983 2nd	Political science
Training (Home Country)	<ol style="list-style-type: none"> 1) Induction Training for one month at Kaptai Academy on official Administration. 2) Basic Computer Training on Microsoft word, Power Point, & Microsoft Excel at BPDB's Training Directorate, Dhaka. 3) Training Course on "Total Quality Management" from Centre for Management Development, Dhaka. 4) Attended the Training course on "Training of Trainer's" (TOT) during the Period of May-June, 2003. Organized by United States Agency for International Development (USAID), Institute of International Education (IIE), and Centre for Management Development (CMD). 5) Attended the Workshop on "Small Group Activities for Improving Performance" September-2003, Organized by USAID, IIE and CMD. 		
Training (Abroad)	One Month's (Jan-Feb, 2003) Country Focused Training course on <u>Total Quality Management (TQM)</u> at Tokyo, Japan, Organized by Japan International Cooperation Agency (JICA).		

<p>Professional Experience:</p> <p>From Jan 1989 to February 2001.</p>	<p>As Assistant Director (Personnel) and Senior Assistant Director (Personnel) in the Directorate of Personnel, BPDB, the duties and responsibilities are:</p> <ul style="list-style-type: none"> • Performing all related works for recruitment & appointment of all employees. • Transfer posting & promotion of staffs. • Conducting departmental examination of Engineers; • Preparation & publication of the result. • Foreign deputation of BPDB's Engineers & staffs. • Maintenance of all records registers & files regarding Annual Confidential Report (A.C.R) related works.
<p>From February 2001 to July 2002</p>	<p>As Deputy Director (Administration) Office of the Chief Engineer, Power Station Construction.</p>
<p>From August 2002 to till date</p>	<p>As Deputy Director in Total Quality Management (TQM) Promotion office.</p> <p><u>Assigned work are as follows:</u></p> <ul style="list-style-type: none"> • Assist in formulating of mission, Policies, Objectives & Strategies and implementation of TQM at Non technical Directorate of BPDB. • Develop and implement Management Information System (MIS) for human resource development of BPDB. • Arrange Seminar, Workshop and develop a Training Plan to promote a quality culture system in BPDB and implement those programs. • Develop a Plan & procedure for proper recording/filing and supervising official works.
<p>As a Trainer :</p>	<p>Conducted training course for the Class program of "<u>Total Quality Management (ISO)</u>" Standard for:</p> <ul style="list-style-type: none"> • Superintending Engineer/ Executive Engineer's/ Deputy-Director (Head of the office). • Sub-Divisional Engineer/Assistant Engineer/Asstt. Director. • All Technical & Non- Technical office Employee.

2/2



Signature

Nasrin Parveen
Deputy Director
TQM Promotion Office
PDB, Dhaka.

Adam Ali' sk
Mr. Md. Adam Ali Sheikh
TQM

Questionnaire for Project Review & Evaluation : Overall evaluation of technical transfer effect (2001-2004)

1. Relation between current job and transferred techniques

Q1.1 : Describe your current job and your responsibilities. How does your job relate to transferred technologies in JICA projects (i.e., TQM or Distribution) ?

Ans : I am posted as Executive Engineer, Electrical Maintenance Division at Baghabari Power Station (SBU). My responsibilities are as follows-

- 1) To look after the technical and office work of Electrical Maint.
- 2) To look after the Store Management & Rest House Activities.
- 3) To look after the School Management & Medical center Activities.

TQM inspired employees in giving their opinion about their working procedure and environment. My current job & responsibilities are helpful to transfer technologies in JICA Projects by fulfill implementation of TQM.

Q1.2 : Describe concrete job examples where you applied transferred technologies. (Please fill out concrete example in you job)

Ans : Employees are sitting regularly in Q.C Circle meetings. They are cleaning their own work place. They are trying to solve their own problems. Each Q.C Circle maintaining their own flower garden. They are also trying to maintain 5-S Activities.

Q1.3 : How do you share your acquired knowledge with others ? Please give concrete examples

(Please describe your concrete activities on the job and of the job)

Ans : I give advice how to form and function Q.C Circle , how to improve 5-S Activities & how to analyze and solve the problems in a better & easy way.

2. Progress of management Improvement

2.1 QC Activities

Q2.1.1: Describe the QC activities at your office: What activities are underway/How many circles are there/How many problems have been solved/How many persons (out of how many total personnel) participate in activities ?

Ans : Q.C. Circle meeting, keeping working environment neat & clean , maintaining flower garden nice & charming.

There are three QC Circles in my Division named -

1. JOTI - For Electrical Maintenance Section.
2. BANDHAN - For Store & Rest House.
3. SHEBA - For School & Medical center.

36(thirty Six) problems.(18 +15 + 3).

27(twenty seven) persons (12+7+8) out of 27(twenty seven) persons.

Cont'd to page - 2

Ali
2.12.04

Q2.1.2: Describe concrete procedure to install QC the program in your office. What supports did you receive from promotion office/steering committee ? What supports do you need now ? Is there any feedback to training program in Japan ?

Ans : Each Q.C Circle was formed with all circle members Headed by one team leader. In each & every QC Circle there is one facilitator who give support the QC circles communicating with the Divisional Head/Steering Committee. QC Circles sit in meeting once in every week for two hours.

TQM promotion office has supplied some manuals, monitoring circle activities.

No feedback.

Q2.1.3: Quality of QC activities

- (1) Provide good examples of QC report – Please attach the report
- (2) Describe the actual process of this QC activity. How do you identify issues ? How were teams formed to tackle the identified issues ?

Ans : Q.C Circle members listed problems in their meeting by brain storming. Then they made a gradation table to select the priority. According to gradation list 1st priority problem is selected for solution. Then they prepared for analyzed the problem by cause & effect diagram. After work done, they present an effective analyzed Presentation .

Teams are formed according to their trade & Technical know how.

2.2 Effect on daily operation and management

Q2.2.1: Describe any change in organization management. Do you establish any system that allows normal workers to participate in managerial decision-making ? Do you have some change in authority delegation ?
(Please describe concrete example with identified effects)

Ans : Now people are inspired to find solution of any problem they faced. Normal workers have got a few chance to express their opinion through Q.C Circle and local Steering committee.

No change in delegation of authority.

Cont'd to page – 3

af
2.12.04

Q2.2.2: Describe any improvement in communication. Do you start any new Meetings ?

(Please describe concrete example with identified effects)

Ans : People are keeping their work place neat and clean. They are consulting with each other to find out solution and improve working environment. They are inspired & satisfied to do something for the organization.

2.3 Effect on attitude

Q2.3.1: Describe any change of your attitude toward your colleagues and subordinates. Now, how do you communicate with them ?

(Please describe concrete situation and your attitude)

Ans : I always try to co-operate with my colleagues & subordinate, give advice to solve problems as my knowledge best. Recently there was a problem with one 132 KV Isolator Control Box (Operating Mechanism disorder). During solving the problem I was with the QC Circle Members.

Q2.3.2: Describe concrete examples where you cooperate with other office/other divisions to execute tasks.

In our Power Station initially I was directly involved with the formation of Q.C Circle and Steering Committee. Still I am organizing Steering Committee meeting.

I tried my best to inspire all other QC circle Members. I also suggest other Q.C Circle – to how make a presentation and total nine presentation had been done in our Power Station.

3. Management system

Q3.1: Describe any change in management system. Do you have any change in:

- Budget planning
- Performance evaluation and incentive/reward system
- Do SBU/PTA systems bring any tangible differences in your office ?

(Please describe concrete change and its effects: any attachment is welcome)

Ans: We have started five year planning with regards to maintenance and operation.

Performance evaluation and incentive/reward system yet to be started.

We started functioning as SBU from last financial year, but not yet get full facilities.

Cont'd to page - 4

af
2.12.04

Q3.2: What do you think the problems to in order to further develop TQM program ?
(Please describe concrete examples to explain problems. Please describe any suggestion that you think beneficial)

Ans: In order to further develop TQM programme commitment is required from all levels, specially from top administration/management and worker representatives.

No unwanted interference from political, top administrative and worker representatives is a must to further develop TQM programme.

4. Your Profile: Md. Adam Ali Sheikh, Executive Engineer, Baghabari Power Station(SBU),BPDB, Sirajgonj.

- Career record (since employment):

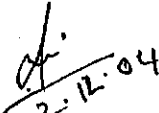
	Designation, Office & Place	Duration of Service	
		From	To
a)	Executive Engineer Electrical Maintenance Division Baghabari Power Station, BPDB, Shahjadpur , Sirajgonj.	01-11-1999	Till to date.
b)	Executive Engineer Haripur 109 MW Extension Project BPDB, Narayangonj .	19-09-1999	31-10-1999
c)	Sub-Divisional engineer Operation Division Bheramara 60 MW Power Station. BPDB, Bheramara, Kushtia.	15-05-1999	18 - 09 -1999
d)	Sub-Divisional engineer Operation & Elect. Maint. Saidpur 20 MW GT Power Station, BPDB, Saidpur ,Nilphamari.	01-9-1987	14-05-1999
e)	Sub-Divisional engineer, Line & Sub-Station Maint. GMD, BPDB, Ishurdi	14-7-1986	31-8-1987
f)	Sub-Divisional engineer, Line & Sub-Station Maint. GMD, BPDB, Faridpur	01-06-1985	13-7-1986
g)	Assistant Engineer Line & Sub-Station Maint. GMD, BPDB, Khulna	01-02-1981	31-05-1985
h)	Assistant Engineer (Trainee) Directorate of Training & Career Development, BPDB, Dhaka.	15-10-1980	28-02-1980

Cont'd to page - 5

af.
2.12.04

• Academic Record:

Description of Certificate / Diploma / Degree	Name of the Board / University	Division / Class & Year	Main Subject
a) S.S.C (Science)	RAJSHAHI BOARD	1 st (1972)	Bengali, English, Math, Elec. Math., Physics, Chemistry, Biology Etc.
b) H.S.C (Science)	RAJSHAHI BOARD	1 st (1974)	Bengali, English, Physics, Chemistry, Biology, Math Etc.
c) Degree (B.Sc. Egg. Electrical)	RAJSHAHI UNIVERSITY	2 nd Class. (1978 held in 1980)	Electrical Ckt. Electrical Machine, Electronics, Switching Ckt Electrical Measurement, Feedback Control Ckt. Management Fluid Mechanics, Strength of Material Etc.


2.12.04
(Md. Adam Ali Sheikh)
Executive Engineer,
Electrical Maintenance Division.
Baghabari Power Station,
BPDB, Shahjzdpur, Sirajgonj.

Re: Questionnaire for Project Review & Evaluation

(TQM)

BPDB: Mr. S.M. Akhtaruzzaman;
Mr. Md. Adam Ali Sheikh;
Mr. Sayeed Akram Ullah;
Mr. Mir Ruhul Quddus;
Mr. Md. Tahir Mian
Ms. Nasrin Parveen;
Mr. Md. Abdul Majid;
✓ Mr. M.A. Hasnat;
Mr. Mahbubul Hoque
Mr. Khondocker Abul Aslam;
Mr. Khan Md. Abul Baser;
Mr. Alam S.M. Faisal;
Mr. Ali S.M. Haidar
Mr. Huq Sayed Mazharul
MEMR: Mr. Islam Sheikh Nazrul

(Distribution)

BPDB: Mr. Muhammad Joynal Abedin;
Mr. Mohammad Badrul Islam;
Mr. Md. Shirajul Islam;
Mr. Md. Abdul Halim;
Mr. Howlader Md. Shirajul Islam
Mr. Md. Mahfuzur Rahman
Mr. Mr. Asit Kumar Sarkar
Mr. Ashok Kumar Ghosh
Mr. Md. Enayet Karim
Mr. Alam Mohammed Khorshed
Mr. Hazrat Ali
Mr. Kazi Abdul Bari
DESA: Mr. Sm Shahidul Islam
Mr. Aminur Rahman
Mr. Mohiuddin A.H.M

Dear Sir and Madam,

Thank you for your continuous cooperation and commitment to the JICA cooperation projects. This questionnaire survey is aiming at evaluating the effectiveness of TQM/Distribution technical cooperation program by JICA, 2001-2003. As this project aims at improving the management capacity, questions will ask you about your and your office's behavioral/ work process change thanks to the series of JICA activities.

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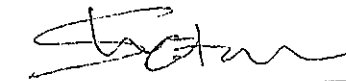
Yours Sincerely,

JICA Technical Cooperation Project Team;

Yoshikazu Terai

Shigetoshi Otaru

寺井 義和



Questionnaire for Project Review & Evaluation: Overall evaluation of technical transfer effect (2001-2004)

1. Relation between current job and transferred techniques

Q1.1: Describe your current job and your responsibilities. How does your job relate to transferred technologies in JICA projects (i.e., TQM or Distribution)?

- Monitoring of T.Q.M activities in diff. offices of BPDB., Assist Director T.Q.M to Promot & Implement of T.Q.M in BPDB & WZPDCO.
- By Collection the TQM activities report from field & Analysis after analysis, necessary suggestion had been given to the field offices.

Q1.2: Describe concrete job examples where you applied transferred technologies.

[Please fill out concrete example in you job]

First of all I trained-up the people of Haripur Power station, BPDB. As a result, BPDB Q.C. Circle of Haripur Power station stood 2nd in National Q.C. Convention 2003 and also stood 2nd in BPDB's Q.C. Convention 2004.

Q1.3: How do you share your acquired knowledge with others? Please give concrete examples

[Please describe your concrete activities on the job and of the job]

I shared my knowledge by arranging seminar, through Training in different Training Centre of BPDB & WZPDCO, By visiting the different offices of BPDB and by discussing among the officers & Employees.

2. Progress of management improvement

2.1 QC Activities

Q2.1.1: Describe the QC activities at your office: What activities are underway/ How many circles are there / How many problems have been solved/ How many persons (out of how many total personnel) participate in activities?

NO remarkable Q.C activities in T.A.M. Promotion office due to shortage of employee.

Q2.1.2: Describe concrete procedure to install QC the program in your office. What supports did you receive from promotion office/ steering committee? What supports do you need now? Is there any feedback to training program in Japan?

Not Applicable

Q2.1.3: Quality of QC activities

- ① Provide good examples of QC report—Please attach the report
- ② Describe the actual process of this QC activity. How do you identify issues? How were teams formed to tackle the identified issues?

Not Applicable

2.2 Effect on daily operation and management

Q2.2.1: Describe any change in organization management. Do you establish any system that allows normal workers to participate in managerial decision-making? Do you have some change in authority delegation?

[Please describe concrete example with identified effects]

- Behavior & attitude changes gradually.
- Q.C. circle activity, suggestion scheme and by attending in steering Committee normal worker can participate in managerial decision making.

Q2.2.2: Describe any improvement in communication. Do you start any new meetings?

[Please describe concrete example with identified effects]

TQM Promotion office introduced a ~~meeting~~ monthly meeting of ACE (Asst. Chief Engineer) through which communication & interaction can be made among the re. activities of diff. offices of BPDB.

2.3 Effect on attitude

Q2.3.1: Describe any change of your attitude toward your colleagues and subordinates. Now, how do you communicate with them?

[Please describe concrete situation and your attitude]

Yes. By discussion, note, seminar & some time by telephone is the way of communication.

Q2.3.2: Describe concrete examples where you cooperate with other office/ other divisions to execute tasks.

As a officer of TAM office & Task team member following my activities as follow:-

1. Physical visit of Diff. office
2. Provide diff. suggestion to diff. Circle
3. Provide Training to the officer & Employee.
4. Analyse the TAM activity of diff. office
5. Monitor over telephone.

3. Management system

Q3.1: Describe any change in management system. Do you have any change in:

- ◇ Budget planning
- ◇ Performance evaluation and incentive/reward system
- ◇ Do SBU/PTA systems bring any tangible differences in your office?

[Please describe concrete change and its effects: any attachment is welcome]

- * Normally Budget planned from field office & checked by BPDB Head office which finally approved by GOB.
- * Incentive/Reward for ss activities & suggestion scheme newly introduced.
- * SBU/PTA system bring low system loss, Reliability of power supply improved.

Q3.2: What do you think the problems to in order to further develop TQM program?

[Please describe concrete examples to explain problems. Please describe any suggestion that you think beneficial]

To develop TQM program following activity
action to be taken

- ~~Commitment~~
- Commitment of High officials
- Initiative from office Heads.
- Zonal T.Q.M. office
- Follow-up of Training program.

4. Your Profile

- Career record (since employment)
- Academic Record

Asst. Engr. - Distribution & Commercial operation
from 25.03.81 to 25.03.85

Sub. div. Engr → Comm. operation from 25.03.85 to Oct '87.

- DO - → Haripur lower station from
Oct '87 to 28.09.99

~~EN~~ XEN → Haripur lower station from 29.09.99
to 31.10.2004.

XEN → TQM Promotion office from 1.11.04 to till date.

Secondary school - 1972, 2nd - 1st div.

Higher Secondary - 1974 - 2nd div.

B.Sc. Eng. (E.E) - 1978 - 2nd class.

End of the questionnaire

Mr. Sayeed Akram Ullah,
TQM

Questionnaire for Project Review & Evaluation: Overall evaluation of technical transfer effect (2001-2004)

1. Relation between current job and transferred techniques

Q1.1: Describe your current job and your responsibilities. How does your job relate to transferred technologies in JICA projects (i.e., TQM or Distribution)?

Current Job & Responsibilities:-
1. Preparation of Tender Document for construction of new power station under BPOB/ maintenance or spare parts procurement of existing power station.
2. Tender Evaluation. 3. Drawing approval for the works mentioned in sl. no. 01.
PDCA cycle is followed for the works. After completion of all works analysis is being done. If the performance is not satisfactory, corrective measures are incorporated for the next works.

Q1.2: Describe concrete job examples where you applied transferred technologies.

[Please fill out concrete example in you job]
5-s Activity are being performed in our office. Now the work place is more cleaner. When needed we can find out the files/Documents without wasting time which in-turn save working hours.

Q1.3: How do you share your acquired knowledge with others? Please give concrete examples

[Please describe your concrete activities on the job and of the job]
Disseminate the acquired knowledge to QC facilitators and QC leaders through discussion.
As a resource person deliver lectures in TQM training courses in BPOB.

2. Progress of management improvement

2.1 QC Activities

Q2.1.1: Describe the QC activities at your office: What activities are underway/ How many circles are there / How many problems have been solved/ How many persons (out of how many total personnel) participate in activities?

Qc circle activities, 5-S activities are underway in my office. Four circles are there in my office. One problem have been solved. All employees participate in activities.

Q2.1.2: Describe concrete procedure to install QC the program in your office. What supports did you receive from promotion office/ steering committee? What supports do you need now? Is there any feedback to training program in Japan?

Under the guidance of TAM promotion office & direction of TAM Steering Committee, Qc program have been installed. TAM promotion office advised to adopt Qc program (Qc circle activities, 5-S activities etc) and they are monitoring the program. TAM promotion office in association with training Directorate arranged training program on TQM, and officials are receiving training in this regard.

27/11/2002
9.02.25
28.03
12
03/04/01

Q2.1.3: Quality of QC activities

- ① Provide good examples of QC report—Please attach the report
- ② Describe the actual process of this QC activity. How do you identify issues? How were teams formed to tackle the identified issues?

① Qc activities are in a preliminary stage. Hope to improve in near future.

② process:-
(a) Discussion in circle meeting. (b) Identification of the problem
(c) Find out the ways to overcome the problem. (d) Suggest authority the procedure to overcome the problem. (e) Monitoring the performance.

Such issues were identified which are directly responsible for individual performance and performance of the office as a whole.

✓

2.2 Effect on daily operation and management

Q2.2.1: Describe any change in organization management. Do you establish any system that allows normal workers to participate in managerial decision-making? Do you have some change in authority delegation?

[Please describe concrete example with identified effects]

————— No —————

Q2.2.2: Describe any improvement in communication. Do you start any new meetings?

[Please describe concrete example with identified effects]

Qc circle numbers meet together to find out problems and solution of the problems.

2.3 Effect on attitude

Q2.3.1: Describe any change of your attitude toward your colleagues and subordinates. Now, how do you communicate with them?

[Please describe concrete situation and your attitude]

Try to communicate all related information through discussion to colleagues and subordinates for the enhancement of performance of the office as a whole.

✓

Q2.3.2: Describe concrete examples where you cooperate with other office/ other divisions to execute tasks.

As a resource person delivering lectures to OPDB officials in TAM training courses.

3. Management system

Q3.1: Describe any change in management system. Do you have any change in:

- ◇ Budget planning
- ◇ Performance evaluation and incentive/reward system
- ◇ Do SBU/PTA systems bring any tangible differences in your office?

[Please describe concrete change and its effects; any attachment is welcome]

N/A.

[Handwritten mark]

Q3.2: What do you think the problems to in order to further develop TQM program?

[Please describe concrete examples to explain problems. Please describe any suggestion that you think beneficial]

TQM promotion office with the help of JICA experts are creating a TQM culture throughout BPDB. Many more BPDB offices have been taken under TQM program and TQM promotion office is helping them which his best effort.

Since this is a new culture, awareness seminar may be organised in every offices to develop a new mindset.

4. Your Profile

- Career record (since employment)
- Academic Record

Career Record:-

- a) Ghorakali power station (July 1994 - September 1999)
- b) Worked in middle East (Saudi) (September October 1999 - Dec 2000)
- c) Ghorakali power station (Dec 2000 - April 2001)
- d) Power station construction office (April 2001 - August 2002)
- e) TQM promotion office (August 2002 - February 2003)
- f) Baglabari power station project (February 2003 - May 2004)
- e) Design & Inspection Directorate (May 2004 to till date)

Academic Record:-

- a) Bachelor of Science in Electrical & Electronic Engineering
- b) Post Graduate Diploma in Development Planning

End of the questionnaire

Signature
04/12/04
(Sayeed Furkan ulah)
Sub-Divisional Engineer

Re: Questionnaire for Project Review & Evaluation

(TQM)

BPDB: Mr. S.M. Akhtaruzzaman;
Mr. Md. Adam Ali Sheikh;
Mr. Sayeed Akram Ullah;
Mr. Mir Ruhul Quddus;
Mr. Md. Tahir Mian
Ms. Nasrin Parveen;
Mr. Md. Abdul Majid;
Mr. M.A. Hasnat;
Mr. Mahbubul Hoque
✓ Mr. Khondoker Abul Aslam;
Mr. Khan Md. Abul Baser;
Mr. Alam S.M. Faisal;
Mr. Ali S.M. Haidar
Mr. Huq Sayed Mazharul
MEMR: Mr. Islam Sheikh Nazrul

(Distribution)

BPDB: Mr. Muhammad Joynal Abedin;
Mr. Mohammad Badrul Islam;
Mr. Md. Shirajul Islam;
Mr. Md. Abdul Halim;
Mr. Howlader Md. Shirajul Islam
Mr. Md. Mahfuzur Rahman
Mr. Mr. Asit Kumar Sarkar
Mr. Ashok Kumar Ghosh
Mr. Md. Enayet Karim
Mr. Alam Mohammed Khorshed
Mr. Hazrat Ali
Mr. Kazi Abdul Bari
DESA: Mr. Sm Shahidul Islam
Mr. Aminur Rahman
Mr. Mohiuddin A.H.M

Dear Sir and Madam,

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Please fill-out the questionnaire; attaching any material to describe concrete example is more than welcome. When answering, please describe the situation of you and your office as concretely as possible.

Please use this questionnaire to feedback yourself and improve your management. Thank you for your cooperation!

Yours Sincerely,

JICA Technical Cooperation Project Team;

Yoshikazu Terai

Shigetoshi Otaru

寺井 義和

Shigetoshi Otaru

Questionnaire for Project Review & Evaluation: Overall evaluation of technical transfer effect (2001-2004)

1. Relation between current job and transferred techniques

Q1.1: Describe your current job and your responsibilities. How does your job relate to transferred technologies in JICA projects (i.e., TQM or Distribution)?

My Current job is related to maintenance of Thermal Power Station. As Siddhirganj 50MW unit power station is an old one, so there are usually many maintenance and repair jobs which involve a number of maintenance technical personnel.

To organize and manage those works as well as personnel, the TQM technology helps me.

Q1.2: Describe concrete job examples where you applied transferred technologies.

[Please fill out concrete example in you job]

In the month of July 2004, a problem with Turbine gave lot troubles to operate the power station properly. Then we, in the mechanical maintenance staffs arranged a meeting and discussed in Quality Circle and found a solution to solve the problem. There we applied "Brain Storming" & "Reverse Brain Storming".

Q1.3: How do you share your acquired knowledge with others? Please give concrete examples

[Please describe your concrete activities on the job and of the job]

We have a Quality Circle (QC) in my maintenance division and I am working as "facilitator". In weekly meeting of QC, we discuss about maintenance related problems and their solutions. Through QC activities.

2. Progress of management improvement

2.1 QC Activities

Q2.1.1: Describe the QC activities at your office: What activities are underway/ How many circles are there / How many problems have been solved/ How many persons (out of how many total personnel) participate in activities?

In Mechanical maintenance division, in total 2 (Two) Quality circles are there. For last 6 (six) months we solved 2 (Two) problems related to emergency situation of the power plant operation & maintenance.

In QC activities, almost all persons out of 26 persons/staffs take part.

Q2.1.2: Describe concrete procedure to install QC the program in your office. What supports did you receive from promotion office/ steering committee? What supports do you need now? Is there any feedback to training program in Japan?

T&M promotion office always gives us sincere guidance & support. But in site office, the concerned people, many of them are not familiar with T&M idea. And also due to some policy and planning problem, the steering committee is not functioning properly and can not provide proper support. We need effective & continuous support and instructions from the local steering committee.

Q2.1.3: Quality of QC activities

- ① Provide good examples of QC report—Please attach the report
- ② Describe the actual process of this QC activity. How do you identify issues? How were teams formed to tackle the identified issues?

In our power station, we are in initial stage of implementing T&M activities. So there is no such good example of QC report to be provided. But QC activities are in progress.

We usually identify issue by Cause-effect method or by "fish Bone Diagram".

2.2 Effect on daily operation and management

Q2.2.1: Describe any change in organization management. Do you establish any system that allows normal workers to participate in managerial decision-making? Do you have some change in authority delegation?

[Please describe concrete example with identified effects]

There is no such remarkable change in organization management. I, myself alone can not or is not capable to bring any substantial change in policy making or managerial policy.

Q2.2.2: Describe any improvement in communication. Do you start any new meetings?

[Please describe concrete example with identified effects]

Yes, there is improvement in communication with my staffs and usually we have meetings once in a week. This enables us to know each other better and solve our problems in proper maintenance & repair works of our power station.

2.3 Effect on attitude

Q2.3.1: Describe any change of your attitude toward your colleagues and subordinates. Now, how do you communicate with them?

[Please describe concrete situation and your attitude]

Yes, there is change in my attitude towards my colleagues and subordinates. I have become more communicative, attentive and friendly to them.

Q2.3.2: Describe concrete examples where you cooperate with other office/ other divisions to execute tasks.

To execute task, we usually have co-operation among operation division, electrical maintenance division, etc division and of course our division. All jobs are co-ordinated among us and after completion of a job, we jointly evaluate and then allow clearance for operation of the power station.

3. Management system

Q3.1: Describe any change in management system. Do you have any change in:

- ◇ Budget planning
- ◇ Performance evaluation and incentive/reward system
- ◇ Do SBU/PTA systems bring any tangible differences in your office?

[Please describe concrete change and its effects: any attachment is welcome]

In my office, there is little change in management system.

Q3.2: What do you think the problems to in order to further develop TQM program?

[Please describe concrete examples to explain problems. Please describe any suggestion that you think beneficial]

There are problems in developing TQM program. It is difficult to offer any fruitful suggestion.

4. Your Profile

- Career record (since employment)
- Academic Record

Joined Bangladesh power development Board in 1984.

presently serving as Sub-divisional Engineer in Siddirganj power station.

Master of Science (M.Sc) in Engineering - 1984

End of the questionnaire

Re: Questionnaire for Project Review & Evaluation

(TQM)

BPDB: Mr. S.M. Akhtaruzzaman;
Mr. Md. Adam Ali Sheikh;
Mr. Sayeed Akram Ullah;
Mr. Mir Ruhul Quddus;
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JICA Technical Cooperation Project Team;

Yoshikazu Terai

Shigetoshi Otaru

寺井 義和

Shigetoshi Otaru

Questionnaire for Project Review & Evaluation: Overall evaluation of technical transfer effect (2001-2004)

1. Relation between current job and transferred techniques

Q1.1: Describe your current job and your responsibilities. How does your job relate to transferred technologies in JICA projects (i.e., TQM or Distribution)?

My current job is the renovation & expansion of the distribution system in Sylhet under 18 Town Power Distribution Project. As head of the office, my responsibility is to co-ordinate the development works under my division. I've joined here very recently. I'd like to introduce the elements of PCM (Project Cycle Management) in my office.

Q1.2: Describe concrete job examples where you applied transferred technologies.

[Please fill out concrete example in you job]

I'd like to introduce the 7 (seven) elements of PCM (Participatory Planning) in my project. They are namely —(1) stakeholder analysis, (2) Problems analysis, (3) Objectives analysis, (4) Selection of project, (5) Formation of PDM (Project Design Matrix), (6) Appraisal of PDM, and (7) Plan of operation (P.O).

Q1.3: How do you share your acquired knowledge with others? Please give concrete examples

[Please describe your concrete activities on the job and of the job]

In order to share my acquired knowledge with others, I'm sending two of my employees to RTC, Tongi for TQM training in the month of December/2004. Similarly, I'll send another two employees to RTC, Chittagong the next month for TQM training. I think that when they'll acquire some knowledge on TQM through training, then it will be easier for me to have successful interaction with them resulting in a positive outcome for my office.

2. Progress of management improvement

2.1 QC Activities

Q2.1.1: Describe the QC activities at your office: What activities are underway/ How many circles are there / How many problems have been solved/ How many persons (out of how many total personnel) participate in activities?

My office is now on the verge of entering the QC circle activities of TQM. That is why my employees are being sent to Training Centres for acquiring knowledge on TQM. Once a certain number of employees are trained, the TQM activities will be geared up. In the meanwhile motivational works are underway and office discipline has been restored to a great extent.

Q2.1.2: Describe concrete procedure to install QC the program in your office. What supports did you receive from promotion office/ steering committee? What supports do you need now? Is there any feedback to training program in Japan?

First of all, I'd like to have my employees trained on TQM. Very soon, I'll formulate the QC circle and steering committee in my office. TQM Promotion Office is playing the supportive role by giving books and manuals on TQM. Now I'll have to get my employees well acquainted with the important QC tools. I'll definitely share my valuable experience in Japan with my employees.

Q2.1.3: Quality of QC activities

- ① Provide good examples of QC report—Please attach the report
- ② Describe the actual process of this QC activity. How do you identify issues? How were teams formed to tackle the identified issues?

Since this is a project office, so attempt will be taken to successfully introduce PCM resulting in participatory planning, monitoring and evaluation. And QC activities will be started in due course of time creating a collegial feeling among the members of QC circle.

2.2 Effect on daily operation and management

Q2.2.1: Describe any change in organization management. Do you establish any system that allows normal workers to participate in managerial decision-making? Do you have some change in authority delegation?

[Please describe concrete example with identified effects]

We're now just working hard to introduce participatory management in our office. With that end in view, we're practicing to have as many interactions as possible. When they'll be educated in QC, then it'll be possible to delegate power to them.

Because QC begins with education and ends with education. We're trying to adopt any decision on the basis of consensus thereby allowing normal workers to participate in managerial decision-making.

Q2.2.2: Describe any improvement in communication. Do you start any new meetings?

[Please describe concrete example with identified effects]

Now the communication among employees has developed to a significant extent. Whenever I get time, I want to teach my employees on a one-one basis about the following matters — (a) Quality improvement, (b) Cost reduction, (c) Assurance of delivery process, (d) Improvement in human relations and their abilities, and (e) Assurance of safety.

2.3 Effect on attitude

Q2.3.1: Describe any change of your attitude toward your colleagues and subordinates. Now, how do you communicate with them?

[Please describe concrete situation and your attitude]

We've developed the habit of sitting together discussing any issues to find out a solution on the basis of consensus. There prevails a collegial feeling among my colleagues and subordinates which is very helpful in problem solving. My ultimate objective is to delegate as much authority to the front line workers as possible in order to improve the corporate health and character of the organization.

Q2.3.2: Describe concrete examples where you cooperate with other office/ other divisions to execute tasks.

As I'm now working in Sylhet in the Project Division, I usually get the chance to cooperate with my colleagues in the distribution offices. This is because my working jurisdiction covers the towns of Sylhet and Moulavibazar. All project works are carried out after discussions with the concerned O&M working personnel. Definitely we treat them as our internal customers. As a result, we always try to satisfy the requirements of our customers.

3. Management system

Q3.1: Describe any change in management system. Do you have any change in:

- ◇ Budget planning
- ◇ Performance evaluation and incentive/reward system
- ◇ Do SBU/PTA systems bring any tangible differences in your office?

[Please describe concrete change and its effects: any attachment is welcome]

We're now trying to be more specific in management system.

(a) Our budget planning has become more precise with break-ups into different categories. Each category is very distinct from both physical and financial view points.

(b) Performance evaluation and incentive/reward is in practice in the project work. For each financial year, goals and targets are established according to the policy determined by the top management.

(c) SBU/PTA systems definitely bring tangible differences in our office, because from the point of view of the project we're now evaluating the performance of distribution system feederwise using different indicators.

Q3.2: What do you think the problems to in order to further develop TQM program?

[Please describe concrete examples to explain problems. Please describe any suggestion that you think beneficial]

In order to further develop TQM program in my organization, the top management should be well motivated. They should develop the habit of studying the statistical methods. They should have a clear understanding about rationale, data and information. They should have the knowledge of arresting fictitious data obtained from field offices so that dependable policy can be taken by them. Because, unless policies are determined, goals and targets cannot be established. The working personnel of the central secretariat should be well conversant with sqc. If they donot have any idea about the statistical methods, it'll be very difficult for them to help the top management in framing their policy. They must realize that TQM is a thought revolution in management.

4. Your Profile

- Career record (since employment)
- Academic Record

(a) Since employment, I worked in many offices of the BPDB in different capacities, especially in transmission and distribution projects.

(b) I'm a B.Sc. Engr. (Electrical & Electronics), having obtained my degree from BUET (Bangladesh University of Engg. & Technology).

(c) I've got junior and senior diplomas in French from the Alliance Française de Dhaka.

07.12.2004

End of the questionnaire

Executive Engineer,
18 Town Power Distribution Construction
Division - 7, BPDB, Sylhet.

AKhtaruzzaman
X EN, Baghabari P/S
TQM

Questionnaire for Project Review & Evaluation : Overall evaluation of technical transfer effect (2001-2004)

1. Relation between current job and transferred techniques

Q1.1 : Describe your current job and your responsibilities. How does your job relate to transferred technologies in JICA projects (i.e., TQM or Distribution) ?

I am posted as Executive Engineer, Operation Division at Baghabari Power Station.

I look after the technical and office work of Operation Division & Security Section.

TQM inspired employees in giving their opinion about their working procedure and environment.

Q1.2 : Describe concrete job examples where you applied transferred technologies. (Please fill out concrete example in you job)

Employees are sitting regularly in Q.C.Circle meetings.They are cleaning their own work place.They are trying to solve thier own problems.Each Q.C.Circle maintaining their own flower garden.

Q1.3 : How do you share your acquired knowledge with others ? Please give concrete examples

(Please describe your concrete activities on the job and of the job)

I give advice how to form and function Q.C.Circle.

2. Effect on daily operation and management

2.1 QC Activities

Q2.1.1: Describe the QC activities at your office: What activities are underway/How many circles are there/How many problems have been solved/How many persons (out of how many total personnel) participate in activities ?

Q.C. Circle meeting, keeping working environment nice looking, maintaining flower garden.

Two in Operation Division and One in Security Section.

Six problems.

Forty persons.

Q2.1.2: Describe concrete procedure to install QC the program in your office. What supports did you receive from promotion office/steering committee ? What supports do you need now ? Is there any feedback to training program in Japan ?

Q.C.Circle was formed with one team leader,one facilitator.they are sitting once in every week.

TQM promotion office has supplied some manuals, monitoring circle activities.

No feedback.

Q2.1.3: Quality of QC activities

(1) Provide good examples of QC report – Please attach the report

(2) Describe the actual process of this QC activity. How do you identify issues ?
How were teams formed to tackle the identified issues ?

Q.C.Circle members listed problems in their meeting.Then they made a gradation table to select the priority.According to gradation list 1st priority problem is selected for solution.Then cause & effect diagram is prepared for analysis.work done,effect analysed.Presentation done.

Teams are formed according to their trade.

2.2 Effect on daily operation and management

Q2.2.1: Describe any change in organization management. Do you establish any system that allows normal workers to participate in managerial decision-making ?
Do you have some change in authority delegation ?
(Please describe concrete example with identified effects)

Now people are inspired to find solution of any problem they faced.

Normal workers have got a few chance to express their opinion through Q.C.Circle and local Steering committe.

No change in delegation of authority.

Q2.2.2: Describe any improvement in communication. Do you start any new meetings ?

(Please describe concrete example with identified effects)

People keeping their work place neat and clean.They are consulting with each other to find out solution and improve working environment.

2.3 Effect on attitude

Q2.3.1: Describe any change of your attitude toward your colleagues and subordinates. Now, how do you communicate with them ?

(Please describe concrete situation and your attitude)

I always try to co-operate with my colleagues & subordinate, give advice to solve problems as my knowledge permit.

Recently there was a problem with one Jack Oil Pump I was with to solve the problem.

Q2.3.2: Describe concrete examples where you cooperate with other office/other divisions to execute tasks.

In our Power Station initially I was directly involved with the formation of Q.C.Circle and Steering Committee. Still I am organizing Steering Committee meeting.

I tried my best to inspire all circles Q.C.Circle presentation and nine presentation had been done in our Power Station.

3. Management system

Q3.1: Describe any change in management system. Do you have any change in:

- Budget planning
- Performance evaluation and incentive/reward system
- Do SBU/PTA systems bring any tangible differences in your office ?

(Please describe concrete change and its effects: any attachment is welcome)

We have started five year planning with regards to maintenance and operation.

Performance evaluation and incentive/reward system yet to be started.

We started functioning as SBU from last financial year, but yet to get full facilities.

Q3.2: What do you think the problems to in order to further develop TQM program ?

(Please describe concrete examples to explain problems. Please describe any suggestion that you think beneficial)

In order to further develop TQM programme commitment is required from all levels, specially from top administration and worker representatives.

No unwanted interference from political, top administrative and worker representatives is a must to further develop TQM programme.

4. Your Profile

- Career record (since employment)

Designation, Office & Place		Duration of Service	
		From	To
a)	Executive Engineer Operation Division Baghabari Power Station.	04-02-2003	Till to date.
b)	Executive Engineer Mechanical Maint. Division Siddirgonj Power Station.	26-07-2002	03-02-2003
c)	Executive engineer Mech. & Civil Maint. Division Baghabari Power Station.	01-05-2000	25-07-2002
d)	Executive engineer Boiler Maint. Division Chittagong Power Station.	21-5-1994	30-04-2000
e)	Executive Engineer Mech. Maint. Division- 2 Kaptai Hydro Power Station	16-5-1994	20-5-1994
f)	Executive Engineer in Charge Mech. Maint. Division- 2 Kaptai Hydro Power Station	4-12-1993	15-5-1994
g)	Executive Engineer in Charge Khulna Power Station. (210 MW Chittagong Thermal Power Station On Deputation)	22-02-1993	03/12/1993
h)	Sub-Divisional Engineer Turbine Maintenance Khulna Power Station (210 MW Chittagong Thermal Power Station On Deputation)	26-11-1992	21-02-1993
i)	Sub-Divisional Engineer Turbine Maintenance Khulna Power Station	20-9-1982	25-11-1992
j)	Assistant Engineer Turbine Maintenance Khulna Power Station	20-9-1978	19-9-1982

- Academic Record

Description of Certificate / Diploma / Degree	Name of the Board / University	Division / Class & Year	Main Subject
a) S.S.C (Science)	RAJSHAHI BOARD	1 st (1970)	Bengali, English, Math, Elec. Math., Physics, Chemistry, Bio.
b) H.S.C (Science)	RAJSHAHI BOARD	1 st (1972)	Bengali, English, Physics, Bio, Chemistry, Math.
c) Degree (B.Sc. Egg. Mechanical)	RAJSHAHI UNIVERSITY	2 nd Class (1976 held in 1978)	Thermodynamics, Power plant Engineering, Automobile, Fluid Mechanics, Machine Design, and Industrial Management.

S.M. AKHTARUZZAMAN
EXECUTIVE ENGINEER.

এস. এম. আখতারুজ্জামান
কিছাও প্রকৌশলী পরিচালন
আই ডি নং-১-০২৫২
বাঘাবারী বিদ্যুৎ উৎপাদন কেন্দ্র
চিটগংগা

**Questionnaire for the Review & Evaluation: Overall evaluation of
technical transfer effect (2001-2004)**

TQM

1. Relation between current job and transferred techniques

Q1.1: Describe your current job and your responsibilities. How does your job relate to transferred technologies in JICA projects (i.e., TQM or Distribution)?

My current job and responsibilities are to promote TQM all throughout BPDB, to manage TQM promotion office, to act as a member secretary of steering committee, to develop training plan to promote quality culture & to implement the activities as advised by the TOP management.

As Director TQM my present job almost relates to transferred technologies in JICA projects (TQM)

Q1.2: Describe concrete job examples where you applied transferred technologies.

[Please fill out concrete example in your job]

Following are the Job examples:

1. Preparation of Annual Action plan of TQM office
2. Awareness seminar held at Ghorashal P/S, Chittagong (Dist) & comilla (Dist)
3. Directly disseminating the technologies to PDB & WZPDCL officers & staffs through my lecture in training classes at RTC, Tongi, Chittagong, Rajshahi Ghorasal P/S & khulna (WZPDCL) in every month.
4. Annual Q.C. Circle convention held on Sept/04
5. Some new lecturers are being guided by me to impart TQM training for staffs & mid level officers as a comprehensive training program in BPDB & WZPDCL.
6. Established mentioning system for TQM activities through Task-Team & TQM officer (ACE)

Q1.3: How do you share your acquired knowledge with others? Please give Concrete examples.

[Please describe your concrete activities on the job and of the job]

I share my acquired knowledge with the trainees in training class (Mid level managers, facilitator, Head of offices /Directorate /ESU & staffs), In every month I share my knowledge with the TQM officers, visit some offices as Director of TQM , I share my knowledge with all offices & employee through question-answer session with them.

2. Progress of management improvement

2.1 Q.C. Activities

Q2.1.1: Describe the QC activities at your office: What activities are underway/ How many circles are there, How many problems have been solved/ How many persons (out of how many total personnel) participate in activities?

Awareness meeting, seminar, formation of steering committee/ QC. Circle in site offices, developed TQM training materials & establishing training program in 4 training centres, arranging 6 (six) zonal QC competition & BPDB's annual QC convention at Dhaka. In my office there is only one Q.C. Circle. 5-S activities are under way & no problem has yet been solved by the circle. Out of 12 (6 officer + 6 staffs), 10 (5 employees & 5 officers) participate in Q.C. activities.

Q2.1.2: Describe concrete procedure to install QC the program in your office. What supports did you receive from promotion office/ steering committee? What supports do you need now? Is there any feedback to training program in Japan?

Primarily we visited haripur p/s (TQM model) & other private organization where TQM had been introduced to gather practical knowledge. Then I got country focus training in japan arranged by JICA. After returning Dhaka arranged PDB steering committee meeting, task team meeting & shared knowledge & technologies with the members of the team. With hole hearted support of the then chairman I took some program to install QC all over BPDB. By the support of member (Admn.) Q.C. activities are spreading gradually. I got full support from steering committee. I need policy management to be formulated by the top management in respect of TQM. No feed back to training program in Japan are being done.

Q2.1.3: Quality of QC activities

- ① Provide good examples of QC report—*Please attach the report*
- ② Describe the actual process of this QC activity. How do you identify issues? How were teams formed to tackle the identified issues?

Report of QC is attached herewith (Shapla QC Circle Ghorasal P/S)

2.2 Effect on daily operation and management

Q2.2.1: Describe any change in organization management. Do you establish any system that allows normal workers to participate in managerial decision-making? Do you have some change in authority delegation?

[Please describe concrete example with identified effects]

No remarkable change in organization management are found to be describe. We have established suggestion system & steering committee in different offices where normal workers may participate in managerial decision-making. No change in authority delegation.

Q2.2.2: Describe any improvement in communication. Do you start any new meetings?

[Please describe concrete example with identified effects]

Through Q. C. Circle activities workers are now more capable to communicate with the managers /Director/SE / XEN / through their presentation. I have started meetings with the TQM officers (Assistant chief engineer) in every month. This type of meeting is new in BPDB.

2.3 Effect on attitude

Q2.3.1: Describe any change of your attitude toward your colleagues and Subordinates. Now, how do you communicate with them?

[Please describe concrete situation and your attitude]

Obviously, my attitude has been changed towards my colleagues & subordinates. I communicate them with friendly attitude. In my office, I exchange my concern with my subordinates as a coach, not as a master.

Q2.3.2: Describe concrete examples where you cooperate with other office/ other divisions to execute tasks.

I cooperated with different offices to execute TQM activities. For example, CERS (Workshop) Tongi, Directorate of Audit, RTC, Tongi, Ghorasal, Khulna., Ghorashal P/S, S & D- soloshahar, chittagong. and so on.

3. Management system

Q3.1: Describe any change in management system. Do you have any change in:

- ✧ Budget planning
- ✧ Performance evaluation and incentive/reward system
- ✧ Do SBU/PTA systems bring any tangible differences in your office?

[Please describe concrete change and its effects: any attachment is welcome]

We have a change in management system, BPDB's ...chairman (Mr. S.A. Mayeed) instructed TQM office to send MIS as and when required for smooth promote TQM in BPDB & accordingly I sent MIS (attachment: A)

Q3.2: What do you think the problems to in order to further develop TQM program?

[Please describe concrete examples to explain problems. Please describe any suggestion that you think beneficial]

Problems

1. Frequent change of CEO in the this crucial time of reform process.
2. Board members and chief Engineer BPDB are supportive and some of them are not involving themselves due to ensuing retirement.
3. PDB policy management not yet formulated
4. Chief engineers are participating in TQM steering committee meeting but officially they are not responsible as much as their usual duties, especially, monitoring of TQM activities under his jurisdiction.
5. Inadequate training facilities to expedite further development of TQM.

Suggestion

1. TQM activities should start from ministry (MPEM)
2. Required measures are solicited form the JICA Experts & are to be focused by the experts in the ensuing WRAP up seminar.
3. BPDB policy management should be established immediately & to be deployed to guide daily management (By Q.C. circle)
4. Technology knowledge sharing system to be strengthened.

4. Your Profile

- Career record (since employment)
- Academic Record

4. Your Profile

Career record (since employment)

Designation, Office & Place		Duration of Service	
		From	To
a)	Director TQM Promotion office BPDB, Dhaka.	22-09-03	unto date
b)	Executive Engineer Document Centre, PBPD, Dhaka.	21-11-1999	21-09-03
c)	Executive Engineer Resident Engr. (XEN) Satkhira Electric Supply	17-07-1994	20-11-1999
d)	Executive Engineer Turn-Key Division, Greater Khulna Power dist. project, Khulna.	24-02-1994	17-07-1997
e)	Executive Engineer Planning & Development Division. Khulna.	26-04-1993	24-02-1994
f)	Executive Engineer Distribution Division, Madaripur	28-03-1992	25-04-1993
g)	Executive Engineer 18-Town Project, Jessore,	30-06-1985	23-03-1992
	Sub-Divisional Engineer Resident Engineer (XEN) office Jessore, Electric Supply.	15-11-1982	30-06-1985
	Assistant Engineer Operation Division, Khulna Electric Supply.	27-07-1977	08-11-1982
	Assistant Engineer Operation and Maintains Circle, Dhaka Electric Supply, Dhaka.	20-03-1976	19-07-1977

- Academic Record

Description of Certificate /Diploma /Degree		Name of the Board/ University	Division / Class & Year	Main Subject
a)	S.S.C. (Science)	Jessore Board	2 nd (1967)	Bengali, English, Math Chemistry, Physics, Etc.
b)	H.S.C (Science)	Jessore Board	2 nd (1969)	Bengali, English, Math Chemistry, Physics
c)	Degree B.Sc.Egg.(Electrical)	Rajshahi University	2 nd (1975)	Power System, Switch Gear and protection, Electric circuit and system communication engg. power station Electrical Machine.

S.M.
12/12/04
S.M. Haidar Ali
Director
TQM Promotion Office
BPDB, Dhaka.

End of the questionnaire

M.I.S.

TQM Promotion Office, BPDB,
 "Hasan Court" (2nd Floor),
 23/1, Motijheel C/A, Dhaka-1000.
 Phone : 7163624
 Fax : 7163625



বাংলাদেশ বিদ্যুৎ উন্নয়ন বোর্ড

Bangladesh Power Development Board

Memo No 186 -/ BPDB/ TQM /

Date :16-06-04

To

The Chairman,
 BPDB, Dhaka.

Sl. No.	Name of the Offices.	Description of Works	Problems to be addressed
1.	RTC (Regional Training Centre), Tongi, Gazipur.	Vertical extension of the two-storied institute bldg. for constructing hostel on the 3 rd floor. [It goes without saying that senior officials like the S.E.S/ Directors are taking part in TQM training session regularly at RTC, Tongi.]	The Director, Finance to be advised to take necessary action from his end.

S.M. Haidar Ali
 16/6/2004
 (S.M.Haidar Ali)
 Director,
 TQM Promotion office,
 BPDB, Dhaka.

M.I.S.

TQM Promotion Office, BPDB,
"Hasan Court" (2nd Floor),
23/1, Motijheel C/A, Dhaka-1000.
Phone : 7163624
Fax : 7163625



বাংলাদেশ বিদ্যুৎ উন্নয়ন বোর্ড

Bangladesh Power Development Board

Memo No. ২২০- / BPDB/ TQM /

Date: 06-07-04

To

The Member (Admn.)
BPDB, Dhaka.

Sl. No.	Name of the office	Description of job	Problems to be addressed
1	2	3	4
1.	TQM Promotion Office, BPDB, Dhaka.	Placement of one DD (X-EN) in place of the present DD (X-EN) who is going abroad very soon.	Mr. Sukumar Biswas, Asstt. Chief Engineer, Ghorashal Power Station, who is very sincere & energetic, is very much interested to join the TQM Promotion Office, Dhaka. As Mr. K.A. Bari, the present DD (X-EN) is going to the U.A.E. very soon having lien from the government, so the posting of Mr. Sukumar Biswas to the TQM Promotion Office is urgently required to carry forward the pending mission of this office.

Sw. 05/9/2008
Signature of the Director,
TQM Promotion Office,
BPDB, Dhaka.

M.I.S.

TQM Promotion Office, BPDB,
"Hasan Court" (2nd Floor),
23/1, Motijheel C/A, Dhaka-1000.
Phone : 7163624
Fax : 7163625



বাংলাদেশ বিদ্যুৎ উন্নয়ন বোর্ড

Bangladesh Power Development Board

Memo No 218-/BPDB/TQM /

Date: 06-07-04

To

The Member (Admn.)
BPDB, Dhaka.

Sl. No.	Name of the offices	Description of job	Problems to be addressed
1	2	3	4
1.	Ghorashal Trg. Centre, Palash, Narsingdi.	Placement of a competent DD (X-EN) in Ghorashal Trg. Centre.	Mr. Mushtaque Muhammad, the present DD (X-EN) of Ghorashal Trg. Centre does not have the minimum drive in himself. Instead, Mr. Abdul Khaleq, the present DM (Operation) of Ashuganj P.S. Company Ltd. is very much interested to join the above mentioned Trg. Centre. He is very honest & dedicated. Moreover, he has the experience of serving in the TQM Promotion Office for three and a half months.

sw: 06/7/2004
Signature of the Director,
TQM Promotion Office,
BPDB, Dhaka.

M.I.S.

TQM Promotion Office, BPDB,
"Hasan Court" (2nd Floor),
23/1, Motijheel C/A, Dhaka-1000.
Phone : 7163624
Fax : 7163625



বাংলাদেশ বিদ্যুৎ উন্নয়ন বোর্ড

Bangladesh Power Development Board

Memo No -217/ BPDB/ TQM /

Date 06-07-04

To

The Chairman,
BPDB, Dhaka.

Sl. No.	Name of the Offices.	Description of Job	Problems to be addressed
1.	The Chief Engineers & equivalent officers	The following two philosophical books will be given to the Chief Engineers & equivalent officers during the 2 nd Module of TQM Training to be held in the Conference Room of the office of the Controller (Accounts & Finance) on 17.07.04 & 18.07.04. The books are as follows : I. Fundamentals of QC Circles. II. How to operate QC Circle Activities.	The Chief Engineers & equivalent officers to be asked to give copies of the books to the immediate subordinate officers, and hence down to the level of Executive Engineers. The contents of the books, if properly assimilated, could be used to solve all the day-to-day problems of any kind of office with the application of control & improvement tools by QC Circles upholding humanity & voluntarism, and bearing in mind the two elements i.e. customer satisfaction & contribution to society.

S.M. Haidar Ali
06/7/2004
(S.M.Haidar Ali)
Director,
TQM Promotion office,

Dist

Questionnaire for Project Review & Evaluation :Overall evaluation of technical transfer effect(2001-2004)

1. .Relation between current job and transferred techniques.

Q1.1: Described your current job and your responsibilities. How does your job relate to transferred technologies in JICA projects (i.e TQM of Distribution)?

- Executive Engineer, Sales & Distribution Division -I,. PDB, Bogra.
- To run the operation and maintenance system.
- some sorts of development works in my division and also revenue collection.
- Administrative and other overall activities in my division.
- I met with all of my sub-ordinates just after joining my working place and transferred JICA training experience.
- 5-S and TQM activities enhanced in my office as far as possible.

Q1.2. Describe the concrete job examples where you applied transferred technologies.

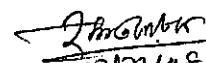
(Please fill out concrete example where you applied transferred technologies.

- Computerized billing has already been started.
- Improved customer Service and relation
- 5-S and QC circle activities running well .

Q1.3: How do you share your acquired knowledge with others? Please give concrete examples

(Please described your concrete activities on the job and of the job)

- During staying in Tokyo /Hiro Shima some video snaps were taken and 3 No of C Ds were copied and those were shown to my sub-ordinate & colleague.


02/24/08
(Md. Enayet Karim)
Executive Engineer
Distribution Division
PDB, Bogra.
ID No. 1-0344

Dist

2. Progress of Management Improvement.

2.1 QC Activities.

Q2.1.1 : Describe the QC activities at your office. What activities are underway/ How many circles are there/ How many problems have been solved/How many persons (out of how many total personnel) participate in activities?

- At present in my office there are 13 No of QC Circles
- Load balancing of Distribution X-formers, feeder maintenance to clear write off way and replacement of 1Q defective meter etc.
- 16 No of Problems were solved so far.
- Out of 105 No of staff,70 persons are participating in this activities.

Q2.1.2: Described concrete procedure to install QC the program in your office. What supports did you receive from promotion office/steering committee? What supports do you need now? Is there any feed back to raining program in Japan ?

There are 13 QC Circles in Sales & Distribution Division-I, PDB, Bogra. Each circle consists of a Facilitator, a team Leader and some members. Two meeting are held by each circle every month. Each circle finds out a problem & then seeks problem solution to it. The best solution in accepted and put forward to concerned authority for approval .

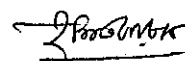
We are always getting relevant guide lines, training on TQM from TQM promotion Office. We need logistic and more financial support at present.

* Yes.

Q2.1.3 Quality of QC activities

- (1) Provide good examples of QC report- Please attached the report.
- (2) Describe the actual process of this QC activity. How do you identify issues ? How were teams formed to tackle the identified issues .

- (1) Report attached.
- (2) Ditto.


02/02/08
(Md. Enayet Karim)
Executive Engineer
Distribution Division
PDB, Bogra.
ID No. 1-0344

2.2. Effect on daily operation and management.

Q2.2.1 Describe any change in organization management . Do your establish any system that allows normal workers to participate in managerial decision making? Do you have some change in authority delegation?

(Please describe concrete example with identified effects)

- Still then no change in organization management.
- Once in a month through QC circle meeting.
- No. I can not . It can be done by B PDB.

Q2.2.2. Describe any improvement in communication. Do you start any new meetings ?

(Please describe concrete example with identified effects)

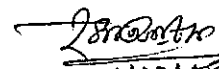
- We the task team members meet every 3rd Wednesday in Director, TQM Promotion Office, Dhaka.
- I have made 4 meetings in SE, O& M Circle office, Bogra.
- Monitored TQM activities in S&D-I, S&D-II & SE, O&M Office as per direction of TQM Directorate.

2.3 Effect on attitude.

Q2.3.1: Describe any change of your attitude toward your colleagues and subordinates. Now, how do you communicate with them ?

(Please describe concrete example with identified effects)

- Yes, I directly communicate with my colleagues and subordinates. Some times I give direction /Advice through telephone.


02/22/08
(Md. Enayet Karim)
Executive Engineer
Distribution Division
PDB, Bogra.
ID No. 1-0344

Q23.2: Described concrete examples where you co-operate with other office/other divisions to execute tasks.


* As per format given by TQM Office, I co-operate with S&D-II and Operation & Maintenance circle, PDB, Bogra.

3. Management System:

Q3.1. Described any change in management system. Do you have any change in

- Budget planning
- Performance evaluation and incentive/reward system
- Do SBU /PTA systems bring any tangible differences in your office?

- SBU target and active Board order .5 Bonus, May, June/03 Bonus and 2nd & 3rd quarter bonus office order by Board to be attached.
- XEN submitted budget through SE, CE to Director Finance and in the month of December in Director Finance meeting it will be decided.
- Some change should be made in incentive/reward system.
- Some tangible changed due to SBU/PTA in my office.


02/21/08

(Md. Enayet Karim)
Executive Engineer
Distribution Division
PDB, Bogra.
ID No. 1-0344

Q3.2 . What do you think the problems to in order to further develop TQM program ?

(Please describe concrete examples to explain problems. Please describe any suggestion that you think beneficial)

- TQM is a vast thing. Through training every educated person should be trained as far as possible by BPDB training facilities. Training budget of BPDB should be increased.
- Some qualified Engineer should be Trained in Japan for TQM by JICA.

4. Your profile :

- Carrier record (since employment)
- Academic record..

A:

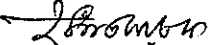
- I have joined BPDB as an Asstt. Engineer in the year of January/03.
- Then I promoted as Sub-Divisional Engineer in 1986 with effect from Jan/84
- In the year of 1998/Feb I have been promoted as an Executive Engineer from date of joining I am serving in distribution sector as Distribution Engineer and visited Australia for pre-shipment inspection- list.

B:

- Secondary School Certificate Examination- 10 years - 1st Division.
- Higher Secondary School Certificate Examination-2 years= 2nd Division.
- Bachelor of Science in Electrical Engineering -4 years- 2nd class.

Different :

- Training taken in BPDB training center such as-Distribution, Engineering
- * Basic operation training in Bheramara Power Station, Distribution Management System. TQM training, Protective Measure of Relay Operation system, Unbundling Seminar at Hotel Sheraton under U.S. AID etc.


02/29/08

(Md. Enayet Karim)
Executive Engineer
Distribution Division
PDB, Bogra.
ID No. 1-0344

M. A. Halim
XEN, Mymensingh
Dist.

Questionnaire for Project Review & Evaluation : Overall evaluation of technical transfer effect (2001 - 2004)

1. Relation between current job and transferred techniques

Q1.1 : Describe your current job and your responsibilities. How does your job related to transferred technologies in JICA projects (i.e., TQM or Distribution)?

Working under 18 town power project Division-6 Mymensingh. Responsible to construct new lines, sub station. Renovation of Distribution lines, consumer service connection etc. Completed one pilot scheme feeder under JICA/JBIC. to Extension of 11 kv lines to the possible consumer premises for reliable power supply and reduce line loss. For easy maintenance work we have installed few numbers of 11 k sectionalizer.

Q1.2 : Describe concrete job examples where you applied transferred technologies.

[Please fill out concrete example in your job]
Under Sales & Distribution Division-1(N), Mymensingh I was entrusted to complete a Distribution line named Kachijhulypilot scheme feeder. Financed by JBIC. I have completed this project successfully. Distribution lines constructed with minimum L.T. lines and maximum H.T. line. Installed all consumer meter outside consumer house. I applied acquired knowledge to this project. For which system loss comes down from 35% to 11%, breakdown works reasonably reduce power supply become reliable and maintenance works became easy due to installation of sectionalizer.

Q1.3 : How do you share your acquired knowledge with others? Please give concrete examples.

[Please describe your activities on the job and of the job]
Before talk up of any works. We discussed together about our plan, work to be done, the way work to be taken up through respective Q.C. Circle. As for example respective Q.C. circle through routine inspection and applying PDCA cycle they have taken up a project named "transformer load balancing". Applying Q.C. tools all the distribution transformers load balanced. Resulting no breakdown in distribution transformer and saving six lakh taka per year and also Q.C. circle discussed the safety of human life and decided and taken up a safety measure project through Q.C. circle. And successfully all the workers are using safety equipment such as safety belt, hand gloves, helmet and shoes and safety tools etc. During visit on 28/11/2004 by JICA TQM expert physically they have experienced on the spot.

2. Progress of management improvement

2.1 QC Activities

Q2.1.1 : Describe the QC activities at your office. What activities are underway/ How many circles are There / How many problems have been solved / How many persons (out of how many total personnel) participated in activities.?

There are sixteen numbers of Q.C. circles. Each Q.C. circle responsible for routine maintenance an inspection of distribution lines . Through PDCA cycle collected information and through Q.C. circle usin Qc tools problems are identified and taking project to solve the problem on the basis of gradation. Th daily break down/interruption duration datas are collecting and discussing in QC, circle meeting t minimise the problems.80 members are involved in QC. circle activities out of one forty.

Q2.1.2 : Describ concrete procedure to install QC. The program in your office. What supports did you receive from promotion office/streeing committee? What supports do you need now? Is there any feedback to training program in Japan?

One Q.C. circle comprises one facelilator, one team leader and at least six member. each Q.C. circl has a specific name such as "Rupali QC. Circle" and responsible for feeder wise maintenance/tre trimming of lines etc. each QC. Circle met together twice in a month to identify/solve the problem through discussion among them selves. From promotion office/steering committee QC. circle receive al suport as they need. Support in respect of financial and materials are need. The training programm conducted in Japan through JICA. We are trying to motivate our workers, engineers, to work togethe through TQM activities and it is functioning with satisfaction.

Q2.1.3 : Quality of QC activities.

(1) Provide good examples of QC report - Please attach the report.

(2) Describe the actual process of this QC activity. How do you identify issues? How were teams Fromed to tackle the identified issues?

(1) Q.C. Reports of x-former load balancing is a good report and having a good result.(enclosed)
(2) As described earlier QC circle team leader having discussion with all members chacked out th problems with 4 M view point. Than take up the projects and complete it using QC tools.

2.2 Effect on daily operation and management.

Q2.2.1 : Describe any change in organization management. Do you establish any system that allows

Normal works to participate in managerial decision-making? Do you have some change in authority Delegation?

[Please describe concrete example with identified effects]

Under TQM activities the management system remains as it is. Only the way of work placed under TQ activities guide. We establish a system to participate the workers to reflect their views to the Executive Engineer when ever it is necessary. For safety of the workers, all the workers met the Executive Engineer and reflect the problem to supply safety devices and accordingly action taken by the authority We have no changed in authority delegation.

Q2.2.2 : Describe any improvement in communication. Do you start any new meeting?

[Please describe concrete example with identified effects]

Yes improvement in communication is all ready been made by motivating the workers through Q activities. Such as problem of transformer unbalancing and non-availability of safety devices have been solved through QC activities.

2.3 Effect of attitude

Q2.3.1 : Describe any change of your attitude toward your colleagues and subordinates. Now, how do you communicate with them.

[Please describe concrete situation and your attitude]

All the QC circle members acknowledged about TQM activities for which after accepting the TQ activities the attitude toward colleagues and subordinate seems to be accelerated which may be observed from the monthly QC circle meetings.

Q2.3.2 : Describe concrete examples where you cooperate with other office/other division to execute tasks.

QC activities of Mymensingh Division-1(N) in respect of transformer load balancing and use of safety devices has been observed by Division -2(S) Mymensingh and Sherpur. The said Division also started said works. Through steering committee we try to solve the same types of problems in a same manner. I unify the system.

3

Management System

Q3.1 : Describe any change in management system. Do you have any change in:

- 1 Budget planning
- 2 Performance evaluation and incentive/reward system
- 3 Do SBU/PTA systems bring any tangible difference in your office?

- (1) No change in management system.
- (2) No change in budget planning.
- (3) No change in Performance evaluation and incentive/reward system.
- (4) SBU/PTA system may bring tangible difference if present incentive/reward system modified.

Q3. 2 : What do you think problems to in order to further develop TQM program?

[Please describe concrete examples to problems. Please describe any suggestion that you think beneficial]

Present problem

At present we have less trainer in TQM program.
Zone wise there is no specific TQM branch office.
In sufficient facilities in each Division to hold QC meeting.

Suggestion

Zone wise TQM branch office with all accessories to be established.
Division wise all engineers should be trained in TQM program through JICA.

4

Your Profile


- 1 Career record (since employment)
- 2 Academic Record

Career Record

Serving under power Development board since 1972 in various field. such as construction maintenance/sales Division . At present I am working as Executive Engineer 18 Town power distribution project -6, Mymensingh. When I was posted to sales & Distribution-1(N), Mymensingh that time I got training in distribution system through JICA. After getting training I have started TQM activities in sales Distribution Division-1(N),/(S)-2/Sherpur. In the annual convention held in Dhaka through TQM Directorate two QC circle. Presentation were made successfully.

Academic Record

S.S.C. Examination passed - 1967
Diploma in- Electrical-Engineering passed in - 1972
A.M.I.E. in- Electrical-Engineering passed in - 1979


M. A. Halim
Executive Engineer
18 TPDCD-6
PDB, Mymensingh.
TQM. Task Team Member

Mr. Asit Kumar Sarkar
Dist

Questionnaire for Project Review & Evaluation: Overall evaluation of technical transfer effect (2001-2004)

1. Relation between current job and transferred techniques

Q1.1: Describe your current job and your responsibilities. How does your job relate to transferred technologies in JICA projects (i.e., TQM or Distribution)?

Responsibilities: Operation & Maintenance of 33kV/11kV/1.4kV line & 33/11kV sub-station as well as commercial operation.
My job relates to distribution of power.

Q1.2: Describe concrete job examples where you applied transferred technologies.

[Please fill out concrete example in you job]
I applied transferred technologies in operation & maintenance of power line/S/S in S/D-1 (North) my messaging through forming QC circles.

Q1.3: How do you share your acquired knowledge with others? Please give concrete examples

[Please describe your concrete activities on the job and of the job]
I am a lecturer of TQM training courses in Bangladesh PDB.
I share my knowledge, experience with participants as how Japanese have implemented TQM & got tremendous achievements through this. And I suggest that we should/will do all works through QC circles. In the same way I try to do the same in my own office stuffs.

2. Progress of management improvement

2.1 QC Activities

Q2.1.1: Describe the QC activities at your office: What activities are underway/ How many circles are there / How many problems have been solved/ How many persons (out of how many total personnel) participate in activities?

TQM at my present office is at very early stage. I have formed 5 QC circles & 1 steering committee. 33 KV/11KV line faults have been reduced greatly through tree-trimming & other schedule maintenance. [Prob. no. 1]. 2nd Prob. is X-mor (11.4KV DistTR) regular maintenance which is going on. Out of 54, 36 personnel are involved in TQM activities.

Q2.1.2: Describe concrete procedure to install QC the program in your office. What supports did you receive from promotion office/ steering committee? What supports do you need now? Is there any feedback to training program in Japan?

To install QC chain of command should be maintained by the head of the office. TQM promotion office assisted in many several ways as 'how to form' 'whom should be included', ~~etc~~ Booklet & Book etc.

Q2.1.3: Quality of QC activities

- ① Provide good examples of QC report—Please attach the report
- ② Describe the actual process of this QC activity. How do you identify issues? How were teams formed to tackle the identified issues?

weekly QC meeting is held. They discussed about problems & select one problem to solve on the basis of priority. But task team meeting is not has not been started yet.

2.2 Effect on daily operation and management

Q2.2.1: Describe any change in organization management. Do you establish any system that allows normal workers to participate in managerial decision-making? Do you have some change in authority delegation?

[Please describe concrete example with identified effects]

Actually no change in organization management.
No change in authority delegation.

Q2.2.2: Describe any improvement in communication. Do you start any new meetings?

[Please describe concrete example with identified effects]

I started new meeting once. Afterwards I tried to hold further but failed due to indifference or -ve tendency of some people.

2.3 Effect on attitude

Q2.3.1: Describe any change of your attitude toward your colleagues and subordinates. Now, how do you communicate with them?

[Please describe concrete situation and your attitude]

I have changed my attitude towards my colleagues & subordinates but due to lack of chain of command, its effect is not noteworthy. Chain of command should be maintained by the head of the office.
Chain of command means - Head of office communicate with immediate sub-ordinate following the order for return.

Q2.3.2: Describe concrete examples where you cooperate with other office/ other divisions to execute tasks.

Not yet. But I started correspondence with S&D. Pahartali & S&D ~~How~~ Shalashahar.

3. Management system

Q3.1: Describe any change in management system. Do you have any change in:

- ✧ Budget planning
- ✧ Performance evaluation and incentive/reward system
- ✧ Do SBU/PTA systems bring any tangible differences in your office?

[Please describe concrete change and its effects: any attachment is welcome]

No.

Q3.2: What do you think the problems to in order to further develop TQM program?

[Please describe concrete examples to explain problems. Please describe any suggestion that you think beneficial]

- # Chain of command must be followed in an office.
- # Higher authority / TQM representative of Dhaka will visit other offices.
- # motivation of XEN/SE/CE's ~~is~~ is must
- # decentralisation of responsibility / Power.
- # We should take initiative to prevent paper-oriented / based TQM activities. It is happening in some cases.

4. Your Profile

- Career record (since employment)
- Academic Record

- # I do practise my job in the field of distribution where I am responsible for operation, maintenance of power lines & sub-station.
- # B.Sc. Engineer in Electrical & Electronic from BUET in 1995.

End of the questionnaire

Dist.
Md. Hazrat ali
Executive Engineer
SSD Division, pahartoli
PDB, Chittagong

Questionnaire for Project Review & Evaluation: Overall evaluation of technical transfer effect (2001-2004)

1. Relation between current job and transferred techniques

Q1.1: Describe your current job and your responsibilities. How does your job relate to transferred technologies in JICA projects (i.e., TQM or Distribution)?

As an XEN in SSD Division pahartoli, ctg :-

- # To improve the quality power supply to the consumer.
- # To increase the revenue collection and reduce the system loss.
- # To develop SBU and QC activities.
- # To maintain properly office management and administration.

To transferred technologies in JICA project on distribution system :-
By applying action plan (short term and long term) for the improvement of power system in Bangladesh.

Q1.2: Describe concrete job examples where you applied transferred technologies.

[Please fill out concrete example in you job]

- # To introduce SBU activities.
- # To develop QC activities schedule.
- # To develop TQM training schedule.
- # To increase motivation activities.
- # To apply distribution system.
- # To apply consumer complain.

Q1.3: How do you share your acquired knowledge with others? Please give concrete examples

[Please describe your concrete activities on the job and of the job]

- # To make action plan (short term and long term)
- # To develop paper for seminar.
- # To develop QC activities.
- # To arrange the seminar on training course.
- # To develop training materials for QC circle.
- # Training program for QC circle.
- # Data Collection.

2. Progress of management improvement

2.1 QC Activities

Q2.1.1: Describe the QC activities at your office: What activities are underway/ How many circles are there / How many problems have been solved/ How many persons (out of how many total personnel) participate in activities?

To held steering committee meeting in every
weekly Qc circle meeting also held ^{mon 15}.
There are 14 nos. of Qc circle.
Two nos. of problems have been solved.
79 nos. of persons ^{are} participate ⁱⁿ Qc activities ^{out of} 89 nos.

Q2.1.2: Describe concrete procedure to install QC the program in your office. What supports did you receive from promotion office/ steering committee? What supports do you need now? Is there any feedback to training program in Japan?

To install Qc with the help of steering committee, facilitator, team leader and member.
• TQM and Qc circle activities ^{and} suggestion scheme to give us from the promotion office. Any problem solved by the promotion office. To arrange the seminar on the training course by TQM promotion office. Yes, from the training program in Japan to feedback TQM, Qc circle and power distribution system.

Q2.1.3: Quality of QC activities

- ① Provide good examples of QC report—Please attach the report
- ② Describe the actual process of this QC activity. How do you identify issues? How were teams formed to tackle the identified issues?

the process of Qc activity:— Name of the circle, facilitator, leader, division/branch, member
"Slogon" Issues are identified by the Qc circle's leader and members. The identified issues will submit by the team leader to facilitator.
Finally, the facilitator submits the issues for the final approval of the steering committee.

2.2 Effect on daily operation and management

Q2.2.1: Describe any change in organization management. Do you establish any system that allows normal workers to participate in managerial decision-making? Do you have some change in authority delegation?

[Please describe concrete example with identified effects]

- # To change Lengthy central procurement process,
 - # To change long time for taking decision,
 - # Target of work properly fixed,
 - # No, normal workers will not allow to participate in managerial decision making,
- Yes, ^{I want} some change in authority delegation,

Q2.2.2: Describe any improvement in communication. Do you start any new meetings?

[Please describe concrete example with identified effects]

The improvement in communication stated as below:

- # To develop TQM and QC activities.
 - # To improve the reliability of power supply.
 - # To reduce the system loss and increase bill collection.
 - # To increase motivation activities.
- Yes, I started new meetings.

2.3 Effect on attitude

Q2.3.1: Describe any change of your attitude toward your colleagues and subordinates. Now, how do you communicate with them?

[Please describe concrete situation and your attitude]

To change of my attitude toward my colleagues and subordinates :-

To develop QC activities no schedule,

To develop TQM training schedule,

To increase Motivation activities

To communicate with the help of steering

Committee, task team meeting and QC program.

Q2.3.2: Describe concrete examples where you cooperate with other office/ other divisions to execute tasks.

In every month, I arrange a meeting with the help of other SBU/divisional head. During the meeting, all facilitator, team leader and member of Qc circle are present ^{there} to discuss ~~there~~ the improvement of Qc circle activities and how to improve the TQM and Qc circle.

3. Management system

Q3.1: Describe any change in management system. Do you have any change in:

- ◇ Budget planning
- ◇ Performance evaluation and incentive/reward system
- ◇ Do SBU/PTA systems bring any tangible differences in your office?

[Please describe concrete change and its effects: any attachment is welcome]

Not applicable.

Q3.2: What do you think the problems to in order to further develop TQM program?

[Please describe concrete examples to explain problems. Please describe any suggestion that you think beneficial]

No, There are no problems to develop TQM program.
In BPDB, TQM is new thing. Gradually it will be improve ~~to~~ for time being. Staff and officers are motivated gradually. But at present needs to arrange Seminar on training courses, to develop training materials and training programs.

4. Your Profile

- Career record (since employment)
- Academic Record.

I am join in BPDB in 1984 as an Asst. Engineer. and I have ~~been~~ worked in various field office for 21 years. At present I am working in Sales and Distribution Division pahartoli Chittagong as an Executive Engineer.

Bsc. Engineer, Electrical and Electronic.
Passed from BUET, Dhaka.

End of the questionnaire

Ans: Q 2.1.3. (1)

Introduction of the circle:

Name of the circle: Jamuna Quality Control Circle

Facilitator: Mr. "X" SDE

Leader: Mr. "Y" SAE

Division/Branch: Technical group

Nos. of members: 6 (Six) nos.

Name of the members:

1. Mr. Y, SAE, Leader.

2. Mr. Z F/M member.

3. Mr. A LIM

4. Mr. B LIM

5. Mr. C LIA

6. Mr. D LIA

Work of the circle:

- # To identify the problem.
- # To determine cause of the problem.
- # To solve the problem.
- # To submit the problem for approval.
- # To established after approval.
- # To observe the result.

Problems of The circle:

- # Not a right way of clearance.
- # Not distribution transformer load balancing.
- # Not transformer oil test.
- # Not fresh jumper and loop.

Expenditure on the library

1.8.14.14

Explanation procedure of marking:

① To considering expenditure:-

- a) To maintainance work, for book value 5% → 8 number
- b) " " for " " 10% → 6 "
- c) " " for " " 20% → 5 "
- d) " " for " " 30% → 4 "
- e) " " for " " 50% → 3 "

② To considering efficiency:-

- a) efficiency for 100% → 8 number
- b) " " 90% → 7 "
- c) " " 80% → 6 "
- d) " " 70% → 5 "
- e) " " 60% → 4 "

③ To considering self interest:

- a. for 100%, 8 nos.
- b. for 90%, 7 "
- c. for 80%, 6 "
- d. for 70%, 5 "
- e. for 60%, 4 "

To determine a gradation of the problems

<u>SL. no.</u>	<u>Description of The problem</u>	<u>Expenditure</u>	<u>Efficiency</u>	<u>Def. interest</u>	<u>Total position no.</u>	<u>Position</u>
					19	3rd
1.	Not tight way of clearance	7	6	6		
2.	Not distribution XFR load balancing	8	7	7	22	1st
3.	Not XFR oil test	6	7	7	20	2nd
4.	Not fresh jumper and loop	6	6	6	18	4th

Finalization of the subject:

"According to the gradation table" Not to XFR load balancing" stands 1st position. So this problem accepted for the solution.

After the solution of the 1st problem, then the other problems will accept for the further solution.

