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THE WORLD BANK

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OED SPECIAL STUDIES

85035--003

*Power-Choice of Utilities, Supervision Missions,
Power Responsibilities*

-1971



 **Archives**
A1994-141 Other #: 11 **30248168** 205083B
Power - Choice of Utilities - Supervision Missions - Power Responsibilities - 1971

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OFFICE MEMORANDUM

TO: Files

DATE: February 10, 1971

FROM: C. R. Willoughby *CRW*SUBJECT: Board Discussion of Operations Evaluation February 9, 1971

1. Following my statement to the Board about the progress of our work there was a quite extensive discussion in which the Executive Directors expressed rather unanimous support for the President's new initiative in establishing an Evaluation Unit and for the comprehensive and ambitious approach being attempted. Mr. McNamara pointed out that the new unit could not be expected to assume its ultimate shape until five years from now; no other agency was adopting such a comprehensive approach to evaluation and there were many problems to be overcome, so that initial results would have to be treated as rather experimental. Nevertheless there was very general support for diving deep, as attempted, rather than skimming the surface and several of the Directors expressed the hope that even experimental results would be highly valuable for their deliberations. Mr. McNamara promised to convey to them the results of the studies done, but he pointed out that this -- with the consequent circulation to all Governments -- would almost inevitably mean some loss of confidentiality. And the danger, of which he had certain bitter experiences, was that what was intended as a useful new management tool would be taken up by political opponents and used selectively and unfairly as a weapon against foreign assistance. Anyway no final decisions were being taken now about the ultimate distribution of the reports and it was generally agreed that it was vital to approach all problems with ruthless honesty; as far as that was concerned it should be assumed at the present that the report would be totally confidential.

2. There was general agreement that it was essential to make the report highly operational, in the sense of being directly relevant to IBRD policies, procedures and practices. Mr. Sen, E.D. for India, emphasized the need to steer very carefully between the twin dangers of being too academic on the one hand and too narrow on the other. Several Directors reiterated that point and Dr. Liefertnick, E.D. for the Netherlands et al., put the same point another way by saying that too much refinement should be avoided. Along the same line he stressed too the need for the people working on the study to be in close touch with those in operating departments who had been concerned with the projects they were studying. There was some discussion as to how the reports should be made to feed back into affecting operations; perhaps a special Subcommittee of the Board should be appointed to review the reports at an early stage. It was decided to defer this decision to a later stage, but Mr. McNamara promised that a further report about the studies would be made to the Board no later than mid-1971.

3. Some doubts were expressed about the adequacy of the staffing of the initial experimental exercise but these doubts were allayed when it was pointed out how much support was being provided by other departments of the Bank and by consultants as well as by some Colombians and Colombian institutions. There was general agreement about the importance, in evaluation studies, of using outside consultants and some nationals of the country involved -- the latter especially for work to do with social aspects. Several Directors stressed the importance of looking at social aspects of projects as well as economic, including factors such as changes in attitudes and motivations. Several also underlined how essential it was to look at the Bank's activities with a country in light of the socio-political environment that resulted from the interplay of evolving social forces in the country. Another context which should also be borne in mind was that of the activities of all the various suppliers of financial and technical assistance from outside.

CRW/lmh

3408

OFFICE MEMORANDUM

TO: Mr. C.R. Willoughby

FROM: F.H. Howell *F.H.H.*

SUBJECT: Operations Evaluation

DATE: February 8, 1971

In your February 4, 1971 memorandum to Mr. Weiner you asked for information regarding planned supervision activities of power loans in a number of countries, with particular regard to the period February 16 - May 31.

Of the sample you suggested, visits are planned for about 6. I am attaching a copy of a routine report which shows projects under supervision, and anticipated activities.

As to selecting a representative sample, I suggest it would be appropriate to exchange views by meeting with the Chiefs of our three power divisions. I'll be glad to try to schedule such a meeting.

by hand to
Mr. F. Etori

cc: Mr. Adler
Blaxall
Etori
Sheehan
Wyatt
King

OFFICE MEMORANDUM

TO: Mr. Mervyn Weiner

FROM: C. R. Willoughby *CRW*

SUBJECT: Operations Evaluation - Cross Country Power Sector Study

DATE: February 4, 1971

I sent you a copy of my memo of January 9 to Mr. François Ettori, in which I noted, inter alia, that he wished to make field visits to the utilities selected for study as much as possible at the same time as you would have supervision or appraisal missions going.

There has been a slight delay in commencement of work on this study, but we now expect that Mr. Ettori will begin on February 16 and that he will probably draw on assistance from a consultant in Massachusetts.

We have still not finally decided which utilities should be included in this study. We would be interested in your own views as to a representative sample -- representative, perhaps, especially from the institutional point of view (eg. WAPDA vs. KESC vs. ISA vs. EGAT). Our final decision can also be affected to some extent by what supervision/appraisal missions you do plan to send.

I would therefore ask you kindly to set down for each of the following companies, from which we presently expect to draw our eight for study, the approximate dates of any missions from your department which you foresee between February 16 and May 31, 1971:

×	Feb. or August 71	→ Furnas, Brazil (5 loans)	Reappraisal in March (tentative)
×	October 71	→ SEGBA, Argentina (3 Loans)	-
×	March 71	→ Caroni, Venezuela (3 loans)	Supervision (March)
	April 71	→ KESC, Pakistan (4 loans)	Supervision (March/April)
	May 71	→ ENDESA, Chile (5 loans)	-
	March 71	→ EELP, Ethiopia (2 loans)	Supervision (April) (tentative)
	February 71	→ MEB, Malaysia (5 loans)	Supervision (Feb 10 - March 4)
	January 71	→ CFE, Mexico (9 loans)	-
	Spring 71	→ SLEC, Sierra Leone (2 loans)	-
	June 71	→ TESCO, Tanzania (1 loan)	Supervision in February (tentative)
×	September 71	→ VRA, Ghana (2 loans)	Supervision (Feb 2-9)
×	February 71	→ PUB, Singapore (4 loans)	Supervision (Feb 15-24) (tentative)
	November 71	→ EGAT, Thailand (4 loans)	-

cc: Mr. J. Adler
Mr. J. Blaxall
Mr. F. Ettori

Mr. Duchon 2543 2108
DG47

See Mr. Saeed

X 2616

A 318

for
Latin International Section
Table (Current Situation)

OFFICE MEMORANDUM

TO: Mr. François Ettori

FROM: C. R. Willoughby *CRW*

SUBJECT: Operations Evaluation - Cross Country Power Sector Study

DATE: January 9, 1971

This is to record the main conclusions which emerged from my discussions with you and Mlle. Marie-Noel Mulin on Friday, January 8.

I understand that you will join this department in order to take charge of and implement a study of some 8 to 10 electric power utilities to which the Bank has made loans, a study to be fully completed by June 30, 1971.

You have reviewed my memo of November 25 entitled 'Sectoral Dimension to Operations Evaluation Work,' and you have in mind a number of excellent modifications to the scope of the study, some of which we have discussed. You will be developing these further in order to reach a better study which will still be achievable within the time-frame set.

However, the basic data required for the study-- mainly technical and financial information required to fill in the tables attached to my memo of November 25 -- will likely not change very fundamentally. Hence, Mlle. Mulin, scheduled to join this department as a research assistant on January 20 will start work immediately on compilation of this information from Bank appraisal reports and Bank files for the following selected utilities:

Furnas, Brazil,
SEGBA in Argentina,
Caroni in Venezuela and
KESK in Pakistan.

The additional utilities to be covered in your study (which should probably but not necessarily come from my list of recommended companies on page 3 of the November 25 memo) will be established early in February when you can give full attention to this work.

On this assignment you should keep in close touch with Mr. Antoine Marot, who will be contributing to your report a section on the three principal Colombian power companies (Bogota, Medellin, Cali).

You and Mlle. Mulin should also be in contact at an early stage with Mr. John Ducker of the Public Utilities Projects Department who has, I understand, been collecting information which could be most helpful to you.

January 9, 1971

At a later stage you should expect to make country visits to most, if not all, the utilities you study. These visits should only be made after full review has been made of office records on the respective utilities here in Washington, so that information gaps and issues for discussion can be precisely defined. It will be most advantageous to make country visits whenever at all possible in connection with supervision missions from the Public Utilities Department. This will have the advantage not only of giving you the benefit of specialist experience during the discussions but will also help avoid duplicate requests for information from the borrowers and help insure maximum cooperation on their part by linking up your work with the Bank's regular project contacts and ongoing interest in the companies. Early planning is required to enable you to visit simultaneously with supervision missions, to the maximum extent possible, and so you should contact Mr. Weiner or other senior officials of the Public Utilities Projects Department as soon as you have decided on a company for study. You could contact Mr. Weiner immediately to inform him that your study will cover the four companies listed above.

At an early stage of your work on any company you will of course want to be in touch with those in the Public Utilities Projects Department who have been involved with the company in question. Mr. Weiner has assured me that you will receive full cooperation in this regard.

We discussed the possibility of your obtaining, to assist you, the services of Mr. Robert Lovell former head of Planning for Esso Standard Eastern with appropriate knowledge and experience particularly in the field of load growth and finance. You should, at the earliest opportunity, contact Mr. Lovell to review the related work that he and his associates have done and to see whether this work and the interests and capabilities of Mr. Lovell himself make it worthwhile to hire him on a consultant basis to assist you. Contacts with Mr. Lovell should be made through Mr. John Blaxall.

cc: Mr. J. Adler
Mr. Blaxall
Mr. Weiner
Mr. Ducker
Mr. Marot
Mr. Howell.
Mr. Berrie.

CW

Mr. John H. Adler

November 27, 1970

J. Burke Knapp

Thank you for sending me a copy of Mr. Willoughby's memorandum to you dated November 25 regarding a review of our experience in financing power development. This seems to be a well conceived approach and I have no comment on it except to urge that several further utility companies be added to the review list. I have in mind in particular SEGBA in Argentina, Furnas in Brazil, and Caronia in Venezuela. I realize that this would weight the list considerably in the direction of Latin America but I think that the work of the Bank with each of these three companies represents an outstanding accomplishment which should not be omitted from any review of our experience.

If it were desired to restore the geographical balance somewhat, why not include Ghana and Singapore as well. As a matter of fact I would think that Ghana is a better case than Sierra Leone anyway.

cc: Mr. Aldewereld ✓
Mr. Willoughby

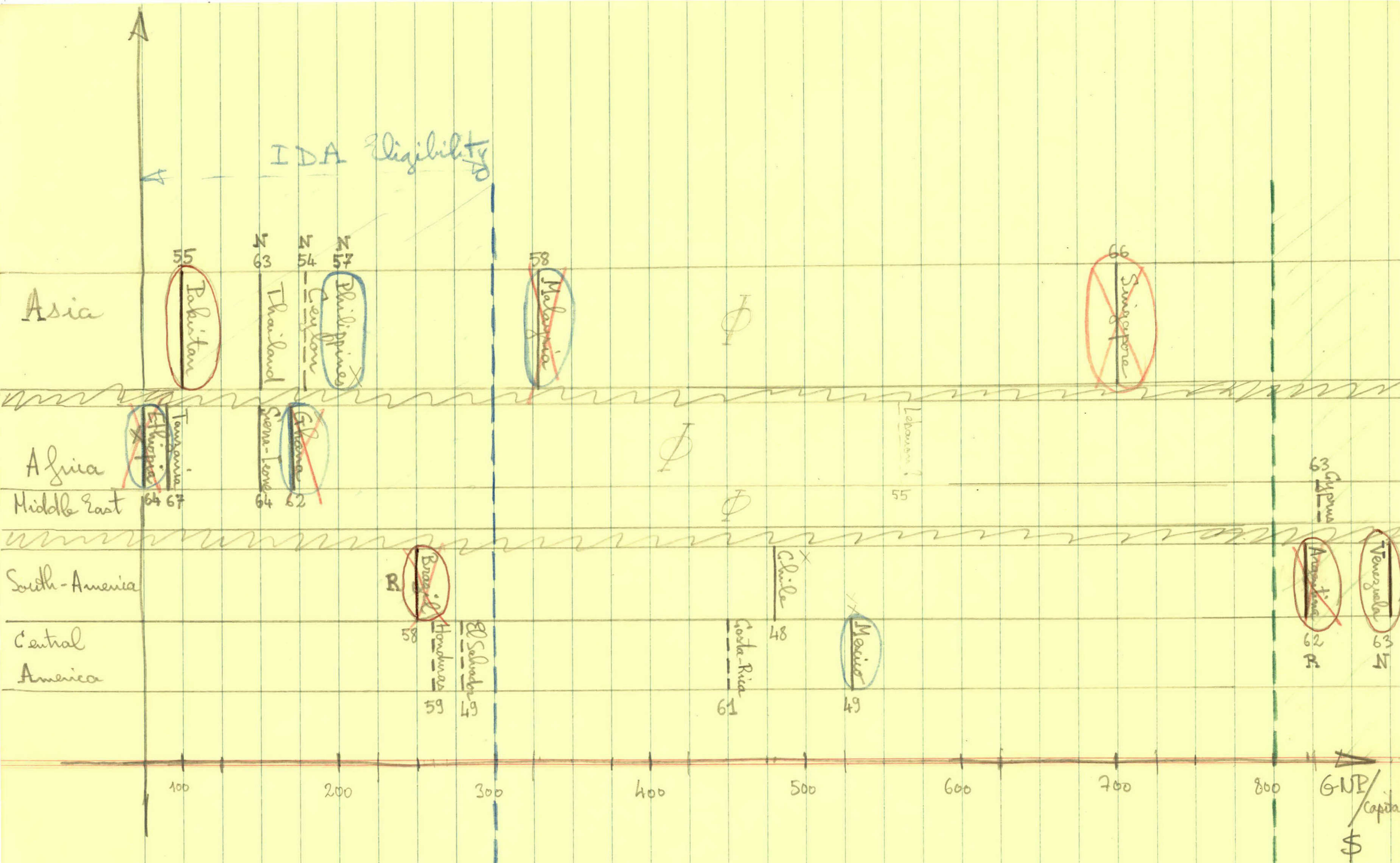
JBKnapp:jk

Mr Adler

I was about to
make a similar
suggestion
I fully agree

Utility Country	No of Loans	1st Loan's Dates of		Level of Country Develop. (GDP/capita) GDP/cap. Growth	Scope of Utility: National or Regional	Availa- bility of Reg. Data	Share of Utility in total national supply	Share of project in utility	Date of Supervision mission, in 1971 * tentative
		Effec- tiveness	Loan Agreement						
<u>Argentina</u> - SEGBA	3	1	Jan 62	820\$ 2.6%	Regional	✓			August
<u>Brazil</u> - Furnas	5	3	Oct. 58	250\$ 4.6%	Regional	✗			Preappraisal March
<u>Chile</u> - ENDESA	5	1	Mar. 48	480\$ 4.3%	National				May
<u>Ethiopia</u> - EELP	2	2	May 64	70\$ 4.6%	National				Supervision April
<u>Ghana</u> - VRA	2	2	Feb. 62	170\$ 2.0%	National				February 2 to 9.
<u>Malaysia</u> - NEB	5	1	Sep. 58	330\$ 7.4%	National				Feb 10 to March 4.
<u>Mexico</u> - GFE.	8	1	Jan. 49	530\$ 6.9%	National				January and May
<u>Pakistan</u> - KESC	4	2	Jun 55	100\$ 5.7%	Regional	✗			Feb. 14 to 23.
<u>Sierra Leone</u> - SLEC	2	3	Aug. 64	150\$ 2.8%	National				
<u>Singapore</u> - PUB	4	1	Nov. 66	700\$ 6.3%	National				Feb 11 to Mar. 11
<u>Tanzania</u> - TESCO	1	2	Nov. 67	80\$ 3.7%	National				Feb. 18 to Mar. 11
<u>Thailand</u> - EGAT	4	3	Mar. 63	150\$ 7.7%	National				November
<u>Venezuela</u> - Caroni	3	3	Sep. 63	950\$ 4.9%	National (except Caracas)				March*
<u>Ceylon</u> - CEB	4	3	Jul. 54	180\$ 4.7%	National				in the Dark!
<u>Cyprus</u> - EAC	3	1	Apr. 63	830\$ 6.9%					
<u>Philippines</u> - NPC	4	3	Nov. 57	180\$ 4.2%	National (except Manila)				Appraisal May*
<u>Costa Rica</u> - ICE	3	1	Feb. 61	450\$ 5.6%					February (10 days)
<u>El Salvador</u>	4	1	Dec. 49	280\$ 5.7%					*
<u>Honduras</u>	4	1	May. 59	260\$ 4.6%					*

IDA Eligibility



CFE controls about 75% of market and Mexlight about 25%.
There is a coordination between CFE and Mexlight,
and they are under the same head.

I.P. ! 7 different frequencies in Mexico and rest of country.
Next Inspector mission = in May 1971.

Chile: The Government owns ENDESA and
Chelectra - Endesa is the generating company.
Chelectra is providing only Santiago.

Saer and Wessels will go in May.

Responsibles: MM. Saer and Wessels.

Cyprus: Mr. Huang (see within the
next 2 weeks).

~~Division II: Ethiopia, Ghana, Pakistan, India~~

Singapore: - Failure in management and
institution building.
- 1st loan was finished before loan was
signed.

Division II: Ethiopia, Ghana, Pakistan.

In Completion →

Ghana: Minig, Memen	Liethgo, Remote: White 375. 488: Wyatt.	1 st : completed 2 nd : in progress.
Ethiopia: Bailey, Rydell		
KESC: Erkmen, Memen		
Ghana, Ethiopia = National.	Original information:	
KESC: Karachi.	Central, General Files.	
Ethiopia = 100% of power.		
Ghana = ~ 100% of power.		
Ethiopia: Bailey, in April.	Karachi: April (Russel) for other utilities.	
Ghana: in early February (Minig).		

Division III:

Responsibles:

- ~~Marshall Islands, Congo, Iran~~
- Brazil: R.L. Bloor, and Cornford,
- Thailand: J. Beach, and Stichenwirth.
- Ceylon: J. Beach, and Scales.
- Philippines: S. Scales, and Friedman.
- Venezuela: Isla*, and Stichenwirth.
(leaves within 2 weeks).

For Nick. For remote reports, see in Armstrong's office.

Completion reports are seldom.

Quarterly progress reports are in Operations Files.

2053. Division I: responsible for Country, National scale, Completion dates
Supervision missions, *Share of liability in total.

SEGBA: Supplying with 60% of total energy of country.

It is 100% owned by the Government.

- Argentina: Mr. Ribic, and Nercissiantz or Wessels
It was a big mess! (or Rovani for past)

First loan finished in 1965. Loan Officer: Mr. Fajans

Second loan finished in 1969. (Contacts).

- Malaysia: National with monopoly. } It was
Responsible: Saer and de Beaufort. } a good
See Mr. White, for engineer. } job in

The Bank's intervention was continuous. } here!

- Mexico: Responsible: Ribic and de Beaufort.

Mr. Shehan knows the situation best.

It will be very difficult.

Bank put 25% of capital requirements in power.

G.F.E. swallowed in 1967¹⁹ private companies and

Central Mexican Light is the other major company.

Karachi: Small delays (to 88 loan).

On the whole, good forecasts on costs slightly below forecasts.
Operations pb, not enough trained staff. Loan provided training. Now, O.K.

Financially, very efficient.

Government controls KESC which is private: 33% of shares.

No load shed: capacity is sufficient.

(Atomic plant coming in July 1971.) \notin KESC.
Transmission lines in loan.

Central Files - Good Information in Wyatt's office.

Press differences overt & apic.

Bank's intervention worsens the situation rather than improve.
Overlook^d distribution in Karachi.

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT

INTERNATIONAL DEVELOPMENT ASSOCIATION

PUBLIC UTILITIES PROJECTS DEPARTMENT

Travel and Leave Schedule

February 1, 1971 through April 30, 1971

<u>Name</u>	<u>Country</u>	<u>Project</u>	<u>Dates</u>
Weiner	Indonesia Thailand	Review of past and proposed projects	(Jan. 28) - Feb. 17
Armstrong	Guatemala	Appraisal - Telecom Project	Early Feb. (1 week)
Howell			
Berrie			
Jennings			
White			
King	Indonesia	Pre-appraisal & supervision Cr. 165-IND	Feb. 2 - Feb. 7
	Thailand	Discussions on proposed loan	Feb. 7 - Feb. 9
	Iran	Supervision - 716-IRN	Feb. 9 - Feb. 12
Morse	Nicaragua	Pre-appraisal - Managua	Feb. 10 - Feb. 13
	Colombia	Supervision - 682-CO	Feb. 1 - Feb. 5
	Venezuela	Supervision - 444-VE	March 21 - Mar. 26
	Philippines	Supervision - 386-PH	*April
Sheehan			
Shipman	Indonesia	Sector Review	(Jan. 28) - Feb. 10
	Thailand	Bangkok Water	Feb. 10 - Feb. 14
	Pakistan	Supervision Crs. 41 & 42-PAK	Feb. 14 - Feb. 23
	Israel	Reconnaissance - proposed sewerage project	Feb. 24 - Feb. 27
		Annual Leave	March 8 - Mar. 16
Vasudevan	Thailand	Identification	Feb. 10 - Feb. 16

* Tentative

<u>Name</u>	<u>Country</u>	<u>Project</u>	<u>Dates</u>
Wyatt	Africa (West & East)	Tour of Bank Financed projects with Dr. Lee	March/April
	Philippines	Discussions with Asian Deve- lopment Bank	Feb. 16 - Feb. 18
	Iran	Discussions concerning 717-IRN	Feb. 23 - Feb. 25

POWER DIVISIONS

<u>Country</u>	<u>Purpose</u>	<u>Staff Members</u>	<u>Dates</u>
ALGERIA	Project identification	Ribi	March (two weeks)
BOTSWANA	Supervision - Cr. 172-BOT	Bailey	*April
BRAZIL	Pre-appraisal	Bloor Cornford	*March *March
COLOMBIA	Supervision 536/682-CO	Isla	March
COSTA RICA	Supervision - 631-CR	Bouhaouala	Feb.(10 days)
ECUADOR	Appraisal - Nayon	Kupper Onslow	(Jan. 18) - Feb. 12 (Jan. 25) - Feb. 12
ETHIOPIA	Supervision - 375/596-ET	Bailey Hutchins	*April *April
GHANA	Supervision - 618/Cr.118-GH	Minnig	Feb. 2 - Feb. 9
GUATEMALA	Supervision - 487/545-GU Pre-appraisal	Astrain Kupper	Feb. 7 - Feb. 17 Feb. (3 days)
*GUYANA	Pre-appraisal - Power Project	Isla	March/April
IRAN	Pre-investment Review and Project identification	Beach Prenoveau Montfort	April April April
INDONESIA	Supervision - Cr. 165-IND	Cornford	April
IRELAND	Appraisal	Beach (Prenoveau)	May
LIBERIA	Appraisal Supervision - 684-LBR	Minnig Memon	Feb. 9 - Mar. 5 Feb. 11 - Mar. 5
MALAYSIA	Supervision 579/700-MA	Sear de Beaufort	Feb. 10 - Mar. 4 Feb. 10 - Mar. 4
MOROCCO	Pre-appraisal	Ribi de Beaufort	(Jan. 23) - Feb. 5 Mar. 19 - Mar. 25

* Tentative

POWER DIVISIONS (Continued)

<u>Country</u>	<u>Purpose</u>	<u>Staff Members</u>	<u>Dates</u>
NIGERIA	Pre-appraisal	Bouhaouala	March/April (2 weeks)
PAKISTAN	Supervision - 213-PAK Generation Economic Mission	Fish Rydell Russell	March/April March/April March/April
PANAMA	Supervision - 661-PAN	Bouhaouala	Feb. (1 week)
*PHILIPPINES	Appraisal	Friedman Scales	May May
SENEGAL	Appraisal	Rollet Buphomene	March/April
SINGAPORE	Supervision - 503/591-SI	Nercissiantz	*Feb 15 - Feb. 24
*TANZANIA	Supervision - 518 & 715-TA	Erkmen Rydell	February February
TUNISIA	Pre-appraisal	Sear de Beaufort	Mar. 11 - Mar. 18 Mar. 11 - Mar. 18
*TURKEY	Discussions with the Borrower and Government	Fish Hutchins Mathai	February February February
*UAR	Reconnaissance	Minnig	April
VENEZUELA	Supervision 482/629-VE	Isla	March

* Tentative

TELECOMMUNICATIONS DIVISION

<u>Country</u>		<u>Staff Members</u>	<u>Dates</u>
GUATEMALA	Appraisal	Scoffier Davis	Feb. 8 - Feb. 21 Feb. 8 - Feb. 21
PAPUA/ NEW GUINEA	Supervision	Newstead Brown	March/April
THAILAND	Identification	Vasudevan	Feb. 10 - Feb. 16
VENEZUELA	Updating Appraisal	Kohler	March

WATER SUPPLY DIVISIONS

<u>Country</u>	<u>Purpose</u>	<u>Staff Members</u>	<u>Dates</u>
ALGERIA	Reconnaissance	Duarte (Consultant)	*Feb. 21 - March 5
BOTSWANA	Supervision	Prevost	April
BRAZIL	Sao Paulo - discussions on current appraisal	Thys Williams Mould	(Jan.30) - Feb. 5 (Jan.30) - Feb. 5 (Jan.30) - Feb. 5
CAMEROON	Supervision - 604-CAM	Thys Williams	Mar. 21 - March 26 Mar. 21 - March 26
CHINA	Pre-appraisal - Sewerage and Sector Work	Callejas Kapur Consultant	*March 23 - Apr. 5 *March 24 - Apr. 5 *March 24 - Apr. 30
COLOMBIA	Supervision - 682-CO	Morse Costa	April April
GABON	Reconnaissance	Prevost	Jan. 31 - Feb. 10
GHANA	Supervision - Cr. 160-GH	Rajagopalan Consultant	*March/April *March/April
INDONESIA	Sector Review Discussions	Shipman Leslie (Consultant)	(Feb. 1) - Feb. 10 (Feb. 1) - mid-Feb.
IRAN	Sector Study	Hale (Consultant) Whitford	*Feb. 12 - end Mar. *Feb. 12 - end Mar.
ISRAEL	Reconnaissance - Sewerage Project	Shipman	Feb. 24 - Feb. 27
JAMAICA	Supervision - 589-JM Pre-appraisal-Sewerage	Rajagopalan Smith Saravanapavan	Feb. 14 - Feb. 24 Feb. 14 - Feb. 24 Feb. 14 - Feb. 24
LEBANON	Pre-appraisal-Beirut Water	Callejas Thys Williams	Apr. 10 - Apr. 13 Apr. 10 - Apr. 18 Apr. 10 - Apr. 18
MOROCCO	Pre-Appraisal	Renger Rietveld Costa	Feb. 21 - Mar. 5 Feb. 21 - Mar. 5 Feb. 21 - Mar. 5
NICARAGUA	Managua II - Pre-appraisal	Morse Bruestle Costa	Feb. 10 - Feb. 13 Feb. 10 - Feb. 13 Feb. 10 - Feb. 13

WATER SUPPLY DIVISIONS (Continued)

<u>Country</u>	<u>Purpose</u>	<u>Staff Members</u>	<u>Dates</u>
PAKISTAN	Supervision - Cr. 41/42-PAK	Shipman	Feb. 14 - Feb. 23
		Jacob	Feb. 14 - Feb. 23
		Jones	Feb. 14 - Feb. 23
	Appraisal follow up - Lahore II	Spangler	*March
		Warford	*March
PHILIPPINES	Supervision - 386-PH	Morse	April
		Renger	April
		Bruestle	April
THAILAND	Bangkok Water - Pre-appraisal	Shipman	Feb. 10 - Feb. 14
		Callejas	*April 6 - Apr. 10
		Jones	*April 6 - Apr. 15
TUNISIA	Supervision - Loan 581-TUN and Cr. 209-TUN	Thys	March 7 - Mar. 20
		Williams	March 7 - Mar. 20
		Rietveld	March 7 - Mar. 20
		Mould	March 7 - Mar. 20
TURKEY	Pre-appraisal - Istanbul Water	Callejas	April 14 - Apr. 23
		*Hayden	April 12 - Apr. 23
YUGOSLAVIA	Pre-appraisal - Dubrovnik Sewerage	Grover	March
VENEZUELA	Supervision - 444-VE	Morse	March 21 - Mar. 26
		Renger	March 21 - Mar. 26

Leave Schedule

<u>Staff Members</u>	<u>Dates</u>		
Gheith	February/March		Home Leave
Onslow	April 2	- April 19	Home Leave
Reis	March	- April	Annual Leave
Shipman	March 8	- March 16	Annual Leave
Erkmen	*April	- May	Home Leave
Dickenson	April 29	- (July 30)	Home Leave

* Tentative

cc: Messrs. Weiner, Armstrong, Howell, Urquhart, Chauffourmier (10), Benjenk (8),
Goodman (6), Lejeune (8), Votaw, Wiese, Wright, Denton, Van Wagenen,
Mrs. Barozzi, Mrs. Hahn
Public Utilities Staff

MSaeed:ert
February 3, 1971