

BANGLADESH RURAL ELECTRIFICATION BOARD
DHAKA, BANGLADESH

PBS Instruction 200 - 32
BREB Instruction 600 - 31

SUBJECT:

Determination of Annual Performance Targets and its Operational Plan under the Annual Performance Agreement (APA) signed between BREB & its Borrower PBSs.

1. Purpose:

The purpose of this Instruction is to set forth BREB's policy to determine its Borrowers' performance targets in line with the guidelines of Power Division of Ministry of Power, Energy and Mineral Resources (MPEMR) and operational plan thereof under the Annual Performance Agreement (APA) signed between BREB and the individual Borrower PBS.

2. Policy:

- BREB will appoint an Annual Performance Agreement (APA) Standing Committee.
- The standing committee will fix the PBS's Performance Indicators & Targets for all PBSs each financial year and review bi-annually for achieving BREB's strategic objectives.
- The committee will review and evaluate the Performance Targets achieved by the PBSs annually.
- The committee will place its recommendation of Incentive bonus/ Penalty for the PBSs to BREB Board, on the basis of evaluation made in line with the guidelines of this Instruction.

3. Procedure:

The detailed procedure for formation of APA standing committee, its overall functions and Operational Plan of APA are discussed in the following attachment of this Instruction.

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PERFORMANCE TARGET

OPERATIONAL PLAN

- I. BREB is authorized and empowered to establish performance Indicators & targets for each individual PBS. In order to implement this, Bangladesh Rural Electrification Board (BREB) will form and appoint one (1) Annual Performance Agreement Standing Committee.

The committee will consist of the following officials:

SL No.	Designation	Position
1.	Member, PBS Management Operation	Chairman
2.	Chief Engineer(P & O)	Member
3.	Controller(Finance & Accounts)	Member
4.	Executive Director	Member
5.	Director, Financial Monitoring	Member
6.	Director, PBS Monitoring & Management Operation	Member
7.	Director, System Operation	Member
8.	Director, PBS Loan & Budget	Member
9.	Superintendent Engineer, Energy Audit and Tariff.	Member-Secretary

The Member, PBS Management Operation shall be responsible and have the authority to co-ordinate and ensure that all information is handled timely. In absence of any member, BREB shall make a replacement.

- II. Under the terms of the Annual Performance Agreement, each PBS will be assigned with specific targets as listed in the Annual Performance Agreement. BREB will determine, if changes are required in future years. The changed Targets for the PBS will be addressed and attached as the Addendum to the Annual Performance Agreement.

- III. The Director, PBS Monitoring & Management Operation shall be responsible to ensure that each PBS signs an Annual Performance Agreement with established and assigned targets, which becomes effective from July 1 to June 30 of the year. He also communicate it to the PBSs.

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- IV. Each PBS is required to furnish completed 550 forms for the months to Superintendent Engineer, Energy Audit and Tariff by the 10th of the following month. After the 550 forms are received in Energy Audit and Tariff Directorate, the data will be processed and analyzed to determine whether the PBSs have met/achieved the target.
- V. Energy Audit and Tariff Directorate will be responsible to tabulate all information needed for Performance Targets and will place the findings before the APA Standing Committee.
- VI. The Performance Target Standing Committee will sit with the PBSs, before signing APA Agreement between Power Division & BREB of each year, represented by the President of the Samity Board and the General Manager of the PBS to review the last year's performance and to finalize the new Targets for the current year based on the last year's achievement against the targets.
- VII. The Standing Committee shall preliminarily review in the meeting to be held on after ending of FY, which PBSs should be awarded incentive bonus and which be imposed penalty and accordingly prepare a proposal.
- VIII. BREB will consider mid-term review of the yearly targets and re-fix on the basis of six (6) months actual performance and other related situations.
- IX. The committee will submit the performance evaluation of the prior year along with the proposal for incentive bonus and penalty, and new targets of the current year for individual PBSs to BREB for its approval. On approval of BREB Board, the Executive Director shall communicate the respective PBSs regarding incentive bonus/penalty.
- X. The Annual Performance Agreement will be signed by the Secretary, BREB and the President of the Samity Board or a Member of the Executive committee of the Samity duly authorized. In absence of the Samity Board, the concerned PBS Monitoring & Management Operation Directorate will sign on behalf of the Samity. The specimen of the model Agreement is appended herein **(Annexure-01)**
- XI. BREB may waive or relax the performance Targets and its evaluation methods. Provisions of the Agreement may be modified or amended by mutual consent of the PBS and BREB. Natural calamities such as flood, strike or any other disorders that are beyond the control of the PBS will. be considered for waiver or relaxation.
- XII. The Annual Performance Agreement Operational Plan (APAOP) may be modified by BREB, if and when necessary.

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A. PURPOSE OF ANNUAL PERFORMANCE AGREEMENT

For the purpose of establishing realistic performance targets for each individual PBS, specific guidelines are set to assist and provide guidance in the prudent management of the Palli Bidyut Samity (PBS). The targets will provide the PBSs and BREB with a reliable method for monitoring, and controlling cost and activities of the PBSs, and thus more effectively guide the Borrowers to become financially viable. This will enable each individual PBS to pay its debt service liability (DSL) and provide more reliable electric service to its member-consumers at the lowest possible cost.

This in turn will enable BREB and GOB to receive payment of the debts owed on a timely basis.

B. ESTABLISHMENT OF PERFORMANCE TARGETS

Performance Targets shall be established in a timely manner to meet the PBSs' technical, operational and financial requirements. The targets will be established for each individual PBS.

C. SPECIFIC PERFORMANCE TARGETS

SECTION I:

The PBSs have the primary responsibility to its member-consumers for providing adequate and reliable electric utility service at the lowest possible cost. It is therefore necessary that the PBSs not only manage the operations in a prudent manner, but also maintain the proper equity levels and margins to meet the financial requirements and obligations.

SECTION II:

To attain the goals as mentioned in Section I, the specific targets will be established for the PBSs by BREB. The targets set for the PBSs may be adjusted at any time during enforcement, if such change or adjustment in PBS operations warrants.

SECTION III:

By virtue of the Agreement signed between BREB and the PBSs, the concerned PBS will accept the fixed targets. Each target to be established for the PBSs is detailed in the copy of model Agreement.

SECTION IV:

Upon achievement of the targets, the PBS employees will receive an incentive bonus or penalty as stated below in D. The weight factor shown against each of the targets as listed in the next page will be used to determine the Overall Performance Achievement (OPA) and accordingly, the incentive bonus/penalty to be awarded/imposed on base pay.

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SECTION V:

Performance Indicators with the Weight Factor

SL No	Name of the Performance Indicators	Weight Factor
1	System Loss without re-sale -(Grid Meter): (Lower the better)	26
2	Accounts receivable without re-sale & rebate (Lower the better)	15
3	Collection- Bill (CB) Ratio (%) (Higher the better)	1
4	Payment of Debt Service Liability: (Higher the better)	7
5	O & M Expense/kWh (Excluding Power cost, Depreciation & Amortization expense, Interest expense and Provision for uncollectible Amount. i.e. 0.5% of sale of electricity) (Lower the better)	4
6	Revenue Per KM of Line without re-sale: (Higher the better)	1
7	Ratio of inspection & maintenance of distribution line (KM) against energized line (KM) (Standard 20%): (Higher the better)	1
8	Ratio of damaged & repairable transformers (Number) against total installed transformers (Number) (Standard 2%): (Lower the better)	1
9	Percentage of Damaged Transformers repaired: (Standard 20%) (Higher the better)	1
10	Store management performance: a) Physical inventory of all stores under the PBS (WF-1) b) Timely close-out of Mini & Force work orders (WF-1) (Higher the better)	2
11	Maintenance and Up-gradation of Equipment Record Card (Higher the better)	2
12	Improvement of Power Factor (Higher the better)	1

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SL No	Name of the Performance Indicators	Weight Factor
13	Action on Meter Reports (Higher the better)	1
14	Average Training hour per Employee: (Higher the better)	2
15	Timeliness to attend Consumers' complain	1
16	Number of Public Hearing	2
17	System Average Interruption Duration Index (SAIDI)	2
18	System Average Interruption Frequency Index (SAIFI)	2
19	% Reduction of overloaded Transformer	1
20	% of new connected consumers	2
21	Accounts Payable	1
22	Inter-PBS Transaction	4
Sub-Total		80
মন্ত্রিপরিষদ বিভাগ কর্তৃক নির্ধারিত মাঠ পর্যায়ের কার্যালয়ের আবশ্যিক কৌশলগত উদ্দেশ্যভিত্তিক লক্ষ্যমাত্রা		20
Total		100

Note: The above mentioned Targets including weight factor of individual target are subject to change from time to time as prescribed by the Cabinet Division.

Section vi: The PBSs shall take necessary action according to APA calendar of the APA Policy provided by the Cabinet Division.

D. OVERALL PERFORMANCE ACHIEVEMENT (OPA) & INCENTIVE BONUS /PENALTY

SECTION I :

There is an incentive bonus and penalty provision in the APA to encourage the PBS employees to achieve the targets as well as to administer the accountability.

The incentive bonus or penalty will be determined on the basis of overall performance achieved by each PBS under the Groups.

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a) At first, percentage (%) of Performance Indicators achieved will be calculated by using the following formulae:

For lower better Targets:

A)	$(B-A)*100/(B-T)$	IF	1)	T<B	&	A<B
			2)	T<B	&	A>B
			3)	T<B	&	A=B
B)	125%, 100%, 0%	IF	1)	T=B	&	A<T
			2)	T=B	&	A=T
			3)	T=B	&	A>T respectively.
C)	$(T-A)*100/(T-B)$	IF	1)	T>B	&	A>T
			2)	T>B	&	A<B
			3)	T>B	&	A=B
D)	100%	IF	1)	T>B	&	T=A
			2)	T>B	&	T>A>B

For higher, the better Targets:

A)	$(B-A)*100/(B-T)$	IF	1)	T>B	&	A>B
			2)	T>B	&	A<B
			3)	T>B	&	A=B
B)	125%, 100%, 0%	IF	1)	T=B	&	A>T
			2)	T=B	&	A=T
			3)	T=B	&	A < T respectively
C)	$(T-A)*100/(T-B)$	IF	1)	T<B	&	A<T
			2)	T<B	&	A>B
			3)	T<B	&	A=B
D)	100%	IF	1)	T<B	&	T=A
			2)	T<B	&	B>A>T

E) $A*100/T$ In case of DSL and Average Training hour per employee, Base figure will not be considered.

Note:

- i) B=Base, T=Target, A= Achievement & S= Standard
- ii) If % achievement is found 'negative' & 'more than 125%', for evaluation 0% & 125% will be taken into consideration respectively.

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Weight factor for the individual target will be the basis for calculation of the performance achievement points and Overall Performance Achievement (OPA) thereon.

b) Then, performance achievement points for each target will be calculated by multiplying the percentage of target achieved with the respective weight factor.

Performance Achievement Points = % performance achievement multiplied by weight factor.

The sum of the performance achievement points so calculated will be considered as the comprehensive performance of the individual PBS and the payment of incentive bonus or imposition of penalty will be based on the Overall Performance Achievement (OPA).

Overall Performance Achievement (OPA) = Summation of performance achievement points.

SECTION II:

Each PBS is required to have a minimum of 12 months operation under this Agreement to obtain a historical basis for evaluating the targets established. The information for determining/evaluating targets will be based on the 12 month period from July 1 to June 30. The incentive bonus will be awarded or penalty will be imposed on the next Fiscal year.

SECTION III:

A. Rates:

The incentive bonus award /penalty imposition for the PBS employees shall be of a varying percentage, as set forth below:

1. The employees of the PBSs who have achieved 110 or above Overall Performance Achievement (OPA) including achievement of System Loss and Accounts Receivable will get incentive bonus of fifteen (15%) percent of base pay.
2. The employees of the PBSs who have achieved 100 or above but below 110 Overall Performance Achievement (OPA) including achievement of System Loss and Accounts Receivable will get incentive bonus of twelve (12%) percent of base pay.
3. The employees of the PBSs who have achieved 90 or above but below 100 Overall Performance Achievement (OPA) including achievement of System Loss and Accounts Receivable will get incentive bonus of ten (10%) percent of base pay.

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4. The employees of the PBSs who have achieved 80 or above but below 90 Overall Performance Achievement (OPA) including achievement of System Loss and Accounts Receivable will get incentive bonus of eight (8%) percent of base pay.
5. The employees of the PBSs who have achieved 70 or above but below 80 Overall Performance Achievement (OPA) including achievement of System Loss and Accounts Receivable will get incentive bonus of six (6%) percent of base pay.
6. The employees of the PBSs who have achieved 70 or above OPA but have failed to achieve the target of "System Loss" and/or "Accounts Receivable" will neither be entitled to get incentive bonus nor be subjected to penalty. This "Neither Incentive bonus, Nor Penalty" provision shall also be applicable for the employees of the PBSs who achieved 50 and above but less than 70 Overall Performance Achievement (OPA).
7. The employees of the PBSs who have achieved above 35 but below 50 Overall Performance Achievement (OPA) will be liable to penalty of one percent (1%) of base pay.
8. The employees of the PBSs who have achieved below 35 Overall Performance Achievement (OPA) will be liable for penalty of two percent (2%) of base pay.

B. Procedures of payment of Incentive bonus/Deduction of Penalty

1. The employees who have been appointed against the sanctioned posts and worked during the APA/PTA year, will be entitled to get incentive bonus or be subjected to penalty at the rate stated above.
2. For working a part of the APA/PTA year, incentive bonus or penalty will be on pro-rata basis.
3. On the basis of the period for which the employees worked during the APA/PTA year, incentive bonus will be paid in one installment to them, penalty will be deducted from their pay in three installment in the following year.

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The formula for calculating the incentive bonus or penalty is as follows:


The amount of incentive bonus/penalty = Base pay X percentage incentive

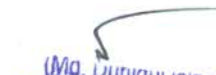
bonus/penalty X period worked (months)

4. Incentive bonus or penalty will be calculated on the Base pay (other than special pay, technical pay or personal pay) drawn by the employees on 30th June of the APA/PTA year/last pay (base pay) drawn in the concerned PBS under PTA year.
- 5 (i) On receipt of BREB's approval regarding incentive bonus or penalty, the PBSs will prepare a list of the employees entitled for incentive bonus, with the amounts payable to them or prepare a list of the employees, subjected to penalty, with the amounts to be deducted from them as the case may be.
- (ii) Thereafter, the PBSs will either make payment of incentive bonus to or deduct penalty (as the case may be) from the employees who are still working in that PBS.
- (iii) For the employees included in the list but transferred to some other PBSs, an intimation showing the amount of incentive bonus or penalty will be given to the concerned PBSs for payment of incentive bonus or deduction of penalty, as the case may be.
- (iv) Upon receipt of the intimation, the present PBS will either pay the incentive bonus to or deduct the penalty from that transferred employees.
- (v) Billing Assistant, Meter Reader, Messenger etc. are appointed against sanctioned post on contract basis shall be entitled to incentive bonus/penalty. The amount will be equivalent to base pay of the similar grade/post.
- (vi) In case of employee who worked in the APA/PTA year but left the job on resignation or retirement, they will be entitled to incentive bonus or subjected to penalty.


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E. Evaluation methodology/criterion of few parameters

1. System Loss:

- a) In the APA/PTA, the annual target for system loss will be fixed against the Billing/Grid meter as well as the Sub-station meter. But for APA/PTA evaluation, total weight factor of this parameter will be applicable only for the system loss of Grid meter. Weight factor will not be taken into consideration for system loss of the Sub-station meter, but relevant data of the same will be preserved regularly.
- (b) i) For inter PBS re-sale (power sale from one PBS to another PBS) - equivalent re-sale units (including line loss) will be deducted from sale unit as well as purchase unit of the PBS re-selling power to another PBS.
- ii) For inter PBS purchase (power purchase from one PBS to another PBS) - bulk power supply line loss will be added with purchase unit for the PBS buying power from another PBS. Here Line loss will be determined as per existing line loss sharing formula. In case of inter-organization power purchase/sale (PDB/DESA/DESCO to PBS or PBS to PDB/DPDC/DESCO), the decisions of Joint Technical Committee will remain effective.

2. Accounts Receivable:

- (a) Total Accounts Receivable amount in Form-550 shall include electric bills receivable from consumers, electric bills up to 100 units of religious institutions not having permanent source of income, 20% rebate on electricity bills of irrigation pumps and agro-based industries and exemption of minimum charge for irrigation consumers (reimbursable from GOB).
- (b) **Receivable Rebate and Cl reimbursable from Govt:** This means the amount of 20% rebate on bills of irrigation pumps, agro-based industries and exemption on minimum charge for irrigation consumers and electric bill up to 100 units of religious institutions remain receivable from Government at the end of June 30 of the APA/PTA year.
- (c) **Last twelve (12) months billed amount:** This means the amount billed to consumers which shall include electric bill to consumers, 20% rebate on bill of irrigation pumps, agro-based industries and exemption on minimum charge for irrigation consumer and electric bills up to 100 units of religious institutions in last twelve (12) months including June 30 of the APA/PTA year.

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৬২১ তম বোর্ড সভায় অনুমোদিত সিদ্ধান্ত নং ১৭৭০০

(d) Claim of last twelve (12) months' rebate and Cl reimbursable from Government:

This means the amount of claim to government for 20% rebate on bills of irrigation pumps, agro-based industries and exemption on minimum charge for irrigation consumers and electric bill up to 100 units of religious institutions in last twelve (12) months' including reporting month.

(e) If cheques against electric bills are not encashed within the last day of the month (as well as for the month of June), it will not be treated as collection of that month.

(f) The irrigation advance paid by the consumers will be adjusted with the outstanding bills including 20% rebate in June or at the time of voluntary disconnection before June.

Total Accounts Receivable -Receivable rebate and Rl reimbursable form Govt.

(g) A R(Month) = -----
Last twelve months billed amount (Including this month)
- Claim of last twelve months rebate and Rl reimbursable
(Including this month)/12.

3. Equity Status:

Formula of equity status will be:

Total margin & Equity I (Total margin & Equity + Total Long term Debt + Matured Long term debt - Current year matured Long term Debt) x 100

and the calculation of this formula is as follows:

C39b I (C39b + C44b + C53b - Current year matured long Term debt) x 100

'C' for line items of Form-550

Total Collection amount during the year- Receipt of rebate and Cl reimbursed from Govt.-Current year.

4. CB Ratio = -----
Total billed amount during the year- Claim of rebate and Cl reimbursable- current year.

Revision:

PBS INSTRUCTION 200-32/BREB INSTRUCTION 600-31				
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10/1993	BREB	BREB Board	12	3
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৬২১ তম বোর্ড সভায় অনুমোদিত সিদ্ধান্ত নং ১৭৭০০

5. Payment of Debt Service Liability:

For parameter 'Payment of Debt service liability' – target for solvent PBS will be 'This year DSL + 10% of arrear, and for the rest of PBSs, target will be as per their capability.

6. Percentage of Billing :

In any case, if 'percentage of billing' arrives at more than 100%, it will be considered as 100%.

7. % of Damaged Transformer and OCR against Total Transformer and OCR:

For parameter '% of damaged transformer and OCR against total transformer and OCR' – maximum 2% (on 30 June of the financial year under evaluation) will be treated as standard and will be awarded full marks, if it is within the limit.

8. Cl Ratio=% of Collection x (1-% system loss)

9. Improvement of Power Factor: Standard 90%. If any PBS is penalized for Power Factor by BPDB, it will be considered 'NOT ACHIEVED'.

10. Action on Meter Report: To ensure the immediate action on meter report, the meter reports prepared in a month action should be taken within the following month.

11. System Average Interruption Duration Index (SAIDI): The sum of the customer interruption duration due to the distribution system each month divided by the total number of connected customers. The entity will record and calculate SAIDI data on the basis of load shedding and without load shedding.

12. System Average Interruption Frequency Index(SAIFI): The total number of customer interruptions due to the distribution system in a month divided by the total number of connected customer's. The entity will be record and calculate SAIFI data on the basis of load shedding and without load shedding. Target will be evaluated annually based on without load shedding.

13. Average Training hour per Employee: Total number of training hours provided in the year, divided by the number of total employees.

14. Public Hearing: The PBSs will arrange "Public Hearing" in presence of BREB representatives as per the guidelines of Executive Director or PBS Monitoring & Management Operation. Evaluation of this Indicator will be made on successful conduction of Public Hearing.

15. Inter-PBS Transaction: The concerned PBSs will have to pay 90% of the balance payable on the last June against received materials to achieve the full weight factor 4 for the performance indicator in APA.

Enclosed: Performance Calculation Formula is attached herewith (Annexure-2)

Revision:

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Original Date	Reviewed by	Approved by	Page	Revision No.
10/1993	BREB	BREB Board	13	3
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৬২১ তম বোর্ড সভায় অনুমোদিত সিদ্ধান্ত নং ১৭৭০৪

F. GLOSSARY OF FINANCIAL TERMS AND OTHER DEFINITIONS

ADMINISTRATIVE EXPENSES:

Expenses are chargeable to the managerial and policy-making phases of a business. They include general accounting expense, member relations, and other incurred costs.

ASSET:

Anything owned by an individual, a business or a bank which has commercial or exchange value. Assets may consist of specific property or claims against others, in contrast to obligations due others.

CURRENT ASSETS:

Most liquid assets such as cash, temporary investment, bank deposits, accounts receivables, inventory etc. which are generally or may be converted into cash within an accounting year. Prepayment of DSL is excluded from current assets because it may not be converted into cash.

QUICK CURRENT ASSETS: Current assets - Inventory.

CAPITAL:

The funds available to an organization to conduct its business. Debt and equity combine to equal an organization's capitalization.

CAPITAL ASSETS:

A collective term which includes all fixed assets, consisting of furniture and fixtures, land, buildings, machinery etc.

CAPITAL LIABILITIES:

A comprehensive term which includes all long-term indebtedness of a corporation. Generally, a long-term indebtedness is considered one which, during the normal course of the business, will not fall due or be liquidated during the ensuing fiscal period.

CURRENT LIABILITIES:

Current Liabilities are all short term indebtedness of any concern which will not fall due or be liquidated within one accounting year.

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Original Date	Reviewed by	Approved by	Page	Revision No.
10/1993	BREB	BREB Board	14	3
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৬২১ তম বোর্ড সভায় অনুমোদিত সিদ্ধান্ত নং ২৭৭৫০

Current Ratio

Ratio of current assets to the current liabilities.

Quick Ratio

Ratio of quick current assets to the current liabilities.

Debt Service Coverage Ratio

DSCR=
$$\frac{\text{(Net income + Interest + Depreciation)}}{\text{Principal + Interest}}$$

CASH FLOW:

Net income or margins after adding back non-cash expenses, such as depreciation, and subtracting items such as capital expenditures for which no loan funds have been secured. In short, cash flow corresponds to the funds derived from and used in operations.

CONSUMERS :

Refers to consumers who are connected and receiving electrical service during a given accounting period.

COSTS :

Fixed Cost - Costs associated with investment in plant.

Fixed Operating Costs - Costs, other than those associated with investment in plant, which do not vary or fluctuate with changes in operation or utilization of plant.

Incremental Energy Costs -- The additional cost of producing and/or transmitting electric energy above some base cost previously determined.

Variable Operating Costs - Costs associated with operation or utilization of plant.

DEBIT:

From a financial organization viewpoint, debit is any amount in Taka that, when posted, will increase the balance of the financial organization's asset (resources) or expense account. All asset and expense accounts normally have debit balance. All liability, capital, and income accounts normally have credit balances.

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10/1993	BREB	BREB Board	15	3
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DEBT SERVICE:

Interest payment requirements plus the stipulated payment of principal on outstanding debt, usually reported on an annual basis.

DEBT SERVICE COVERAGE (DSC):

A financial measurement relating to the borrower's ability to generate sufficient funds to cover the cash requirements of its total indebtedness (principal and interest) on an annual basis. A DSC of 1.25 or more means a borrower must have annual margins equal to 1 and ¼ times its total annual debt obligations.

A recommended OSC level would need to be substantially higher than the minimum level.

DEBT-TO-EQUITY RATIO:

The amount of a system's indebtedness in relation to its equity. A measurement of the relationship between total debt of an organization and the net ownership of plant.

DEFICIT:

1. The excess of liabilities over assets (negative net worth).
2. A term used indicating expenditures for items which are in excess of income, sometimes referred to as deficit spending.
3. The excess of obligations and expenditures as a whole affecting a given budget period which is in excess of the budget established for the period.

DEFAULTER CONSUMER:

Refers to consumers who have not paid their electricity bills within 30 days from the date of bill issue.

EQUITY:

The ownership right or the risk interest in property. It can also be described as the monetary value of a property or business which exceeds the claims and liens against it by others. In a cooperative, equity is the value of member ownership/financial support.

EQUITY MANAGEMENT:

A set of financial goals and objectives adopted to establish a prudent blending of debt cost, capital credit cycles, TIER (debt coverage) levels, and equity targets.

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৬২১ তম বোর্ড সভায় অনুমোদিত সিদ্ধান্ত নং ১৭৭০০

FISCAL YEAR:

An accounting year comprising 12-month period starting from July and ending in June.

FIXED LIABILITIES:

Includes all liabilities which will not mature within the ensuing fiscal period.

INSOLVENCY:

The inability to pay one's debts as they mature. Even though the total assets of a business might exceed its total liabilities by a wide margin yet, the business is said to be insolvent should the business not be able to convert assets into cash to meet the obligations due.

INTEREST:

Interest is the rent paid by a borrower for the use of money. There are two major types of interest.

Simple interest is where the rate is always computed on the original principal.

Compound interest is where the interest is computed and added to the principal periodically. Future interest is then computed on the larger amount.

KRTA:

The abbreviation for Key Ratio Trend Analysis. These ratios provide financial and operating information for a system.

LIABILITIES:

In financial terms, liabilities are the funds an organization owes.

LIEN:

The right of an organization or individual to control or to enforce a claim against property that it has an interest in, usually through a loan.

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10/1993	BREB	BREB Board	17	3
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LOAD FACTOR:

In the utility industry load this refers to a point in time (peak load) or over an interval of time (average load). Average energy taken over a given period of time to peak demand.

For example:

$$\frac{\text{Total MWH Purchased (Annual)}}{\text{Hours in a Year (8760) X Annual Peak Load}} = \text{Annual Load Factor}$$

Load factor represents the ratio of average demand to peak demand. It is a measure of efficiency that tells whether a system's usage of electricity is reasonably stable or if it has extreme peaks and valleys. A high load factor is better than a low load factor because it may result in a lower average price per kilowatt hour.

MEGAWATT (mw) :

One million Watts or 1,000 Kilowatts.

MEGAWATT HOUR (MWH) :

One thousand times more than a kilowatt hour, or 1,000 kwhs.

PEAK DEMAND:

The maximum amount of electricity used by a utility customer at any time during the year. The peak is used to measure the amount of electric transmission, distribution, and generating capacity required to meet that maximum demand.

PLANT REVENUE RATIO (PRR) :

A measurement of the relative productivity of plant of a borrower. PRR is used to determine, for borrowers required to obtain supplemental financing, the percentage, of funds that must come from a supplemental source. PRR is computed in the following way:

$$\frac{\text{Total Utility Plant}}{\text{Operating Revenues \& Patronage Capital Minus cost of Power.}} = \text{PRR}$$

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10/1993	BREB	BREB Board	18	3
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৬২১ তম বোর্ড সভায় অনুমোদিত সিদ্ধান্ত নং ১৭৭০০

REVOLVING FUND:

A fund that uses repayments on loans plus existing assets to make new loans, thus establishing its "revolving" nature.

$$\text{SAIDI} = \sum \frac{\text{Customer Interruption Duration}}{\text{Total of Customers interrupted}}$$

$$\text{SAIFI} = \sum \frac{\text{Total Number of Customers Interrupted}}{\text{Total Number of Customers Served}}$$

SYSTEM LOSS:

System loss is the difference between the total kwh purchased and the total kwh sold. The PBS is purchasing power from BPDB and IPP/SPP/CIPP/ CPP/ other PBSS. The PBSS sell electricity to its retail consumers and other PBSS. This also includes PBSS' office use.

$$\text{System Loss (\%)} = \frac{(\text{Total Purchase} - \text{Resale to other PBSS including Line Loss}) - (\text{Total Sales} - \text{Resale to other PBSS including Line Loss})}{(\text{Total Purchase} - \text{Resale to other PBSS including Line Loss})}$$

TIMES INTEREST EARNED RATIO (TIER):

A financial measurement relating to the borrower's ability on an annual basis to earn margins sufficient to cover the interest charges on its total outstanding indebtedness (long-term and short-term). A TIER of 1.5 means the borrower must have annual margins equal to 150 percent or one and one-half times of its annual interest cost on total indebtedness.


Revision:

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PBS Instruction 200 - 32
BREB Instruction 600 - 31

Attachment-1



ISO 9001, ISO 14001 &
OHSAS 18001 Certified

সভাপতি, ----- পল্লী বিদ্যুৎ সমিতি

এবং

সচিব

বাংলাদেশ পল্লী বিদ্যুতায়ন বোর্ড
এর মধ্যে স্বাক্ষরিত

বার্ষিক কর্মসম্পাদন চুক্তি

১ জুলাই, ----- ৩০ জুন, -----

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সূচিপত্র

উপক্রমণিকা

কর্মসম্পাদনের সার্বিক চিত্র

- সেকশন-১ : রূপকল্প (Vision), অভিলক্ষ্য (Mission), কৌশলগত উদ্দেশ্যসমূহ, কার্যাবলি
সেকশন-২ : কার্যক্রম, কর্মসম্পাদন সূচক এবং লক্ষ্যমাত্রাসমূহ
সংযোজনী-১ : শব্দ সংক্ষেপ
সংযোজনী-২ : কর্মসম্পাদন সূচকসমূহ, বাস্তবায়নকারী কার্যালয়সমূহ এবং পরিমাপ পদ্ধতি
সংযোজনী-৩ : কর্মসম্পাদন লক্ষ্যমাত্রা অর্জনের ক্ষেত্রে মাঠ পর্যায়ের অন্যান্য কার্যালয়ের নিকট সুনির্দিষ্ট চাহিদা


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উপক্রমণিকা (Preamble)

বাংলাদেশ পল্লী বিদ্যুতায়ন বোর্ড ও এর আওতাধীন পবিসসমূহের প্রাতিষ্ঠানিক দক্ষতা বৃদ্ধি, স্বচ্ছতা ও জবাবদিহি জোরদার করা, সুশাসন সংহতকরণ এবং সম্পদের যথাযথ ব্যবহার নিশ্চিতকরণের মাধ্যমে রূপকল্প ২০২১ এর যথাযথ বাস্তবায়নের লক্ষ্যে -----

সভাপতি, ----- পল্লী বিদ্যুৎ সমিতি

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বাংলাদেশ পল্লী বিদ্যুতায়ন বোর্ড

এর মধ্যে সালের মাসের তারিখে এই বার্ষিক কর্মসম্পাদন চুক্তি স্বাক্ষরিত হলো।

এই চুক্তিতে স্বাক্ষরকারী উভয়পক্ষ নিম্নলিখিত বিষয়সমূহে সম্মত হলেন:


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৬২১ তম বোর্ড সভায় অনুমোদিত সিদ্ধান্ত নং ১৭৭০০


----- এর কর্মসম্পাদনের সার্বিক চিত্র
(Overview of the Performance of -----)

সাম্প্রতিক অর্জন, চ্যালেঞ্জ এবং ভবিষ্যৎ পরিকল্পনা :


- সাম্প্রতিক বছরসমূহের (৩ বছর) প্রধান অর্জনসমূহ
- সমস্যা এবং চ্যালেঞ্জসমূহঃ
- ভবিষ্যৎ পরিকল্পনা :

আগামী অর্থবছরের সম্ভাব্য প্রধান অর্জনসমূহ :


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৬২১ তম বোর্ড সভায় অনুমোদিত সিদ্ধান্ত নং ১৭৭০০

সেকশন ১ :

রূপকল্প (vision), অভিলক্ষ্য (Mission), কৌশলগত উদ্দেশ্যসমূহ (Strategic Objectives) এবং কার্যাবলী (Functions):

১.১ রূপকল্প (vision) :

১.২ অভিলক্ষ্য (Mission)

১.৩ কৌশলগত উদ্দেশ্যসমূহ (strategic Objective) :

১.৩.১ আবশ্যিক কৌশলগত উদ্দেশ্যসমূহঃ

১.৪ কার্যাবলি (Functions) :


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৬২১ তম বোর্ড সভায় অনুমোদিত সিদ্ধান্ত নং ১৭৭০০

সেকশন-২
কৌশলগত উদ্দেশ্য, অগ্রাধিকার, কার্যক্রম, কর্মসম্পাদন সূচক ও লক্ষ্যমাত্রাসমূহ

কৌশলগত উদ্দেশ্য (Strategic Objectives)	কৌশলগত উদ্দেশ্যের মান (Weight of Strategic Objectives)	কার্যক্রম (Activities)	কর্মসম্পাদন সূচক (Performance Indicators)	একক (Unit)	কর্মসম্পাদন সূচকের মান (Weight of Performance Indicators)	প্রকৃত অর্জন		লক্ষ্যমাত্রা/নির্ণায়ক (Target Year) Target/Criteria Value for FY	প্রক্ষেপণ (Projection) Next 1st Year	প্রক্ষেপণ (Projection) Next 2nd Year
						Last Year	Current Year*			
1. Development of distribution system	30	1.1.Reduction of System Loss	1.1.1. System Loss w/o resale -Grid Meter (Lower better)	%	26					
		1.2 Inspection & maintenance of distribution line	1.2.1 Ratio of inspection & maintenance of distribution line (KM) against energized line (KM) (Standard 20%) (Higher better)	Ratio	1					
		1.3 Store management performance	1.3.1. Store management performance (Higher better) Physical inventory of all stores under the PBS (WF-1)	%	1					
			1.3.2 Timely close-out of Mini & Force work orders (WF-1)	%	1					
		1.4 Action on Meter Report	1.4.1 Action on Meter Report (Higher better)	%	1					
2. Ensure uninterrupted and quality electricity supply	5	2.1.Ensure uninterrupted electricity Supply	2.1.1. System Average Interruption Duration Index (SAIDI)	Minutes	2					
			2.1.2. System Average Interruption Frequency Index (SAIFI)	Times	2					
3. Access to electricity & improve customer satisfaction	8	3.1 New Connection	3.1.1. % of new connected consumers	Number	2					
			3.2 Repair of Transformer	3.2.1 Ratio of damaged & repairable transformer (No.) against total installed transformer (No.) (Standard 2%) (Lower better)	Ratio	1				
		3.3 Reduce of Damaged Transformer		3.3.1 Percentage of Damaged Transformer repaired (Higher better)	%	1				
		3.4 Reducing Overloaded Transformer	3.4.1 % Overloaded Transformers against total installed Transformers (Lower better)	%	1					
		3.5 Customer satisfaction	3.5.1 No. of Public Hearing	Number	2					
		3.6 Customer satisfaction	3.6.1 Timeliness to attend Consumers' complain	%	1					
4. Improvement of institutional efficiency & capacity	35	4.1 Improvement of institutional efficiency (Financial)	4.1.1 O & M Expense/ KWH (Lower better) (Excluding Power cost, Depreciation & Amortization expense, Interest expense and Provision for uncollectible Amount. i.e. 0.5% of sale of electricity):	TK/ KWH	4					
			4.1.2 Revenue Per KM of Line w/o resale: (Higher better)	TK.	1					
			4.1.3 Accounts receivable w/o resale & rebate (Lower better)	Eqv. Month	15					
			4.1.4 Accounts Payable (Month)	Month	1					
			4.1.5 Collection Bill (CB) Ratio (%) (Higher better)	%	1					
			4.1.6 Inter-PBS Transaction (%) (Higher better)	%	4					
			4.1.7 Payment of Debt Service Liability (Higher better)	Crore Taka	7					
			4.1.8 Average Training hour per Employee (Higher better)	Hour	2					
	2	4.2 Improvement of technical capacity	4.2.1 Maintenance and Up-gradation of Equipment Record Card (Higher better)	%	2					
					80					

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৫২ ডি. বোর্ড সভায় অনুমোদিত সিদ্ধান্ত নং ১৭৭০০

আমি, সভাপতি, ----- পল্লী বিদ্যুৎ সমিতি সচিব, বাংলাদেশ পল্লী বিদ্যুতায়ন বোর্ড - এর নিকট অঞ্জীকার করছি যে, এই চুক্তিতে বর্ণিত ফলাফল অর্জনে সচেষ্ট থাকব।

আমি, সচিব, বাংলাদেশ পল্লী বিদ্যুতায়ন বোর্ড সভাপতি, ----- পল্লী বিদ্যুৎ সমিতি - এর নিকট অঞ্জীকার করছি যে, এই চুক্তিতে বর্ণিত ফলাফল অর্জনে প্রয়োজনীয় সহযোগিতা প্রদান করবো।

সাক্ষী:


স্বাক্ষরিত:
তারিখঃ----/----/----- খ্রিঃ

.....
সিনিয়র জেনারেল ম্যানেজার
----- পল্লী বিদ্যুৎ সমিতি

.....
সভাপতি
----- পল্লী বিদ্যুৎ সমিতি

.....
পরিচালক, পবিস মনিটরিং ও ব্যবস্থাপনা পরিচালন
বাংলাদেশ পল্লী বিদ্যুতায়ন বোর্ড


.....
সচিব
বাংলাদেশ পল্লী বিদ্যুতায়ন বোর্ড


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৬২১ তম বোর্ড সভায় অনুমোদিত সিদ্ধান্ত নং ১৭৭০০

সংযোজনী -১
শব্দ সংক্ষেপ
(Acronyms)


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৬২১ তম বোর্ড সভায় অনুমোদিত সিদ্ধান্ত নং ১৬

৬২১ তম বোর্ড সভায় অনুমোদিত সিদ্ধান্ত নং ১৯৯০০

সংযোজনী-২ :


কর্মসম্পাদন সূচকসমূহ, বাস্তবায়নকারী কার্যালয়সমূহ এবং পরিমাপ পদ্ধতি-এর বিবরণ।

ক্রমিক নং	কার্যক্রম	কর্মসম্পাদন সূচকসমূহ	বিবরণ	বাস্তবায়নকারী অধিদপ্তর/সংস্থা/দপ্তর	পরিমাপ পদ্ধতি এবং উপাত্তসূত্র	সাধারণ মন্তব্য



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সংযোজনী-৩ঃ

কর্মসম্পাদন লক্ষ্যমাত্রা অর্জনের ক্ষেত্রে মাঠ পর্যায়ের অন্যান্য কার্যালয়ের নিকট সুনির্দিষ্ট চাহিদা

প্রতিষ্ঠানের নাম	সংশ্লিষ্ট কার্যক্রম	কর্মসম্পাদন সূচক	উক্ত প্রতিষ্ঠানের নিকট চাহিদা/প্রত্যাশা	চাহিদা/প্রত্যাশার যৌক্তিকতা	প্রত্যাশা পূরণ না হলে সম্ভাব্য প্রভাব


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৬২১ তম রোড সড়ক অনুমোদিত সিদ্ধান্ত নং ১৭৭০০

Annexure-2

BANGLADESH RURAL ELECTRIFICATION BOARD

Office of Energy Audit & Tariff

Annual Performance Agreement – Performance Indicator Calculation Formula

SL. NO.	INDICATOR NAME	DESCRIPTION OF FORMULA	FORM 550 LINE ITEMS	REMARKS
1.	SYSTEM LOSS (Grid Meter) [%] (w/o resale)	(KWH LOSS / KWH PURCHASE) X100	(E13b / E11b) X 100	Lower better
2.	ACCOUNTS RECEIVABLE (MONTHS) (without GOB rebate & resale)	(Total Receivable Amount w/o resale - Total Receivable Rebate and RI reimbursable from GOB) / [(12 Month Bill Amount w/o resale - Claim of 12 months Rebate and RI reimbursable from GOB)/12]	B10a - resale - rebate / 12 Mo. Average Tk. Billed w/o resale & rebate	Lower better
3.	Collection Bill(CB) Ratio (%) (w/o GOB rebate and resale)	[Amount Collection w/o resale during the year - Receipt of Rebate and CI reimbursable from GOB (current year)] / [Amount Billed w/o resale during the year - Claim of Rebate and CI reimbursable (current year)]	B10j-rebate collected TY / D12g-rebate billed TY	Higher better
4.	Payment of debt service liability	Interest Payment + Stipulated payment of principal (Cumulative).		Higher better
5.	O & M EXP. (EX. PC, Depre. Int. & Pro. Uncoll. AMT.)(TK) / Kwh Sold (w/o resale)	(Total cost of El. Ser - PC - Depre - Int - Pro. Uncoll. Amt) / Total Kwh Sold (w/o resale)	(A12b - A4b - A9b - A11b - 0.005A1b) / D12f	Lower better
6.	Rev. / KM of Line w/o resale (TK)	Total Operating Revenue w/o resale / Total KM. Energized	A3b-D9g / F14c	Higher better
7.	Ratio of inspection & maintenance of Distri. line against Ener. line (KM)		100%	Higher better
8.	Ratio of Damaged & repairable Transformer (no.) against total installed Transformer (no.)		4%	Lower better
9.	Percentage of Damaged Transformer repaired		100%	Higher better
10.	STORE MANAGEMENT PERFORMANCE: a. Physical Inventory of all Stores under PBS b. Timely Closeout of Mini & Force Work Order		a. 100% b. 90%	Higher better

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৬২১ ডায়ালগ সফার অনুমোদিত নিকট নং ১৭৭০০


Annual Performance Agreement – Performance Indicator Calculation Formula

SL. NO.	INDICATOR NAME	DESCRIPTION OF FORMULA	FORM 550 LINE ITEMS	REMARKS
11.	Maintenance and Up-gradation of equipment record card (ERC)		100%	Higher better
12.	Improvement of Power Factor	No PFC Charge by BPDB	0.92	(Standard 90%)
13.	Action on Meter Report	No pending meter report for 1 month	100%	Higher better
14.	Average Training hour per Employee (Hours)	Total Training man-hour/Total Employee	75 hours/employee	Higher better
15.	Timeliness to attend Consumer's complain		100%	Lower better
16.	No of Public Hearing		50	Higher better
17.	System Average Interruption Duration Index (SAIDI)			Lower better
18.	System Average Interruption Frequency Index (SAIFI)			Lower better
19.	% of overloaded Transformer against total installed		0.20%	Lower better
20.	% of New Connected Consumers	New Connected Consumers (for the year)/ [New Connected Consumers (for the year) + Pending Consumer Cumm.]	100%	Higher better
21.	Accounts Payable	G1e/G1a	1.00	Lower better
22.	Inter-PBS Transaction		90%	Higher better


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