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The World Bank

1818 H Street NW

Washington DC 20433

Telephone: 202-473-1000

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OED SPECIAL STUDIES

85035-003

*Power - Terms of Reference, Initial Documents  
Comparative Review*

*1971*



   
**30248174**  
A1994-141 Other #: 11 205083B  
Power - Terms of Reference - Initial Documents - Comparative Review - 1971

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## OFFICE MEMORANDUM

TO: Messrs. Israel, Marot, Faltas, Raphaeli,  
Ettori and Miss Harahap

DATE: July 14, 1971

FROM: C. R. Willoughby *CRW*

SUBJECT: Presentation of the Operations Evaluation reports  
due for completion by July 31.

Attached are the initial pages of the Evaluation Report Volume IV - THE PAZ DEL RIO STEEL MILL. These pages should be used as a format for title page, note on conversion rates and measurements, Preface, Table of Contents (including main sub-headings in each chapter, only), List of Tables, List of Charts and Maps, and List of Annex Tables in all reports. Other details regarding presentation appeared in the note of June 29. Please note that page numbers should be given for all Chapter, main sub-headings, tables in the text, and charts in the text. Some are presently lacking in the attached sample only because typing of the report is not yet complete.

cc: Mr. Adler  
Mr. Blaxall  
Mr. Paulson  
Mr. Anderson  
Mr. Wallar  
Miss Levy  
Miss Mulin

STRICTLY CONFIDENTIAL

PRELIMINARY DRAFT 7/31/71

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT

**DECLASSIFIED**

**JAN 24 2023**

**WBG ARCHIVES**

OPERATIONS EVALUATION REPORT: COLOMBIA

VOLUME IV - THE PAZ DEL RIO STEEL MILL



NOTE

Most Colombian Peso prices given in this report are in Pesos of 1968 value. The conversion rate used is then the average official rate obtaining in that year,  
Ps. 15.90 = U. S. \$1.00.

Ton measurements are given in metric tons.

## PREFACE

Acerias Paz del Rio, S. A., a private-sector Colombian company, owns and operates the only fully integrated steel mill in Colombia. The Company, and its predecessor, have had dealings with the International Bank continually since 1950. In 1963 a loan of \$30 million (Loan 345-00) was made by the Bank to the Company to cover the foreign exchange cost of the Company's expansion program. This report reviews experience 1950-70 and attempts to draw conclusions as regards the future operations of the Bank.

The report has been prepared by Bernard H. Decaux, industrial economist and consultant to the Bank, and Christopher R. Willoughby of the Bank staff. The main field work was done in late December 1970 and January 1971. Principal contacts were with the Company, the Departamento Nacional de Planeacion of the Government of Colombia, representatives of other major steel producers and steel consumers, and with others who had been involved in the development of the Company.

The Acerias gave to the study the utmost cooperation, and its assistance is deeply appreciated. Useful help in early analyses was kindly provided by staff of the Departamento Nacional de Planeacion. The authors are also very grateful for the stimulating advice and suggestions provided by staff-members of the Bank at various times.

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## OFFICE MEMORANDUM

TO: Messrs. Israel, Marot, Faltas,  
Raphaeli & Ettore

DATE: June 29, 1971

FROM: C. R. Willoughby *CRW*

SUBJECT: Presentation of the Operations Evaluation reports due for completion by July 31.

---

Further to my note of June 21 on the chapters and volumes of the reports now under preparation, I want to give you a few rules of presentation for the final versions due for completion by July 31.

Papers should be double spaced, since they will remain drafts for delivery to Mr. McNamara. They should be run off in 15 copies only, preferably with printing on both sides of the page, and stapled between white card covers. These covers should be marked in the top right hand corner 'STRICTLY CONFIDENTIAL,' and the reports should be numbered from 1 through 15. You should deliver to me 14 of the 15 copies of the sector volume for which you are responsible. No copies should at this stage be passed to anyone without specific reference to me. I hope that this restriction will not be necessary for long, although the documents will necessarily remain for the next months highly confidential.

I think it is generally preferable not to number the paragraphs. Footnotes should of course be done in the normal Bank style, i.e., at the bottom of the page or table, with textual footnotes indicated by numbers and footnotes for tables indicated by lower case letters. The numbers or letters used should be consecutive not for the whole chapter or whole report but only for the page on which they occur.

Tables themselves should be numbered by chapter, eg., Table 3.8 meaning the eighth table in the third chapter. Tables should also be presented the same way up as the text so that they can be read without rotating the documents; this may mean using fold-out tables.

It is very important that past or present Bank staff members not be mentioned by name, but if necessary at all by their general rank, eg. 'an IBRD Vice President,' or 'the Bank staff responsible,' etc. It would also be generally best to avoid using the names of Colombian officials, though this may obviously be necessary for clarity occasionally. Consultant firms, on the other hand, should normally be referred to by name -- and in some cases contractors too.

As mentioned in a previous memo the so called Currie report of 1950 should not be so referred to but rather 'the Report of the 1949 General Survey Mission.'

Messrs. Israel, Marot, Faltas  
Raphaeli & Ettori

- 2 -

June 29, 1971

Documents produced by other than Bank staff members should of course be referred to, usually in footnotes, in the normal way -- giving the author, the title of the document and the city and date of publication. Albert Berry's report on the development of Colombia since World War II may be referred to in this manner.

A very important point is to use the dollar sign only for U. S. dollars and either the full word 'pesos' or 'Ps.' to indicate Colombian pesos. At all events I want to avoid the use of 'Col. \$' sometimes encountered to indicate pesos.

I do not favor colored charts and maps. The main disadvantages are that they are not reproducible on Xerox and that they are expensive; in addition I often cannot tell the difference between colors, particularly black and some shades of red. I think it is much preferable to use all sorts of different combinations of dots and dashes and thicknesses of lines, etc. At the same time I recognize that it may sometimes be necessary to use colors particularly in connection with maps and this is of course O. K. provided that it is kept to a minimum.

cc: Mr. Adler  
Mr. Blaxall  
Mr. Hexner  
Mr. Roumani  
Mr. Paulson  
Mr. Anderson  
Mr. Wallar  
Miss Levy  
Miss Mulin  
Miss Harahap



*M. Celari*

## OFFICE MEMORANDUM

TO: Messrs. Israel, Marot, Faltas, Hexner,  
Raphaeli & Roumani

DATE: June 21, 1971

FROM: C. R. Willoughby *CRW*SUBJECT: Make-up of Draft Operations Evaluation Report on Colombia

I give below, subject to your comments and to any other changes, my current thinking about the volume numbering for the draft of the Operations Evaluation Report on Colombia that we are targetting for completion on July 31. I also give greater details than previously about the chapters of the General Report (Volume I), some of which will be based directly upon your own reports; the chapter layout is still fairly tentative.

Volume I - General ReportApproximate  
No. of pages

3	Preface	
5	Introduction	
15	Chapter I	- The Setting (CRW)
20	Chapter II	- The Development Accomplished (CRW & Jim Wallar)
20	Chapter III	- The Development Issues (CRW & Jim Wallar)
5	Chapter IV	- The Role of Foreign Assistance (Luis Landau & CRW)
20	Chapter V	- The Role of the IBRD (Tomas Hexner & CRW)
15	Chapter VI	- The Transport Sector (Arturo Israel)
10	Chapter VII	- The Power Sector (Antoine Marot)
5	Chapter VIII	- The Paz del Rio Steel Mill (CRW)
6	Chapter IX	- The Corporaciones Financieras (Ediana Harahap & CRW)
10	Chapter X	- The Agricultural Sector (Nabil Faltas)
10	Chapter XI	- Institutional Development and the IBRD (Nimrod Raphaeli)
10	Chapter XII	- Urban Growth and the IBRD - main reference to water supply and to Bogota (Jacques Roumani & CRW)
5	Chapter XIII	- The Consultative Group (CRW)
20	Chapter XIV	- Conclusions (Tomas Hexner & CRW)
10	Chapter XV	- Summary Recommendations (Tomas Hexner & CRW)

Volume II - The Transport Sector (Arturo Israel, with Tomas Hexner, Leon Miller, Morris Miller, Marie-Noelle Mulin, Eleanor Levy)



June 21, 1971

- Volume II  
Annex I - Technical Annexes, to be bound in a separate volume.
- Volume III - The Power Sector (Antoine Marot, with Arne Paulson)
- Volume IV - The Paz del Rio Steel Mill (Bernard Decaux, CRW and Jim Wallar)
- Volume V - The Corporaciones Financieras (Robert Repetto & Ediana Harahap)
- Volume VI - The Agricultural Sector (Nabil Faltas & Santiago Rueda)
- Volume VII - Institutional Development and the IBRD - main reference to transport and electric power (Nimrod Raphaeli & William Raiford)
- Volume VIII - Special Papers
- A. The Role of the IBRD in Education (Eleanor Levy)
  - B. The Contribution of the IBRD to Urban Development (Jacques Roumani)
  - C. Public Health & Family Planning & the IBRD (Stanley Johnson)
  - D. Prices in the Operations Evaluation Study (CRW)

This does not refer to the other report, also targeted for completion by July 31, reviewing the role of the IBRD in some seven power companies around the world, and under preparation by François Etori & Nick Anderson. That report will consist of an Introduction, a chapter about each power company and a Conclusion and Recommendations.

cc: Mr. McNamara (through Mr. J. H. Adler)  
Mr. Adler  
Mr. Blaxall

Messrs. Landau  
Etori  
Paulson  
Anderson  
Wallar  
Misses Levy  
Mulin  
Harahap

RAPHAELI

Institution - A viable, autonomous organization accepted by its environment

0 Organization

- ✓ 1 Institution maintenance
- ✓ 2 Reorganization *major changes in Org Chart*
- ✓ 3 Creation of new units
- ✓ 4 Elimination of redundant units
- ✓ 5 Personnel
  - a Increase staff
  - b Training
  - c Salaries
- ✓ 6 Planning and Resource Allocation
- ✓ 7 Organizational Efficiency

B Bank-Client Relationship

- ✓ 11 Contract - awarding, local contracting *↔ Stays in appro of contracts.*
- ✓ 12 Competitive bidding
- ✓ 13 Consultants, Foreign Advisers, Technical Assistance
- ✓ 14 Supervision, standard maintenance

F Finances

- 21 Autonomy, taxes, tariffs, earmarking
- ✓ 22 Accounting, control, supervision, *internal auditing*

X 23 Independent auditors

X 24 Budgeting, setting of internal financial targets & monitoring them.

X 25 Commercial policy

26 *Technical Management Reporting*

E Environmental Approval

X 31 Relationship to other government institution/private corporation

X 32 System maintenance and improvement

33 Sociopolitical integration

34 Political activity

M Maintenance



Elements

Commercial Dept.  
Financial Plg.  
Cash Flow Forecasts  
Maintenance Org  
Internal Auditing  
External Auditing  
Personnel Policies  
Salary Levels  
Mgt. Reporting - technical  
Billing  
Inventory-Mgt.

Techniques

Foreign Consultants  
Local Consultants  
Individual Consultants  
Training Programs  
Commitment to act  
before ..(e.g. 1 year)  
is info.  
Foreign Training  
Admni School

Implementation

Negotiation  
Joint Learning  
Insistence

Also stage beyond:

External effects - e.g. use of Medellin Training Program for people from other utilities

- Dans 2 mois, écrire un memo sur reorganisation
- Visiter les usines au Brazil durant le week-end du 3 au 5 Avril.
- Ask a copy for letter to KESG. (for Chris)
- Appeler Hussein et Area Asian Dept.

Tables :

- Put in table I columns for growth rates between year columns.

- Overall Plant factor : peu significatif.
- Transmission capacity : à faire sauter. Sans signification.
- Attention aux "Customers" comparés aux "consumers".  
Customer = 1 consumer with a given tariff (p. meta).

- Ne pas oublier : de faire la moyenne des Fixed Assets in operation. Ne pas oublier Average.

- Capacity out of service : enlever du season factor.

- Energy spilled out : attention aux raisons.

Table I

- Management indicators : put more emphasis. Oublier un peu les indicateurs techniques précédents

- Management indicators :

- Billing lag → Attention aux losses.

- Amounts receivable.

- Self-financing.

- Net Internal cash Generation : add taxes to n.i.c.g. dans table I either indirect or direct. (et indication aux des définitions différentes dans I et II-B. Dans I, n.i.c.g. comprend les taxes. Dans II-B, non.

- Customer contributions should be deducted from fixed assets and from n.i.c.g.

- Appeler table III celle qui jusqu'ici s'appelait II-G.

- Tarif covenants : vérifier les termes du covenant et calculer les mêmes indicateurs.

- Load Forecasts : très important pour les comparaisons forecasts/actual.

Costs of Projects: Reconvertir (des les cas d'inflation) les  
côtes en l.c. de la valeur en l.c. à l'année de  
départ des construction et ensuite seulement convertir  
en \$ au taux officiel de change - Utiliser un  
taux d'inflation de la pays -



ARGENTINASERVICIOS ELECTRICOS DEL GRAN BUENOS AIRES S.A. (SEGBA)Some Important Indicators - 1969PART IReflecting Characteristics of the Utility

Thermal generation as % of total energy generation	100%
Average growth rate of energy sales in the last 4 years	9.4%
Annual load factor	58%
Industrial energy sales as % of total energy sales	31%
Average Consumption per consumer in kWh	2,866
Average fuel cost per million Btu	US\$33
Total Investments per kW installed capacity	US\$529
Debts as % of total capitalization	44%

PART IIReflecting Efficiency of the Management

System loss as % of total energy sent out ✓	14.4%
Average thermal efficiency of plants ✓	30.5%
Average revenue per kWh sold to all consumers ✓	US\$2.8
Average revenue per kWh sold to residential consumers	US\$3.1
Average revenue per kWh sold to industrial consumers	US\$2.5
Average overall O&M expenses per kWh sold	US\$1.6
Operating ratio ✓	70%
Return on average net plant in service ✓	8.2%
Net internal cash generation as % of capital expenditure ✓	49.8%
Consumers per employee ✓	89
Energy sales per employee ('000) ✓	255

Possible

Institutional

Efficiency Indicators

- System kWh losses ✓
- Cost per kWh ✓
- Outstandings - receivables ~~ratio~~ : receivable bills / total bills. ✓
- Billing delays. ✓
- Financial rates of return. ✓
- Plant thermal efficiencies. ✓
- Distribution outages ✓: kva out × time out relative to total kva transformer cap.
- Delays on making new connections.

Effective Peak Capacity

- Name plate = installed capacity = capability.
- Firm capacity + Reserves = Capability

# Institutional Building

## Points of interest:

- Organization and procedures (contracts, consultants, personnel, salaries, competitive bidding)
- Function of Board, Depoliticization of Management and Board.
- Accounting
- Tariffs, Financial autonomy.
- Maintenance
- Consultants, Training programs
  
- Travailler sur files (folie) ou par interviews des gens de la Banque.



- Hydraulic systems:  
Stochastic analysis of flows for optimizing the size of dams.
- Over-capacity for equipment out of service: draw the distribution curve of capacity out of service in order to see if overinvestment was made.

Load factor:  $\frac{\text{Nbr of kWh produced / year}}{\text{Max. Peak Demand} \times \text{Nbr of hours / year}}$   
(for Demand)

Plant factor:  $\frac{\text{Nbr of kWh produced / year}}{\text{Capacity (in MW)} \times \text{Nbr of hours / year}}$   
(for Plant)

Heat rate: Nbr of b.t.u. required for 1 kWh  
 $\sim 10,000$  b.t.u.

- International Research and Technology (I.R.T.) in Washington.
- 3 physicist and engineer-economist, both specialized in power (studies for "Resources for the Future" Foundation). In late 50's and early 60's.
- Specialized more on projections and prospective.

- Identification of objectives of project
- Anti-pollution effort.

6-10 pages on each utility: comments on tables I, II and III.

Provide  
your models  
on how  
appraisal  
report.

- 0 - Introduction on utility: presentation.
- 1 - Association between utility and Bank: organizational changes, financial amounts + consultants contracts, tariffs.
- 2 - Demand Forecasting
- 3 - ~~Project~~ Planning and Project selection (Pollution)
- 4 - Project construction and costs. (Accounting consultants)
- 5 - Financial: creditworthiness, liquidity, accounting
- 6 - Institutional development and building. debt/equity
- 7 - Conclusion.
- 8 - Procurement.
- 9 - Management indicators.
- 10 - Conclusions.

Look at Ripman's paper on Project Appraisal F60

- Feasibility studies.
- Objectives are also all recommendations and covenants.



# Questions to PUB

(1st loan)

- T - Actual generating performance of gasifier - "free piston" turbo alternator (6 units 64W each) established in the S<sup>T</sup> James power steam plant?
- Gov<sup>t</sup> X M - Freedom given to Board by the establishing Ordinance for appointing and controlling its staff? Still unsatisfactory?
- X M - Recruitment of a General Manager? How PUB stands on now?
- X own - Forecasts of sales in 337-MA were actually on the low side?
- own - Extension and capacity increase of transformer station for increased output of Pasi Payang A+B; cost of this operation and timing related to B station construction (para 51).
- T - Maintenance and revision are sufficient? What about the major overhauls of the 7 units of Pasi Payang A mentioned in 1963 (para 39, p. 7 of 337-MA)?
- X M - Development of sales to industries and to Jorong Industrial Estate? How to promote or restrain demand surfs, growth of sales?
- X MF - 7 improvements in computation of depreciation provision?
- X MF - How about the continuing improvement of Electricity Dep<sup>t</sup>'s accounting system along commercial lines, and about recruitment of qualified personnel for this?

(2nd loan)

- X F - Story of revenues' drop in 1965 and 1966: fuel taxes and income revenue tax.
- X T, F - In first loan (337-MA), the 3<sup>rd</sup> unit (60kW) of Pasi Payang was estimated to cost \$ 7.2 million! Now \$13 million for 120 kW.
- X M - Conclusions and recommendations of Management Study made in 1965. Genl Manager was appointed in 1966.
- X own - The covenant to 1<sup>st</sup> loan 337-SI according to which the Genl Manager should be satisfactory to Banks was not respected (Acting Genl Manager, a civil servant, temporarily nominated after 337-SI, was most unsatisfactory), neither the other covenants about vacancy of senior posts and reorganization of the accounting system, neither on sending financial reports regularly.



- X Own - The Management study was paid under loan Water Supply 450-SI.
- X M, T - Lack of maintenance staff in 1966 (para 15 of 473-SI) still does exist or not? Was it harmful to PUB and its equipment?
- T - In 1966, 3 of the 25MW units in Pasir Panjang A were still long overdue for major overhauls. How is it now? Were there some breakdowns? What has been the available capacity?
- Govt X M - Effects and pressure of fuel and property taxes on PUB financial position now? Did Govt take <sup>the</sup> new measures expected in 473-SI?
- X M<sup>①</sup> - Management and returns of the sinking fund?
- T - Is installed capacity's high level above maximum demand justified, or is there some spare capacity? (Figures of actual available capacity are important to appraise this).
- Govt M<sup>①</sup> - Help of Banks to PUB against high taxes put by Govt.
- (3rd loan) - Why so many frequent loans from Banks - Need was urgent?
- F - This 3rd loan, very close to the 2nd, means financial position of PUB was worse than forecast in 473-SI. What happened?
- X M, T<sup>①</sup> - Impact of shortage of experienced senior staff on PUB operations; history of replacement of expatriates - lack of <sup>staff</sup> supervisory.
- X M - Lack of authority delegation from Board Chairman to General Manager - Was <sup>and of confidence</sup> ~~trust~~ really bad and unreliable?
- X M - Consideration and implementation given to recommendations of the Management study.
- X M, T - Was the study on basic distribution planning <sup>strongly</sup> recommended by Bank in 503-SI made as recommended?
- X F - Financial and legal aspects of suppliers credits for Juyong.  
- Tariff study financed by 503-SI - overall purpose, completion, recommendations and implementation; effect on the 2-meter system.
- X Own - "There is no problem concerning uncollected accounts" (para 6.03, p.15) <sup>503-SI</sup>
- (4th loan)
- X Own - Poor staff relations and lack of coordination between various Departments of PUB due to lack of effective Management.
- X Own - F a Genl Manager only for 3 years, from 1966 to July 1969!



- X Owen - Organizational changes have been low, due mainly to shortage of experienced staff aggravated by opening of new sections.
- X Owen - F a tariff increase in November 66.
- X Owen - Reorganization of accounting system was completed by end 1966 and greatly improved management of PUB.
- MP X F (1) - What was the Bank's position in the management of the sinking fund and in its sterling investments to be converted into Singapore bonds? What means exactly "a net loss of S\$ 5.3 million" (para 3.29, p. 12 of 595-SI) as a result of sterling devaluation?
- T, F - Forecasts of 503-SI for capital program of Electricity Dept<sup>t</sup> were, over 1969-1971: S\$ 174.5 million, o.w. 75.7 for generation, 92.8 for distribution and 6 for miscellaneous. In 595-SI, this capital program is forecast to be S\$ 207 million (56 generating, 146 distribution, 5 others). Reasons for increase and changes?
- X T - Did Bank make any recommendations about need for long-range planning of distribution in lieu of year by year one which was the PUB policy? F the consultant study on this point.
- Govt X M (1) - Poor salaries offered are reason for lack of experienced senior staff? Did Bank help against Govt<sup>t</sup> for having these salaries increased?
- X M (1) - Does Bank members offer higher prices than non Bank members (East European countries)? What is PUB's experience in all his international tenderings in this field?

- Mr. Estrop - ~~lack of pat. personal in accounting Dept relieved. In general, lack~~
- Relations with consultants: PCR first establishing S<sup>I</sup> James, Meng Maw Tellan short range <sup>(9, 5, 7, 7, 6 y)</sup> planning and costs. Did Bank help it?
- Reasons for extensions of closing dates of loans.
- Technical questions: - performance of "free-piston" units in S<sup>I</sup> James.
- Maintenance and revision: units of P. P. A. troubles (capacity out of service in 1967, 1969?)



Questions to NEB

- M - CEB regulatory and operating agency. Develop these roles.
- X M - Key positions were held by British people. How was the Malayamization process? Training of Malaysians?
- T - Tin mining consumption = past and future developments!
- T - Cement factory consumption.
- X T - Integration of PRHE with NEB for networks: when did?
- T - Excessive outage of transmission system during storms?
- X M, F - Control over tariffs which are fixed by NEB itself.
- X M, F - Level and structure of tariffs. Review study of tariffs.
- X F - Terms and technical, financial and legal aspects of other loans received by NEB?
- X F - Why overdraft use for capital expenditure if Government guaranteed to provide funds for completing the projects?
- X T - Is there any general survey of hydro sites in country and any priority list of these sites in using them according to economic criteria?
- X T - Was water available for Cameron project as forecast in 210? and for Bating-Padang as forecast in 350? (5206Wh in average/year)
- X M - How does NEB encourage and promote the generation of electricity for economic development purpose?
- X M - Is still the need for Consulting Engineers very strong? When can this need be alleviated?
- X F, M - Does NEB intend to ask for PRHE to sell its undertakings to Govt and then to NEB in 1976
- X T - Was interconnection of the whole Western Network made as forecasted in 350-MA, i.e. in January 1968?
- X T - Was there any year when dry season conditions were worse than normal and expected? When? How was it solved?
- X T - Was the gain in firm capacity equal to that one expected from interconnection (45MW)?
- X T - Was <sup>there</sup> also substantial saving in plant operation after the interconnection? How much?
- X - Why did bulk sales to PRHE occur <sup>so</sup> much later than expected in all appraisal reports?



- X F — What is the Employee Provident Fund? Is it internal?
- X M — History of increases in electricity tariffs (1960, 1964, 1967).
- X M — What about the applications for supplies to steelworks, sugar refinery and paper mill, and irrigation pumping mentioned in 350-11A for the Northern Zone?
- X M — Why NEB asked for a loan in 1966 when it is said in 350-11A that finances would be sufficient up to 1968?
- X M — What about the high number of employees of NEB? Are they sufficiently paid / pay to the market?
- T — Is not there any overdimensioning of hydro plants because of water shortage in dry seasons (capacity drops down to by about 20 to 30%)?
- X F — Comparison between investments with Bank help and without Bank help (distribution system expansions).
- X T — "Upper Perak Development" scheme development and Bank position.
- X F — Use of overhead facilities in 63/64 and 64/65 to finance transmission investments, which led to cash shortage. What is because all internal resources were devoted to generation investments, and none left for other investments, or was it because other long-term borrowing was not possible because of loan agreement covenants on incurrence of long-term debt? Or because distribution investments were higher than expected.
- X F — Financial obligations of NEB towards Government: payment of dividends.
- X F — NEB stated policy is to produce 8% return and finance 40% of capital requirements - Was this always fulfilled and, if not, why not?
- X F — Are all capital and stock subscriptions made by Government, either state or federal? Is also the Bataang Padang issue of stock subscribed by Government?

- X M - Tariff changes: in 1964, tariffs ↓. In 1967, special tariff for industries: high or low? Conclusion of the tariff study: are tariffs high or low? If high, could be the reason for good financial performance, despite high employment.
- X F. - Comparison of financial cost of Bank loan with other foreign or domestic loans.
- X F. - Bilateral financing of 579-MA: by whom, which from (suppliers' credits)? Was it secured and when?
- X T - Why did Bank and WEB put so much emphasis on thermal capacity development and did not look for further hydro sites? Was there a misorientation in project studies in early 60's due to Bank opinion?
- End F - Future current position of WEB.
- 1 X F - Bank contribution's utility: F.X., lower investment costs.
- 1 X M - Bank contribution's utility: - tariff revisions, outside views, reorganization, staff reduction, management performance and advice. Negative aspect on diversity of equipment purchased through international bidding (what were the main equipment suppliers?)?
- 1 X M - Comments of WEB on Bank procedures and activity.
- 1 X M - Did WEB find useful the Bank's covenants?
- 1 End M - After 12 years, WEB will be able to finance its expansion without Gov<sup>t</sup> or Bank financing?
- Rate of return on average net fixed assets, from 1956 to 1969: