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 **30450187**

R1998-232 Other #: 9 Box # 145370B  
Masood Ahmed - Chronological File - November to December 1985

Chua file

December 24, 1985

Mr. Hume:

1. The following energy assessment reports will be completed by EGYSl in Green or Blue Cover in FY86.

(i)	Burkina	(Blue)
(ii)	Ghana	(Blue)
(iii)	Guinea	(Blue)
(iv)	Sao Tome	(Blue)
(v)	Sierra Leone	(Green)
(vi)	Syria	(Blue)
(vii)	Thailand	(Blue)

2. In addition, the following sector reports will be completed in FY86.

(i)	Burkina Energy Strategy	(Green)
(ii)	Korea Energy Strategy	(Green)
(iii)	Papua New Guinea Energy Strategy	(Green)



Masood Ahmed

cc: Mr. Montfort (EGY)

# OFFICE MEMORANDUM

DATE: December 23, 1985

TO: Mr. Paul Knotter, Program Coordinator, WANVP

FROM: Bernard Montfort; ~~Chad~~ ECYS1

SUBJECT: Live Aid/Band Aid Funding for Project Components in  
Chad/Mali/Niger/Burkina Faso

1. I have just received a copy of your memo of December 6 on the above subject and would like to clarify two points regarding the proposed funding:

- (a) I presume that the funds could be used not just for Bank project components but also for free standing technical assistance or preinvestment analysis. Specifically, I would like to confirm whether these funds can be used for the implementation of priority energy projects identified through the joint UNDP/World Bank Energy Sector Management Assistance Program, which is active in both Niger and Burkina Faso. Through this Program, we have already identified a number of high return, small-scale activities which fit well into the objectives of the Live Aid Foundation, and we would like to propose some of these projects for consideration by the approval committee.
- (b) As we have only just learned of this possibility, I would like to know whether the deadline for the submission of proposals can be extended to January 3, 1986.

2. I look forward to your response.

cc: Messrs. Hinkle, Landell-Mills (WAN)

MAmed:aaf



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<b>File Title</b> Masood Ahmed - Chronological File - November to December 1985		<b>Barcode No.</b>  30450187
<b>Document Date</b> 23 December, 1985	<b>Document Type</b> Memorandum	
<b>Correspondents / Participants</b> From: Ian Hume To: Matt Minahan, Sally Salvador		
<b>Subject / Title</b> Grading of EGY Staff Funded by UNDP		
<b>Exception(s)</b> Personal Information		
<b>Additional Comments</b>		The item(s) identified above has/have been removed in accordance with The World Bank Policy on Access to Information or other disclosure policies of the World Bank Group.
		<table border="1"><tr><td><b>Withdrawn by</b>  Ann May</td><td><b>Date</b> November 10, 2022</td></tr></table>
<b>Withdrawn by</b>  Ann May	<b>Date</b> November 10, 2022	

Masood  
chron.

December 13, 1985

Mr. S. Weissman, EISVP

Steve:

Re: Mid-Year Review of EIS Objectives

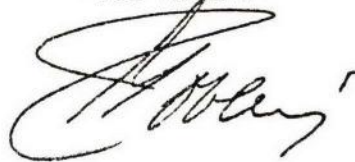
I am attaching some comments on this subject for discussion at next week's EIS Management Retreat.

I have also read Amnon's note of December 9, and would lend my support for a general discussion of two points that he raises, which are applicable with some variants to EGY's operations:

- First, the issue of quality control and preservation of standards for regionally managed restructuring operations is just as relevant for regionally managed energy sector loans. These are becoming highly fashionable and are subject to the same hazard of regional staff's enthusiasm outstripping their capacity.
- Second, on country sector strategy the leadership issue is just as sensitive for energy, and something on which a common EIS view would be a strong asset.

Yves Royani

cc: Messrs. Dherse (o/r) (EIS);  
Golan (IND)



### Mid-Year Review of FIS Objectives

- (i) Improving the quality of our lending and reorienting our lending program toward restructuring and operations which generally have a catalytic impact and meeting the objectives of the oil and gas guidelines.

1. For EGY the principal difficulty to be overcome is the uncertain state of the lending program. The objectives adopted by the department included the following:

2. Deliver a FY86 petroleum operations program of 8 to 10 projects for about \$400 million and develop a FY87-89 petroleum operations pipeline of 13-15 projects per year. This will entail:

- advancing two FY87s and one FY87 regular projects to the current year;
- processing two operations not currently in the agreed FY86 lending program;
- ensuring that about 60% of the FY87 agreed projects have passed appraisal departure by June 30, 1986; and
- exploiting the results of the Project Generation Unit (PGU) by actively pursuing three/four operations directly involving the private sector with at least two of these operations targeted for FY87 completion.

3. We are currently aiming to complete 11 projects for FY86 for an amount of about US\$450 million. Two have been presented to the Board. The other nine will have been appraised by CY end. All projects conform with the guidelines. For FY87 since two standbys and one supplemental will be advanced from FY87 to FY86, the total number of projects should drop to 14 instead of the 17 currently scheduled. Five of these projects are not yet firm and would require considerable efforts to keep them to appraisal departure by June 30, 1986. Eight additional possibilities have been identified and could be brought in if they are not otherwise incorporated into energy sector loans. We are actively following up on the most promising projects identified during the first round of PGU visits and should be able to bring perhaps two to fruition during FY87.

- (ii) Sharpening the focus of our sector work (and ESMAP output) and making it more operational.

4. This objective is being pursued in a number of ways. First, the reorganization of the Energy Assessment Division into two Strategy and Preinvestment divisions has provided an organizational framework within which operational priorities can be more sharply focused. Second, we have made an effort in a number of countries (Ghana, Niger, Colombia,

etc.) to ensure that the focus and timing of our sector work feeds explicitly into the preparation of lending operations. Third, through ESMAP, the linkage with operational work has been strengthened further. During this year there will be a number of examples of Bank projects/ components being generated through ESMAP (Bangladesh Power Efficiency, Ethiopia Energy I, etc.). We plan to widen the scope for ESMAP following the Paris Consultative Meeting in January.

5. One outstanding issue in this area relates to our vulnerability in retaining high-performing staff, most of whom are on fixed term contracts funded through UNDP. Precisely because of their contribution and potential for Bank operational work, the regions are keen to recruit them on regular Bank positions which we are unable to match. As our country strategy and ESMAP activities increase, we may well find ourselves losing our best staff before we have adequate refund on the heavy investment in training and orientation that we must initially make in them.

- (iii) Improving the country responsiveness of our work, and our contribution to the development of country sector strategy.

6. In addition to the points raised in (ii) the following is worth noting. We have identified a number of high priority countries where we propose a major two stage effort. Stage I comprises direct assistance in formulating coherent and operational energy strategies through energy assessment or other vehicles (public sector investment reviews, subsector reviews, etc.). In Stage II we hope to translate the sector efforts into sector, subsector and project loans aimed at bringing about substantial policy and institutional reform. Choice of countries has been based on our understanding of sectoral needs and issues, the importance of energy for the country, and response to the Baker initiative. In this package, work on Thailand, Colombia, Brazil, Ghana and Argentina is well advanced and we are beginning work on Morocco, Tunisia and India.

7. In West Africa we have embarked, jointly with the Regional project division, on the preparation of a comprehensive set of country statements of sector issues and required actions; these agreed statements will form the basis of a series of subsequent lending operations, which are designed to address the special institutional and technical assistance needs of the region.

- (iv) Effectively carrying out our policy and advisory roles through the lead advisory system, implementation of initiatives such as the financial intermediation paper, and development of new approaches, e.g. electric power;

8. EGY objectives C and E were (a) to promote management efficiency and creative financing, and undertake conceptual work, including restructuring, innovative financing and encouraging the private sector work and (2) strengthening power advisory activity in investment

priorities, management efficiency, institutional restructuring and creative financing.

9. In the power sector we have identified target countries for energy sector restructuring operations (e.g. Argentina, Colombia, Turkey) and have held a 'power week' in which many of the current power sector issues were addressed. In petroleum the Project Generation Unit has had a catalytic effect in the approach to structuring of projects, the role of the private sector and the financing of alternatives. In gas, the gas seminars have continued to develop a better understanding between companies, gas utilities and financiers. More broadly, within the Bank we have continued to bring in experts on particular topics and global trends that have a direct impact on the energy environment, to promote a wider understanding.

(v) Improving internal efficiency, communications and management processes at all levels in EIS.

10. Concrete measures to improve the internal efficiency have been identified. This effort included the restructuring of the Energy Department which became effective in mid-September. Various disparate units such as Renewables, Power, Finance were all merged into the new Energy Policy and Advisory Division under a single manager. Also, the former Assessments Division which was large and unwieldy was reconstituted into two, along regional lines, with a view to ensuring an equitable workload. A Project Generation Unit with specific terms of reference worked in collaboration with Booz-Allen and Hamilton consultancy to deepen relationships with the private sector--both oil companies and financial houses. Our urgent need has been to tighten our budgetary control and lending program administration. We have appointed an experienced Budget Officer who is already in the process of tightening the control. An explicit Energy Department objective is to reduce the volume of documentation which needs review by managers. Efforts have also been made to prepare more concise and better-focused project and policy documentation.

11. Communication. The communication study reinforces an existing perception that EIS/Regional collaboration was an extremely difficult process the complexity of which was being exacerbated by the changing orientation of EIS objectives. The introduction of the Regional Energy Lead Advisory system and planned program of regular meetings with higher level regional staff has been mounted and is yielding promising results (e.g., the embryonic Energy Assessment for India). Departmental communications have also been given more attention by holding retreats for administrative secretaries and other support staff and implementing follow-up action.

DRAFT

DATE: December 18, 1985

TO: Mr. Ian Hume, Assistant Director, EGYPS

FROM: Masood Ahmed, Deputy Chief, EGYSI

SUBJECT: ESMAP: The Management of Donor Relationships

1. The purpose of this memorandum is to propose a set of arrangements for the management of our relationship with bilateral and other donors to ESMAP. The essential feature of this proposal is that all four managers in the two Strategy and Preinvestment Divisions participate in donor liaison work and that each of them has primary responsibility for managing the relationship with a specific sub-set of donors. Under this proposal each manager would allocate approximately 20-25% of his time to donor coordination, although it is difficult to define this precisely in advance. The proposed arrangements would not require any change in the lead role of UNDP or in the substantive job content of the Energy Department's UNDP Coordinator. The following paragraphs spell out the proposal and its background and justification in more detail.

#### Background

2. Until 1982-83, Bank staff involvement in the donor related aspects of the assessment program was limited because a large share of the Program was funded through money already in the Energy Account or from the interregional IPF. There were only one or two special bilateral arrangements for funding assessments, (e.g. SIDA funding of seven small country assessments), which were in any event simple to administer and report on. The donor information storage and retrieval system within the division could be kept relatively simple and we could

rely mainly on UNDP's existing records and mechanisms for satisfying donor requirements.

3. Since 1983, donor relations have become more time consuming as the number, diversity and complexity of bilateral funding agreements has grown for (primarily) ESMAP and (to a lesser extent) Assessments. Bank staff became much more involved in the design and execution of these arrangements and in negotiations with individual donors. Moreover, an increasing share of the funding for both programs began to come from earmarked bilateral pledges, even though some of this money was channelled through the UNDP Energy Account. Funding also became linked with the use of consultants from the donor countries and the process of identifying and screening consultant candidates became a substantial additional activity for fund raising trips. At headquarters, related work on monitoring donor receipts and disbursements, reporting on use of consultants and funds, following through on consultant resumes, etc. also became a new and staff intensive activity.

4. The growing demand for donor related work by Bank staff was initially met through flexible and largely ad hoc arrangements. For the administrative tasks at headquarters, a variety of arrangements were tried which did the job but probably not at the least cost. These arrangements have been reviewed recently and modifications are now being made. This memo will therefore not deal with these issues in any detail.

5. In terms of actual donor visits for fund raising or reporting, the primary responsibility within the Bank was taken on by Mr. Bharier. During 1984, he devoted about 75 percent of his time to donor coordination, travelling 13 times for 96 days during the year on donor related

work. He was supported by Messrs. Ahmed and Bates, who spent about 20-25% of their time on this type of work, particularly in meetings with donor representatives and other visitors from donor countries (banks, trade agencies, consulting firms, etc.). These efforts were very successful in raising funds through generating donor interest in the programs and through the design of flexible and innovative agreements for the use of donor funds. They were less successful in ensuring that the follow up necessary to satisfy these agreements was always carried out or that all potential contributors were consistently presented with the same range of funding options.

6. One further drawback was that the image of the programs was inextricably linked in the minds of the donors with the person of the main manager, making program funding highly vulnerable to a change in management personalities.

7. Since Mr. Bharier's departure, a number of managers have participated in donor visits and coordination. In particular, because of the need to reassure the donor community about the health and prospects for these programs, Messrs. Rovani and Hume have been personally involved in donor coordination to a much greater extent than before and than is feasible in a longer term steady state. This phase of intensive fence mending should come to a conclusion at Paris, but the need for systematic and coordinated management of donor relationships will continue as long as these programs remain multi donor efforts.

The Elements of a Donor Relationship

8. Regardless of how this need is met, the specific elements of the work involved remain much the same. For most donors the requirements can be summarized as follows:

- (i) visiting the donor agency (or in most countries, agencies) at regular intervals (2-3 times a year):
  - to report on progress of work, particularly work funded by or of special interest to, the donor;
  - to present and discuss proposals on potential ESMAP projects which could be funded by the donor;
  - to meet with and develop opportunities for collaboration/funding with parastatal agencies and NGOs (e.g. Swedfund, BITS, FMO, Export Councils, etc.);
  - to meet with consulting firms and to identify and screen potential consultant candidates;
  - to develop a "feel" for the interrelationships among the various relevant agencies and actors within the donor country so as to mobilize effective support for funding decision for the Program.

- (ii) Acting as a contact point here in Washington for the donor agency and its representatives. This includes evaluating the level and extent of staff/management involvement in meetings with various visitors from the donor country, and it also entails the responsibility for ensuring that the reporting requirements agreed to are met satisfactorily. This is an important aspect from the donors' perspective, because most of them think of the Program as an integral one and are confused with having to deal with a multiplicity of Bank staff responsible for different parts of the Program for internal administrative reasons.

#### The Proposed Structure

9. Any proposal for the structuring of donor coordination must satisfy the above requirements but it must also take account of one additional factor. This is the assumption that a successful outcome will require the building up of a long term relationship with the key actors in the donor country and that this has an invariable personal dimension. My own limited experience suggests that it is only after such a working relationship has established through two or three meetings that we begin to find out about the range of possible options for funding and other modalities for collaboration.

10. A further premise is that such a relationship can best be established by someone who is seen as being actively involved in the operational side of the Program and who can supplement the more funding/

administrative focus of UNDP. I firmly believe that our credibility comes from our current and active operational focus.

11. These two premises have direct implications for structuring our management of donor relationships. Specifically, they rule out the ad hoc arrangement whereby for any given donor, a different manager may show up every six months and there is little continuity or sense of responsibility for the interim follow up. The choice therefore is between having one manager (or another staff member) responsible for all donors or having this responsibility divided among a number of managers for specific groups of donors.

12. The two main advantages of centralizing this function in one person are first, economies of scale and learning by doing and second, a high likelihood of results because this would be the main accountability of the person. However, these advantages are more than outweighed by three disadvantages listed below:

- (i) Size of Task: Effective donor coordination will be at least a one-man/year effort for the next two years. Assuming six days per donor country per year and fifteen donors would generate about 100 days of travel without accounting for conferences, consultant interviews, etc. Headquarters follow up on these trips would easily account for the remainder. Even if this were physically possible, I doubt if it is feasible for one person to build any sort of personal relationship with the number of people involved. In most countries, apart from the two or three key officials in the principal aid agency, there would also be

another 10-15 key agents in other government or semi-private organizations who could influence policy towards ESMAP and with whom it would be useful to develop some degree of rapport.

(ii) Job Content: As a regular longer term effort, donor liaison is unlikely to be a very satisfying full time preoccupation for any of the managers. Moreover, anyone doing this on a full time basis would become increasingly removed from the day to day operations of the Program and risk losing the very source of our credibility.

(iii) Diversification: Mr. Bharier's departure demonstrated the vulnerability associated with concentrating all fund raising and donor relations in one person. Staff turnover will continue in the future and there is the same risk of discontinuity associated with having one person responsible for all donors. Furthermore, an additional advantage of having all ESMAP managers participate in this work is that it is only through personal involvement that this becomes a "real" aspect of the Program's operational possibilities and constraints.

13. Given these factors, I would recommend a system whereby each of the four managers in the two divisions were allocated primary responsibility for managing the relationship with a particular group of donors. They would be the principal focal point for dealings with these donors and they would speak on behalf of the Program as a whole in these

countries. The attached table provides an illustrative list of allocations but this is merely for discussion purposes and would be modified in the light of expressed preferences.

#### Risks

14. There are two obvious risks with the proposal. First, that each manager would have to speak on behalf of both divisions and explore funding for projects in both divisions. The possibility of divisional bias exists but can be minimized through the matching of donors and through the assumption of responsible behaviour. Second, and more important, is the risk that the donor coordination function will be one of many for each manager and therefore likely to be neglected given other pressing operational demands on his time. This risk is not too great as long as each manager realizes the importance of donor funding for the continuation of the Program and as long as performance in regard to donor coordination is explicitly made a part of the manager's overall performance. Finally, a practical method for reducing this risk is through the job design of the UNDP/Donor coordinator.

#### The Role of the UNDP/Donor Coordinator

15. Each manager will have primary responsibility for managing a set of donor relationships but he will require considerable administrative, logistical and information support. He will also need periodic reminders to ensure that donor coordination matters remain high on his agenda. Achieving these tasks will be an important function of the UNDP Coordinator, who will assist the managers of the Program in their fund raising efforts and who will act as the "Secretariat" for donor coordina-

tion issues for the two divisions. The specific responsibilities of the UNDP Coordinator are spelt out in Annex II.

The Role of Senior Managers

16. The day to day management of donor relationships will be handled by the four division chiefs/deputies, but they will need occasional support from senior managers. Specifically, after the annual report on the programs is published every year it may be useful for Messrs. Rovani/Hume to participate in visits to the major donors for more general discussions on the programs and their funding. Similarly, their participation may be requested in meetings with high ranking visitors from the donor agencies; it will be the responsibility of the primary manager to initiate such a request as he feels appropriate. Finally, they would participate in any consultative meetings on the Program, such as the proposed meeting in Paris.

Attachments

MAhmed:aaf

Annex I

DONOR RELATIONSHIP MANAGEMENT

**Allocation of Responsibilities**

Primary Manager	Active Donors	Other Donors	Comments
Montfort	France Switzerland	Austria Japan OPEC Fund	
de Capitani	EEC Ireland	Belgium Finland Italy	
Ahmed	Netherlands Australia Canada	Germany New Zealand	
Bates	Norway Sweden Denmark	UK Iceland	
MAhmed:aaf			

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(FOR CASHIER'S USE ONLY)

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2 HERE

TRANSENERG, PARIS, FRANCE. ATTENTION MR. MALHERBE. REFERENCE  
YOUR TELEX TO MR. FERROUKHI REGARDING YOUR PREPARATION OF A  
JOURNAL ARTICLE BASED ON THE MALI ENERGY PLANNING STUDY. AS YOU  
KNOW THIS STUDY WAS FINANCED UNDER AN IDA CREDIT, HOWEVER, AS  
WITH ALL SUCH STUDIES THE OUTPUT IS THE PROPERTY OF THE BORROWING  
COUNTRY GOVERNMENT AND ALL DECISIONS REGARDING ITS USE HAVE TO BE  
MADE BY THE GOVERNMENT. CONSEQUENTLY, WE WOULD ASK YOU TO  
REDIRECT YOUR REQUEST TO THE GOVERNMENT OF MALI. REGRET WE  
CANNOT BE MORE DIRECTLY HELPFUL. REGARDS, MASOOD AHMED, DEPUTY  
CHIEF, ENERGY STRATEGY AND PREINVESTMENT DIVISION I, WORLD BANK.

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OF  
TEXT

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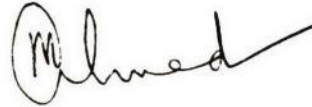
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## OFFICE MEMORANDUM

DATE: December 12, 1985

TO: Ms. Edith Nemitz, EGYDR

FROM: Masood Ahmed, Acting Division Chief, EGYS1



EXT.: 73996

SUBJECT: FY86 Mid-Year Review

1. In response to your memos of November 25 and December 2, I am attaching the Administrative Budget Mid-Year Review and revisions to the Work Program.
2. The only notable item in the budget is the anticipated \$100,000 overrun for Staff Travel. The overrun is due to three factors: (i) a freeze imposed on UNDP commitments by Controllers which required us to charge about \$42,000 in UNDP staff travel to the Bank budget--this will be repaid when funds are received from the EEC; (ii) about \$38,500 in unanticipated expenditures for further work on Thailand; and (iii) \$19,500 for proposed expenses for the Paris Conference.
3. The main changes proposed in the Work Program are as follows:  
(i) China Energy Strategy Paper has been dropped from the Work Program;  
(ii) the energy assessment for Mali has been deferred to FY87 with the work this year being limited to a reconnaissance mission; the staffweek allocation for this task has been reduced accordingly; (iii) the staffweeks for the energy assessment in Guinea, the gas strategy study in Egypt and the investment options study in Yemen have been increased; and (iv) the staffweeks for the assessment in Sierra Leone have been decreased and its completion may now slip into FY87 because of the delay in timing requested by the Government. However, the main work will be done this fiscal year.
4. By oversight, the Petroleum Supply and Distribution Report (3BENSRO12) was omitted from the table on the Work Program.

Attachments

cc: Mr. Hume, EGYPS

MAhmed:mw

**ENERGY DEPARTMENT + DIVISION 352/50**

**FY86 Administrative Budget: Mid-Year Review**

Summary  
(US\$)

Discretionary Budget Items	1 Actual (re. bud summary as of 10/31/85) (1+2)	2 Estimate November & December 85	3 Estimate 1st Half (July-Dec. 85) (1+2)	4 Estimate 2nd Half (Jan.-June 86)	5 Estimate for total FY86 (3+4)	6 Budget Allocation FY86 (2+5)	7 Over (+) Under (-) Budget Allocation
1. Operational Travel:	\$	\$	\$	\$	\$	\$	\$
(a) Staff	110.7	16.6	127.5	64.7	192.2	92.2	100.0 +
(b) Consultants	1.5	18.9	20.4	7.8	28.2	26.2	2.0 +
(c) Total Travel (a+b):							
2. Consultants Fees:	15.1	17.5	32.6	47.3	79.9	90.6	10.7 -
3. Temporaries:	34.7	21.8	56.7	-	56.7	62.0	5.3 -
4. Overtime:	3.4	.5	3.7	.5	4.4	4.4	0
5. Representation:	.2		.2	.2	.4	0	0.4
6. Dir. Communications:					6.0	6.0	0
7. Contractual Services: /1	.3		.3	2.2	2.5	2.5	0
8. Internal Computing:					0	0	
9. Total Discretionary Costs:	166.2				370.3	248.2	86.4 +


/1 Contractual Services includes External Computing and Publications and Rental of Equipment.  
Estimations for Translation costs are not relevant at this time.

Original Program		Actual Program
Eastern Africa		<i>Revised</i>
Comoros- Energy Asses.		
Djibouti- "		
Mozambique- "		
Somalia- "		
Swaziland "		
Zaire "		
(6)		
Zimbabwe- Telecomm.		
Zaire-Mining SM		
Zimbabwe- Ind. Egy. Eff.		
(3)		
Western Africa		
Congo- Energy Asses.	65.0	65.0
Ghana- "	65.0	65.0
Guinea- "	45.0	65.0
Mali- "	15.0	8.0
Sao Tome & Principe- "	10.0	10.0
Sierre Leone- "	80.0	70.0
(6)		
Nigeria-Telecomm.		
Regional Umoa Fin. Sec. Rvw.		
<i>Petroleum Supply &amp; Distr</i> (2)	10.0	10.0
EMENA		
Egypt-Gas Strategy Paper	30.0	40.0
Syria-Energy Asses.	14.0	14.0
Yemen-A.R. Invt. Options in Egy	35.0	37.0
(3)		
Hungary- Rest. Prog.		
Turkey-Ind. Rstr.		
(2)		
LAC		
Argentina-Hydrocarbon Dev.		
Colombia-Egy Strategy Paper		
Dominican Republic-Energy Assess.		
Southern Cone-Gas Strategy Paper		
(4)		
Costa Rica-Ind. Policy		
Chile-Mining		
(2)		
East Asia & Pacific		
China- Energy Strategy	35.0	
(1)		
China- Ind. Study		
(1)		
South Asia		
India-Review of Altern. Egy Strat.		
(1)		
TOTAL EGY=	21	
IND=	10	
GRAND TOTAL	31	
11/25/85		
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# OFFICE MEMORANDUM

DATE: December 10, 1985

TO: EGYSI Staff

FROM: Bernard Montfort, Chief,  EGYSI

SUBJECT: Divisional Management Responsibilities

1. While the primary responsibility for managing the division lies with the Division Chief, the basic principle underlying the proposed arrangements is to delegate, as far as possible, the management of work to the staff directly responsible for that work. Indeed, management is a key dimension of work for all staff, each of whom has responsibility for delivering some part of the division's work program. To discharge his function, the Division Chief is assisted in various aspects of this work by the Deputy Division Chief, the Office Administrator and the budgetary/administrative staff. This note outlines the allocation of responsibilities for the management and administration of the division's staff and work program.

2. Generally speaking the role of the Division's managers in this context is twofold. First, they provide an overall set of objectives and priorities for the division's work; agree upon annual work programs and ensure that the division obtains the staff and material resources necessary to deliver this program; and monitor the progress of the division's work program for timeliness, quality and cost effectiveness. And second, they develop and agree with each staff member his or her individual work program, career development and training objectives; and they provide counsel, advice and feedback on the progress made in achieving these objectives and how this could be further enhanced.

3. The following paragraphs outline how the specific management responsibilities will be shared in the major areas of operation:

(i) Work Program Planning and Execution

4. The responsibility for supervising the planning and execution of the Division's work program will be allocated between the Division Chief and the Deputy on a country basis. Thus, the Division Chief will have first line management responsibility for all of the division's activities in the Group I countries listed in Annex I, and the Deputy Division Chief will have primary responsibility for all of the work done in Group II countries listed in the same annex. 1/ This means that for any country the manager with primary responsibility will manage and monitor the day-to-day implementation and quality control of all ongoing work. He will provide advice and guidance as required from the conceptualization stage to the completion of the task. He will review and clear all related documentation - telexes, terms of reference, AIRs, pre- and post-mission

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1/ This grouping of countries may change over time with the relative balance of the work program.

issues papers, white/yellow/green/blue cover reports, <sup>2/</sup> memos/letters of transmittal, other related memoranda, etc. - and he will attend all the relevant meetings.

5. The manager with primary responsibility will also sign for his countries all in-Bank memoranda issued from the division, all communications to consultants, consultant recruitment and commitment forms, travel requests, statement of expenses and related items. However, all communications to the Government will be sent out under the Division Chief's name although for Group II countries, the Deputy Division Chief will authorize the transmittal telexes and he should clear all letters before they are presented for the Division Chief's signature.

6. This division of responsibilities by country should help to provide clear and administratively simple lines of communication and accountability for the bulk of the division's work. At the same time, most staff will be working on more than one country and probably on countries for which different managers have primary responsibility. Therefore, a number of aspects of work programming and execution will have to be determined jointly.

7. The Division Chief and the Deputy will meet jointly with each staff member at the beginning of each fiscal year to agree upon his/her work program and subsequently whenever the program needs to be altered significantly. Moreover, the managers would consult upon and Mr. Montfort's approval would be obtained before the Division accepts responsibility for any major new task.

8. Finally, some elements of the Division's work are not country specific or concern more than one country. The management responsibility for these tasks would be allocated on a case by case basis. In general, all non-country specific memoranda or reports would be cleared by and issued under the Division Chief's signature.

(ii) Recruitment and Staffing

9. As a rule both the Division Chief and the Deputy will interview all candidates being considered for recruitment and will normally also ask other staff to participate in the interview process. All support staff applicants will also be interviewed by the office administrator.

10. With support of the Deputy, the Division Chief will handle the PPR process (including training plans) including the merit review and other matters relating to salary administration. Either manager can be approached for advice or guidance by any staff member of the division. Support staff may also consult their direct supervisors or the office administrator for advice.

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<sup>2/</sup> White cover reports will continue to be reviewed first through the internal peer review system.

(iii) Administrative Matters

11. There are two main categories of administrative matters that the division has to deal with. First, the division must prepare and monitor the task budgets and aggregate these for Bank and UNDP reporting purposes. The responsibility for providing adequate budgetary and other management information tools to the Division's managers is primarily borne by the division's Administrative Assistant, Margaret Walsh. Margaret will work with other staff in Department's budget/administration complex, including Gwenda Stout, Raquel Owen and Edith Nemitz. The detailed description of the respective responsibilities of these various staff will be circulated shortly. Margaret will also need to work closely with the professional staff in the division who, as task managers, are responsible for the monitoring and control of their agreed task budgets. Both the Division Chief and the Deputy will be involved in the division's budgetary matters; however, the Deputy will have primary responsibility for the day-to-day supervision of the budgetary work and of the staff assigned to its implementation.

12. A second set of administrative tasks comprises a miscellany of items relating to the requisition of equipment, the approval of leave requests, etc. These items will be handled in the first instance by the office administrator who will obtain the necessary approvals from the Division Chief or the Deputy. Where this includes the filling in of forms for signature, the forms should have the Division Chief's name typed on them.

13. The above arrangements will be reviewed after six months' experience and revised thereafter as appropriate.

MAhmed:aaf

Work Program Planning and Execution Responsibilities

Group I Countries  
(Mr. Montfort)

**West Africa Region**

Benin  
Burkina  
Cape Verde  
Guinea-Bissau  
Ivory Coast  
Mali  
Niger  
Nigeria  
Sao Tome & Principe  
Togo

**EMENA Region**

Hungary  
Morocco  
Portugal  
Romania  
Tunisia  
Turkey

**East Asia & Pacific**

China  
Indonesia  
Malaysia  
Philippines

Group II Countries  
(Mr. Ahmed)

**West Africa Region**

Cameroon  
Central Africa Rep.  
Chad  
Congo  
Equatorial Guinea  
Gabon  
Gambia  
Ghana  
Guinea  
Liberia  
Mauritania  
Senegal  
Sierra Leone

**EMENA Region**

Egypt  
Jordan  
Syria  
Yemen Arab Rep.  
Yemen, PDR  
Yugoslavia

**East Asia & Pacific**

Fiji  
Korea  
Papua New Guinea  
Solomon Islands  
Thailand  
Togo  
Vanuatu  
Western Samoa

EGYSI MANAGEMENT RESPONSIBILITIES  
At-a-Glance

Clearance Arrangements

Letters/telexes to donors, institutions and governments	Group I Countries Group II Countries	- Montfort - Ahmed
Letters/telexes to Consulting Companies	Group I Countries Group II Countries	- Montfort - Ahmed
Non-country specific memoranda/reports		- Montfort

Signature on External Official Correspondence  
(Governments, Institutions, Donors)

Name appearing in all letters/telexes		- Montfort
Signature of letters	Group I Countries Group II Countries	- Montfort - Montfort*
Initialing of Telexes	Group I Countries Group II Countries	- Montfort - Ahmed

Other External Correspondence  
(Consultants, etc.)

Signature of all letters and forms	Group I Countries Group II Countries	- Montfort - Ahmed
------------------------------------	---	-----------------------

Bank Operational Internal Documents  
(TORs, AIRs, Issues Papers, White/Yellow/Green/Blue Cover Reports)

All documents reviewed, cleared and signed by	Group I Countries Group II Countries	- Montfort - Ahmed
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Administrative Internal Documents

Country Related (Travel requests, expense statements, consultant requests and commitment forms	Group I Countries Group II Countries	- Montfort - Ahmed
Non-Country Specific (Leave requests, equipment, requisition, training nomination, etc.)		- Montfort

\* After Mr. Ahmed's clearance.

# OFFICE MEMORANDUM

DATE: December 6, 1985

TO: Mr. Aklog Birara, PMDSD

FROM: Masood Ahmed, Deputy Chief, EGYS1

SUBJECT: Training in Interviewing Techniques



1. I refer to your memorandum of November 6, 1985 inviting me to participate in the above training program. As you may know, skills development in interviewing techniques is covered in a more condensed form as part of the three week DMDP core course, which I have just completed. I have therefore discussed with Mr. Loughran whether attendance at this course would be a high priority for me and we have concluded that it would be better for me to concentrate initially in some other areas of skills development which were not covered by the DMDP core courses.

2. I would like to thank you in any event for your invitation.

cc: Messrs. Loughran (PMPD); Montfort (EGYS1)

MAhmed:aaf

FORM NO. 75  
(6-83)

THE WORLD BANK/IFC

ROUTING SLIP		DATE: December 3, 1985
NAME		ROOM NO.
Messrs. Montfort, de Capitani,		
Bates (EGY)		
Mesdames: Sharkey, Owen,		
Walsh (EGY)		
APPROPRIATE DISPOSITION	NOTE AND RETURN	
APPROVAL	NOTE AND SEND ON	
CLEARANCE	PER OUR CONVERSATION	
COMMENT	PER YOUR REQUEST	
FOR ACTION	PREPARE REPLY	
INFORMATION	RECOMMENDATION	
INITIAL	SIGNATURE	
NOTE AND FILE	URGENT	
REMARKS:		
FROM: Masood Ahmed		ROOM NO.: D-629
		EXTENSION: 73996

ENERGY STRATEGY AND PREINVESTMENT  
DIVISIONS I AND II

**Budget and UNDP Related Tasks**

1. Divisional Budgeting

- MIS
- Bank budget reviews
- TRS
- Consultant recruitment
- Travel requests/expense statements/consultant forms
- Contract extensions
- Divisional work program/administrative budget
- Task budgeting
- Travel schedule
- Training

2. UNDP Number Crunching

- Revising UNDP budget documents
- Revising UNDP Prodocs
- Maintaining UNDP expenditure accounts by task
- Liaising with controllers/accountants on UNDP expenditures
- Keeping records on pledges and receipts and following up with UNDP/donors on outstandings

3. Donor Relations and Reporting

- Fund raising
- Financial reporting by task
- Ensuring compliance with non-financial obligations
- Maintaining central files on donor contacts
- Briefing managers prior to donor contacts
- OIB
- Project proposals
- Documents release
- Relationship with consultants/universities/individual enquiries
- Meetings of consultants, etc.

MAhmed:aaf

December 2, 1985

ENERGY STRATEGY AND PREINVESTMENT  
DIVISIONS I AND II

**Budget and UNDP Related Tasks**

1. Divisional Budgeting

- MIS
- Bank budget reviews
- TRS
- Consultant recruitment
- Travel requests/expense statements/consultant forms
- Contract extensions
- Divisional work program/administrative budget
- Task budgeting
- Travel schedule
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- Revising UNDP Prodocs
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- Ensuring compliance with non-financial obligations
- Maintaining central files on donor contacts
- Briefing managers prior to donor contacts
- QIB
- Project proposals
- Documents release
- Relationship with consultants/universities/individual enquiries
- Meetings of consultants, etc.

MAhmed:aaf

December 2, 1985

Chron

# OFFICE MEMORANDUM

DATE: November 27, 1985

TO: Mrs. Ann O. Hamilton, Division Chief, AEA;  
Mr. Vineet Nayyar, Division Chief, AEP

FROM: Bernard Montfort, Division Chief, EGY52

EXTENSION: 74844

SUBJECT: ESMAP: Indonesia - Visit of Diesel Plant Suppliers Regarding  
Proposed Rehabilitation Program

1. As you know, the recent Green Cover ESMAP report, Indonesia: Maintenance of Isolated Diesel Generators, recommends, inter alia, the preparation and implementation of a detailed program to rehabilitate the 1,800 or so existing diesel sets operated by PLN. The bulk of these sets are of Dutch manufacture and supplied by Stork Werkspoor Diesel (SWD). We have recently been contacted by representatives of SWD (see attached telex) who have apparently prepared a program to rehabilitate their sets at a cost of Dutch Guilders 100 million (US\$34 million). They have approached the Dutch Government for concessional funding for this activity and report a favorable response but have also been asked by their Government to contact the Bank to explore cofinancing or parallel financing opportunities. SWD representatives wish to visit the Bank to discuss this question on December 12-13, 1985.

2. We have told SWD that this issue is best discussed with the concerned regional programs and projects staff but that we will be happy to help set up the meeting and to participate to provide the relevant background information. I would be grateful therefore if you could pass on this information to the relevant staff in your divisions and ask them to contact Al Gulstone (ext. 73437) so that a mutually convenient time can be arranged for the meeting.

Attachment

cc: Messrs. Ahmed, Gulstone (EGY)  
Mrs. Loretta Schaeffer (AENVP)

M. Ahmed  
BMontfort:tla

**The World Bank**

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT  
INTERNATIONAL DEVELOPMENT ASSOCIATION

1818 H Street, N.W.  
Washington, D.C. 20433  
U.S.A.

(202) 477-1234  
Cable Address: INTBAFRAD  
Cable Address: INDEVAS

November 26, 1985

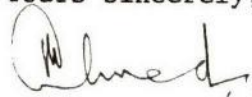
Mr. Erik A. Emsing  
Swedish Trade Office  
1 Thomas Circle, N.W.  
Washington, D.C. 20005

Dear Erik:

Many thanks for the invitation to join you at the Annual Christmas Luncheon of the Swedish-American Chamber of Commerce in New York next week. Due to other previous commitments, I am sorry that I cannot attend on this occasion. Let me, however, take this opportunity to wish you and your colleagues at the Swedish Trade Office the best of the season.

Stay in touch.

Yours sincerely,



Masood Ahmed  
Deputy Division Chief  
Energy Strategy and Preinvestment  
Division I  
Energy Department

**The World Bank**

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT  
INTERNATIONAL DEVELOPMENT ASSOCIATION

1818 H Street, N.W.  
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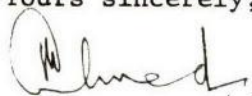
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Stay in touch.

Yours sincerely,



Masood Ahmed  
Deputy Division Chief  
Energy Strategy and Preinvestment  
Division I  
Energy Department

# OFFICE MEMORANDUM

DATE: November 22, 1985

TO: Mr. Ian Hume, Assistant Director, EGYP

FROM: Bernard Montfort, Chief, ~~EGYS1~~

SUBJECT: Target Countries for Possible Restructuring Activities

1. Of the countries listed in your memo of November 11, 1985, the status of ESW/ESMAP work for EGYS1 countries is as follows:

Nigeria: An ESMAP identification mission (early 1985) has defined two areas of pre-investment follow-up: power system efficiency and biomass energy supply. Further action depends on a favorable Government response. No other sector/strategy work is planned for the immediate future.

Philippines: No work underway or planned.

Ivory Coast: Active ESMAP portfolio following up on the energy assessment; agricultural residue utilization pre-investment mission has just returned; assistance to power engineers' training school is being provided through ESMAP, mission being fielded this month; and power sector efficiency audit may be carried out (possibly with African Development Bank cofinancing) in early 1986.

Morocco: An energy Assessment Status Report has recently been completed in Green Cover and a mission is scheduled for December 1985 to discuss this draft and a possible follow up ESMAP program.

Yugoslavia: No work underway or planned.

2. In addition to the above list, another potential target country would be Turkey where as you know an energy sector loan is being proposed.

MAhmed:aaf



# Record Removal Notice

<b>File Title</b> Masood Ahmed - Chronological File - November to December 1985		<b>Barcode No.</b>  30450187		
<b>Document Date</b> undated	<b>Document Type</b> Passport application			
<b>Correspondents / Participants</b>				
<b>Subject / Title</b> Passport application of Massod Ahmed				
<b>Exception(s)</b> Personal Information				
<b>Additional Comments</b>		<p>The item(s) identified above has/have been removed in accordance with The World Bank Policy on Access to Information or other disclosure policies of the World Bank Group.</p> <table border="1"><tr><td><b>Withdrawn by</b> Ann May</td><td><b>Date</b> November 10, 2022</td></tr></table>	<b>Withdrawn by</b> Ann May	<b>Date</b> November 10, 2022
<b>Withdrawn by</b> Ann May	<b>Date</b> November 10, 2022			

Energy Strategy & Preinvestment Division II

Date Received: 11/21/85

Project Name: Indonesia: Power Eff. ESMAP

Project Officer: A. Gulstone / Mitchell  
② Huntfort

Date Action Taken: \_\_\_\_\_

ZCZC DIST1832 JWS0696

EGYS2

REF : TCP FCA

JWS0696 JHI217 IN 21/10:29 OUT 21/10:36  
143958 SWDI NL

TO : THE WORLDBANK - WASHINGTON/U.S.A.

ATTN : MR. A. GULSTONE - ENERGY DEPARTMENT

RE: RENOVATION PROJECT PLN DIESEL POWER STATIONS

AS PROMISED DURING OUR TELCON DATED 20/11/1985 I GIVE YOU SOME BACKGROUND FOR A REQUEST TO VISIT YOU.

AS KNOWN WE HAVE INSTALLED SOME THOUSAND ENGINES IN INDONESIA DEVIDED OVER ROUGHLY 150 POWER STATIONS. NEARLY ALL OF THESE STATIONS URGENTLY NEED AN UPGRADING AND/OR OVERHAUL. WE HAVE PAID CONSIDERABLE TIME AND EXPENSES TO DETERMINE WHICH ACTIONS HAVE TO BE TAKEN AND WHAT THE COSTS ARE RESULTING THEREOF. OF COURSE, ALL AS ESTIMATES AS WE VISITED ONLY SOME STATIONS IN QUESTION TO GET AN OVERALL OPINION.

WE HAVE INFORMED OUR GOVERNMENT FROM THE BEGINNING ABOUT OUR ACTIONS AND HAVE OBTAINED ALL THEIR ASSISTANCE DURING SAID EXERCISE.

WE NOW EXPECT PLN TO SUBMIT TO OUR EMBASSY A REQUEST TO CO-FINANCE THIS PROJECT IN CONJUNCTION WITH THE WORLDBANK. WE HAVE SOUNDED OUT THE RELEVANT AUTHORITIES IN THE HAGUE WHAT THEIR REACTION WILL BE AT SUCH REQUEST AND ARE PLEASED TO ADVISE YOU THAT SAME WOULD BE VERY POSITIVE. HOWEVER, IT WAS STATED THAT THE PARTICIPATION OF THE DUTCH GOVERNMENT WILL BE HIGHLY STIMULATED IF IT COULD OPERATE UNDER THE UMBRELLA OF A WORLDBANK PROJECT. IN THIS CONTEXT WE HAVE BEEN ADVISED TO CONTACT YOU TO EXPLAIN OUR PLANS.

WITH REGARD TO THE SIZE OF THE PROJECT IT SHOULD BE NOTED THAT THE DUTCH PARTICIPATION IS ONLY PART OF THE WHOLE. WE CANNOT ASSESS THE MAGNITUDE OF THE PROJECT BY ESMAP BUT GUESSTIMATED IT TO BE IN THE ORDER OF USOLRS. 100 MILLION. THE DUTCH PARTICIPATION AS ESTIMATED TODAY WOULD AMOUNT TO USOLRS. 30 MILLION.

THIS PROJECT WOULD INCLUDE THE REHABILITATION PROGRAMME FOR THE RELEVANT STATIONS, INCLUDING THE DELIVERY OF A FLOATING POWER STATION AND AN EXTENSIVE TRAINING PROGRAMME. THE PROJECT IS EXPECTED TO BE EXECUTED OVER A PERIOD OF 3 YEARS. IF REQUIRED BY PLN/WORLDBANK SOFT FUNDS WOULD BE AVAILABLE BY MEANS OF

~~IF YOUR COMMERCIAL DIRECTOR AND ME) WOULD BE PLEASED TO DISCUSS~~

THE ABOVE IN DETAIL (E.G. ON 12TH OR 13TH DECEMBER).

I WOULD APPRECIATE IF YOU COULD CONFIRM OUR MEETING AND WOULD  
BE PLEASED IF YOU COULD INDICATE THE NAMES OF THE PERSONS AND  
THEIR POSITION YOU WOULD LIKE US TO MEET.

KIND REGARDS,

K. KIMSTRA,

SWDIESEL-PROJECTS-POWER-CONTRACTORS.

+++

143958 SWDI NI

=11211047

ALL RTD FROM:YS2M

NNNN

Insert into Future Composition of ESMAP Section

Item: Rationale for ESMAP Involvement

It is clear that the range of activities for which ESMAP assistance could be requested will continue to exceed ESMAP's supply capacity for the foreseeable future. Consequently, the allocation of Programme resources will continue to be based on criteria which reflect ESMAP's comparative advantage. The essential feature of these criteria is that ESMAP should be a gap-filling and catalytic agent whose modest resources are best deployed by carrying out the relatively small amounts of preparatory work that are needed to accelerate the adoption of many priority investment or policy proposals. Equally, for those types of projects where traditional pre-investment funding mechanisms are well established, the role of ESMAP would continue to be a limited one.

Item: Project Packaging and Implementation

To date ESMAP pre-investment assistance has been limited to the identification and preparation of project opportunities. However, a number of donor and recipient countries have also asked for ESMAP staff to assist in the subsequent phases of project implementation. Specifically, where an investment project has been prepared under ESMAP recipient governments have asked for ESMAP assistance in the identification of potential investors/donors and both recipients and investors have asked for ESMAP staff advice and participation in supervising the implementation of the agreed project. These requests have been accommodated on an ad hoc basis but their growing volume requires that this aspect of ESMAP operations now be handled on a more formal basis. Consequently, the Programme will henceforth make available these project packaging and technical support services on a routine basis for all projects prepared under ESMAP.

Item: Link with NGOs

During the coming year, another priority will be to strengthen the Programme links to the semi-private and private development assistance agencies. There are two important areas for cooperation with such agencies. First, they are a source of investment financing for ESMAP prepared projects, many of which meet the selection criteria used by a number of such agencies. And second, they provide a body of expertise and knowledge on project packaging and financing options which could beneficially be drawn upon in the design of ESMAP projects. Programme staff have begun extensive discussions on these issues with a number of semi-public and non-governmental agencies and this is expected to result in concrete examples of collaborative efforts in the coming year.

Insert in ESMAP and the Bank Section

The Programme benefits from being part of the Bank in the following ways:

- it shares the same country strategy framework and draws upon the body of knowledge and relationships developed over a long period;
- it draws upon the quality control and technical review capacity of staff located in many parts of the Bank; these staff also participate in ESMAP activities as appropriate;
- it has a ready source of funding for the investment projects it generates.

THE WORLD BANK INTERNATIONAL FINANCE CORPORATION

# OFFICE MEMORANDUM

TO: Mr. Yves Rovani, Director, EGY

FROM: Bernard Montfort, Division Chief, EGYS1

EXT: 74844

DATE: October 30, 1985

SUBJECT: Current Status of UNDP's Budget

1. Between January 1 and September 30 of this year we have spent US\$3,344,500 on Assessment and ESMAP activities. For the last quarter of this calendar year we project to spend a further US\$1,092,200, bringing the total for CY85 to \$4,436,250. These expenses are broken down as follows:

	<u>ESMAP</u>	<u>Assessments</u>	<u>Total</u>
<u>Expenditures</u>			
Actual			
1/1/85 - 9/30/85	1,759,778	1,584,272	3,344,050
Projected Spending			
10/1/85 - 12/30/85	<u>551,100</u>	<u>541,100</u>	<u>1,092,200</u>
Total Projected Spending			
1/1/85-12/31/85	2,310,878	2,125,372	4,436,250
<u>Funds Available</u>			
UNDP	1,429,261	639,000	2,068,261
CIDA	178,102	592,297	770,399
Dutch	275,118	-	275,118
Denmark	90,909	-	90,909
Total	<u>1,973,390</u>	<u>1,231,297</u>	<u>3,204,687</u>
<u>Outstanding Funds</u>			
EEC Contribution		480,000	480,000
French Contribution		<u>500,000</u>	<u>500,000</u>
Total		980,000	980,000
<u>Shortfall</u>	337,488	(85,925)	251,563

The total funds available so far to the Bank for CY85 are \$1,973,390 for ESMAP, and US\$1,231,297 for Assessments. The anticipation was that Assessment expenditures would also be funded from the EEC and French Contributions (US\$980,000). As you know, these funds have not been paid in yet, although they continue to be expected in time. The current situation is that we are facing a modest cash shortfall of about US\$0.3 million. However, in the event that the French and EEC contributions do not arrive on time, we would end up with a cash shortfall of US\$1.2 million. We are confident we will receive these commitments; the problem is that Controller's has asked us to balance the accounts by November 15, and we are unlikely to be paid by then. The need, therefore, is for a bridging arrangement.

2. There are two ways to resolve this:

- (a) We could consider bringing forward US\$1.2 million from the ESMAP budget for CY86. Following a telephone call from Mr. Hume to Mr. Harland, it appears that we could obtain an advance of up to \$600,000 from UNDP.
- (b) Alternatively, we could ask the Bank to lend US\$1.2 million which would bridge us into CY86. This would be repaid in part from the EEC and French Contributions (US\$980,000) when they are paid in early next year, the balance of \$251,563 coming from the existing CY86 budget for ESMAP. (A similar request for a bridge loan was granted by Mr. Stern in CY84.)

3. I recommend that we combine the two above approaches, i.e. requesting both a \$600,000 advance from UNDP and a \$600,000 loan from the Bank. A letter has been sent requesting \$600,000 to UNDP. If you agree we will draft the necessary approach to the SVPOPs.

Cleared with and cc: Mr.Hume (EGYPS)

cc: Mmes. Kronfli (EISVP); O'Leary (EGYOP)  
Messrs. Ahmed (EGYS1); de Capitani, Bates (EGYS2)

MAhmed/BMontfort:mw

ROUTING SLIP		DATE: October 23, 1985	
NAME		ROOM NO.	
Ms. Linda Abad, EGY			
APPROPRIATE DISPOSITION		NOTE AND RETURN	
APPROVAL		NOTE AND SEND ON	
CLEARANCE		PER OUR CONVERSATION	
COMMENT		PER YOUR REQUEST	
FOR ACTION		PREPARE REPLY	
INFORMATION		RECOMMENDATION	
INITIAL		SIGNATURE	
NOTE AND FILE		URGENT	
REMARKS:  Attached is a job description for the Office Administrator position in EGYS1, which I would like advertized in the next Weekly Bulletin. Would appreciate your handling it.			
FROM: Bernard Montfort		ROOM NO.: D-622	EXTENSION: 74844

## OFFICE ADMINISTRATOR - EGYS1

The primary task of the Office Administrator is to assist the Division Chief and Deputy Division Chief in the administration of the newly created EGYS1, and to build, coordinate and motivate a team to support the Division. Specifically, the incumbent should:

### Management

- Ensure that staff receive the required support and that the secretarial and administrative workload of the Division is equitably distributed and effectively coordinated.
- Organize, and streamline the Division's filing system and procedures.
- Follow-up on deadlines to ensure they are met.
- Establish an efficient flow of information within the Division ensuring correct routing and distribution.
- Ensure that office machines/equipment are adequate and suitable to meet the workload and that they are used effectively.

### Office Support and Administration

- Deal confidentially with sensitive information and handle required personnel matters of staff and consultants.
- Handle paperwork with regard to personnel matters.
- Provide the Division Chief and Deputy with full secretarial support as necessary.
- Organize and chair secretarial staff meetings.

### Supervision

- Motivate through exemplary conduct.
- Establish effective communication with higher level and support staff.
- Take the lead in the selection of secretarial and word processing staff.
- Participate fully in the staff evaluation process, including honest, constructive, and timely discussions and feedback.
- Identify training needs, provide on-the-job training for support staff, and encourage career growth of all staff partly through attendance at training programs.
- Take leadership in designing/improving all aspects of office procedures and technology use, and ensuring they are carried out.
- Monitor the secretarial work output with regard to quality and timeliness.

1. At least 3 years' Bank experience and good knowledge of Bank Group's operational and organizational set up; policies and procedures.
2. A pleasant and enthusiastic personality with leadership qualities.
3. Clear potential for assuming supervisory and management responsibilities or experience as an Administrative Secretary.
4. Successful completion of Bank's training courses for Administrative Secretaries valuable.
5. High level of secretarial and office skills.
6. Willingness to take initiative and innovate.
7. Aptitude for problem-solving and ability to establish priorities and effectively handle periods of heavy workload.
8. High degree of judgment, discretion, tact and diplomacy.
9. Knowledge of word processing, IBM-PC, MIS, or willingness to learn.
0. Ability to promote a team environment.
1. Knowledge of French is desirable.

# OFFICE MEMORANDUM

DATE: October 22, 1985

TO: Mr. Masood Ahmed, Deputy Chief, EGYS1

FROM: Bernard Montfort, Chief, EGYS1

SUBJECT: Ivory Coast: Discussion with African Development Bank;  
Ghana: Energy Assessment Mission  
Terms of Reference

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You will proceed to Abidjan to join Mr. Cox of UNDP for discussions with the African Development Bank on collaboration prospects with ESMAP. You will then go to Accra, on or about October 25, to join the Energy Assessment mission led by Mr. Richter. During your stay there you will join in the wrap-up meetings and other discussions with the Government to assist in the implementation of the mission as appropriate. You will then proceed to Stockholm and Copenhagen to assist Mr. Cox in discussions with Swedish and Danish aid agencies and other organizations on collaboration prospects with ESMAP. Upon return you will prepare a back-to-office report.

cc: Messrs. Lateef, Gil (WA2), Hume, Bates (EGY)

MAhmed:aaf

WORLD BANK OUTGOING MESSAGE FORM Cable, Telex  
IMPORTANT—PLEASE READ INSTRUCTIONS BELOW BEFORE TYPING FORM

Typewritten  
Character  
Must Fall  
Completely in  
Box!

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EGYS1

THE RESERVATION MANAGER, GROSVENOR HOUSE, LONDON, ENGLAND. PER  
MY CONVERSATION WITH DEBBIE OF YOUR OFFICE THIS IS TO CONFIRM  
THE CANCELLATION OF ONE SINGLE ROOM RESERVED FOR MRS. PRISCILLA  
AHMED FROM NOVEMBER 5-8, 1985. ANGELICA FERNANDES, ENERGY  
STRATEGY AND PREINVESTMENT DIVISION I, WORLD BANK

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# Record Removal Notice

<b>File Title</b> Masood Ahmed - Chronological File - November to December 1985		<b>Barcode No.</b>  30450187		
<b>Document Date</b> 18 October, 1985	<b>Document Type</b> Memorandum			
<b>Correspondents / Participants</b> From: Maoood Ahmed To: Ian Hume				
<b>Subject / Title</b> Decision memo on management review of FY85 PPRs				
<b>Exception(s)</b> Personal Information				
<b>Additional Comments</b>		<p>The item(s) identified above has/have been removed in accordance with The World Bank Policy on Access to Information or other disclosure policies of the World Bank Group.</p> <table border="1"><tr><td><b>Withdrawn by</b>  Ann May</td><td><b>Date</b> November 10, 2022</td></tr></table>	<b>Withdrawn by</b>  Ann May	<b>Date</b> November 10, 2022
<b>Withdrawn by</b>  Ann May	<b>Date</b> November 10, 2022			

October 18, 1985

Messrs. Alahdad  
Craig  
Newcombe

Bill McCann, of the Department of Minerals and Energy in PNG, has expressed interest in joining the Bank as an energy economist/planner.

You know both his and our work well. Could you give me an informal reading of his suitability? Thanks.

Masood Ahmed

MAhmed:aaf



# Record Removal Notice

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<b>Exception(s)</b> Personal Information				
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<b>Withdrawn by</b>  Ann May	<b>Date</b> November 10, 2022			

October 17, 1985

Messrs. I. Hume  
B. Montfort  
R. Saunders  
A. de Capitani  
J. Fish  
R. Dosik  
A. Heron  
R. Bates

As agreed at this morning's meeting, I am attaching a copy of the paper on Impact of Assessments/ESMAP.

Masood Ahmed

Attachment

MAhmed:aaf

## THE INVESTMENT IMPACT OF THE ENERGY ASSESSMENT PROGRAMS AND ESMAP A PRELIMINARY REVIEW

### I. INTRODUCTION

1.1 The 1985 Annual report of the UNDP/World Bank Energy Assessment Program (EAP) and Energy Sector Management Assistance Program (ESMAP) indicated the need to examine the impact of these two programmes. The purpose of this brief report is to quantify as far as possible their potential investment impact in the developing countries thus far assessed. Comprehensive evaluation of the actual investment impact of the joint programs would require a much more detailed, country specific investigation than is possible at this stage.

1.2 The investment impact of the EAP and ESMAP is discussed separately. With regard to EAP, 2 principal areas of impact have been identified:

- (i) energy demand management:
  - development of renewable energy resources;
  - energy conservation;
  - energy pricing; and

- (ii) energy sector investment strategy.

1.3 The Program's potential impact on two of these - renewables and conservation - is discernable in almost every country examined and can be quantified, though the quantification does not imply that any or all of the investments identified have actually been undertaken. A total of 134 renewable energy projects and 53 conservation projects have been recommended. Study costs have been estimated for 76 renewable projects

and 39 conservation projects amounting to approximately US\$11 million(mn) and US\$4.4 mn, respectively. In renewable energy, the projects identified represent a potential investment of more than US\$700 mn (Annex 2).

1.4 The areas of energy pricing and energy sector investment strategy are policy issues where the impact of specific recommendations made by the Assessment reports is less easy to quantify. A review of the Program's impact on energy pricing (for example, Sri Lanka and Senegal) and energy sector investment strategy (for example, Nigeria, Mauritius, Ethiopia, Madagascar) is presented in paras. 2.17-2.26. A more detailed discussion of Sri Lanka, Senegal, Ethiopia and Madagascar is provided in Annex 5.

1.5 Since its inception in 1983, ESMAP has identified 59 pre-investment activities at a total estimated study cost of US\$8.6 mn. The projects identified by 42 of these activities should generate investment requirements exceeding US\$500 mn for which financing has been obtained in part from IBRD/IDA (US\$117 mn) and from various bilateral and multilateral development assistance agencies (US\$21 mn) (Annex 4). Financing for an additional US\$102 mn is currently being negotiated with these agencies and the World Bank. The remaining funds are still being sought.

1.6 The data for this review are obtained from the following sources: Energy Assessment Reports, Energy Assessment Status Reports, ESMAP Activity Reports, Quarterly Information Reports, and consultations with staff members involved in these studies. No attempt is made to adjust or modify the source data. The completeness of the results

presented in this report is restricted both by certain inconsistencies in the source data as well as the limited number of sources used.

1.7 Relying exclusively on these sources imposes additional limitations. For example, the Assessment Reports do not generally indicate whether they are identifying new options, previously unknown to the Governments. Hence it is rarely possible to state definitively that an Assessment Report can claim responsibility for the overall structure and type of investments that it recommends. Moreover, causality is difficult to establish when discussing the investment impact of the EAP. Such determinations might, in principle, be made on the basis of Energy Assessment Status Reports. However, the timing of these reports (normally within 1-2 years of the Assessment) and the usual lead time for energy sector investments render them less useful as a tool for systematic data collection than as a means of helping governments focus their attention on specific investments or institutional developments to follow up on the Assessment.

1.8 Despite these inherent limitations, the sources used for this report provide the best available information with which to evaluate the potential investment impact of the EAP and ESMAP in the short term.

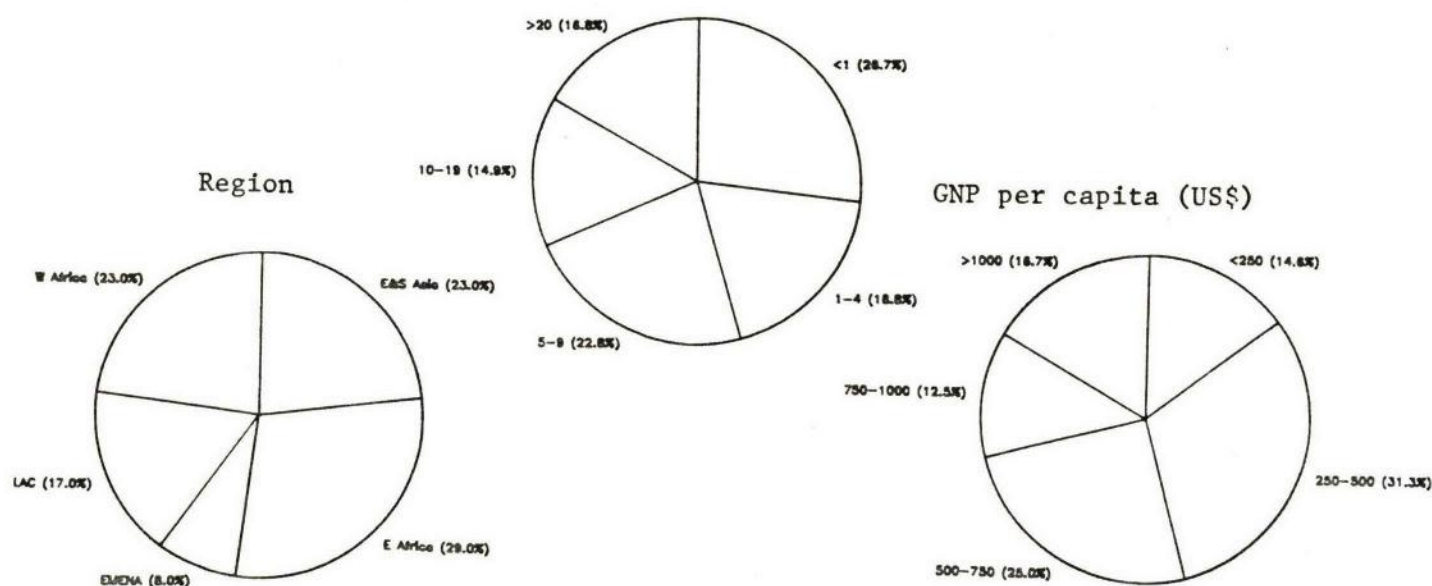
## II. THE ENERGY ASSESSMENT PROGRAM (EAP)

2.1 The Energy Assessment Program aims to help developing nations formulate country-specific policies to resolve pressing problems in the energy sector. Since its initiation in November 1980, the program has evaluated energy issues and options in 48 countries. These countries cover a wide cross-section of income and population levels. Portugal and Ethiopia, with 1982 GNP per capita of US\$2,458 and US\$140 respectively, represent extremes in terms of levels of economic development, while Indonesia and Seychelles, with populations of 153 mn and .1 mn respectively, are at opposite ends of the spectrum with regard to population size. A targeted total of 70 countries will be assessed by 1986, marking the formal conclusion of the program.

Figure 1: DISTRIBUTION OF ASSESSMENT COUNTRIES

By Population, Region, GNP/Per Capita (1982)

Population Size (millions)



2.2 Financing for the program has been estimated at US\$15.2 mn. US\$8.9 mn (53%) is being provided by the World Bank, US\$5.4 mn (36%) by UNDP and US\$1.8 mn (11%) by other donors.

2.3 The program is specifically designed to complement rather than duplicate work already carried out by other organisations. Assessments are undertaken pursuant to a formal request by any Government which intends to pursue the reports' conclusions. These reports are selective in scope and content and seek to provide a framework for immediate policy changes, technical assistance, and pre-investment work.

2.4 In general terms, the methodology followed in each assessment report involves an analysis of the energy sector in terms of 4 fundamental, interrelated concepts:

Energy - Economy Linkages

Energy Demand Management

Energy Supply Options; and

Energy Sector Institutions

2.5 Recommendations made in each report focus on the identification of appropriate steps of action to be taken by governmental and other developmental agencies.

2.6 While this basic methodology has remained constant in the reports, the emphasis of assessment work has evolved over time. Earlier reports focused on policy issues; more recent reports emphasize the importance of energy sector investment priorities in formulating policy choices.

Energy Sector Investment

2.7 To put the Assessment program in context, a review of the projected energy sector investment in each of the 48 countries for which Assessment Reports have been issued follows:

Table 1: PROJECTED OR PROPOSED ENERGY SECTOR INVESTMENT  
SUMMARY TABLE a/  
(US\$mn)

Region	Power	Gas & Petroleum	Woodfuels	Renewables & Other <u>b/</u>	Coal	Total
East Asia & Pacific	17,617.69	19,750.91	3.05	100.50	250.00	37,722.15
South Asia	4,972.00	2,290.00	325.00	62.00	0.00	7,649.00
East Africa	7,631.55	1,154.91	748.37	208.47	489.50	10,232.80
West Africa	11,686.90	6,113.59	230.12	36.37	101.08	18,168.06
Europe, Middle East, North Africa	3,550.80	2,403.60	108.80	566.10	171.00	6,800.30
Latin America, Caribbean	2,209.51	751.00	62.40	142.50	10.00	3,175.41
GRAND TOTAL	47,668.45	32,464.01	1,477.74	1,115.94	1,021.58	83,747.72

a/ Only includes those countries for which Energy Assessments under the IBRD/UNDP Programs have been undertaken.

b/ Excludes woodfuels.

Source: Annex 1.

2.8 Table 1 indicates total projected energy sector investment in the countries studied amounting to approximately US\$84.0 bn. Of this total investment, 57% is in the power subsector, 39% in gas and petroleum, 1.8% in woodfuels, 1.3% in other renewables and 1.2% in coal.

2.9 These numbers can at best be regarded as indicative because of certain inherent limitations in the data. First, the data in Annex 1 do not include private sector investment. Second, the relevant figures for

Syria and Zaire - for which assessment reports are currently under preparation - are not included. These two countries can be expected to have relatively large energy sector investment programs which will increase the average. Third, there is no uniformity in data sources in these reports. For instance, some reports list figures according to known funded investments while others list data derived from Government plans or development budgets. In some countries, least-cost investment programs have been prepared by the Assessment missions. These programs have been designed to satisfy projected patterns of energy demand and may not match Government proposals. Finally, the period of coverage for the investment program varies across countries. In some, the time frame is the most recent national development plan while in others, such as Niger, the period covered is one year after the Assessment report. Those investment programs that have been prepared by the Assessment mission may cover a ten-year period from the time of the report.

2.10 These inconsistencies in data notwithstanding, the figures in Table 1 are indicative of the substantial size of energy sector investment in the countries covered. The magnitude of the dollar expenditure involved is an indicator of the potential impact of the Assessment Program in helping determine the pattern of energy investment flows and the pattern of development assistance overall.

#### Energy Demand Management

2.11 The development of well defined national energy demand management programs is a major focus of the EAP. These management programs seek to reduce energy consumption per unit of output, to induce a trend away from high-cost energy sources towards cheaper ones, and to conserve

fuels that are becoming increasingly scarce (e.g., woodfuels). As a result, the EAP has consistently emphasized the substitution of renewable energy for conventional energy in countries where this is cost-effective, energy conservation and the removal of energy prices distortions.

2.12 Renewable Energy. The term renewable energy incorporates a wide range of replenishable energy sources including agricultural and agro-industrial residues, alcohol fuels, solar, wind, geothermal, and hydro. Increased efforts to develop these sources of energy have been prompted by two factors: the rise in oil and gas prices and the rapid depletion of fuelwood, a vital energy resource in most developing countries. However, the site-specific nature of many renewable technologies and the different energy requirements of countries makes it difficult to generalize about the emphasis that specific technologies should receive. The Energy Assessment Reports have identified many such projects in the 39 countries where they have been considered to be economically feasible.

**Table 2: RENEWABLE ENERGY PROJECTS IDENTIFIED BY THE ENERGY SECTOR ASSESSMENT PROGRAM**  
SUMMARY TABLE

Region	----- Study Cost (US\$m) -----					----- Number of Projects -----				
	Fuelwood	Other Biomass	b/ Solar/ Wind	Other c/	Total	Fuelwood	Other Biomass	b/ Solar/ Wind	Other c/	Total
East Asia & the Pacific	-	.860	-	.100	.960	-	6	-	4	10
South Asia	-	.590	.144	.170	.904	5	5	3	4	17
East Africa	1.140	.549	.296	1.030	3.015	6	18	15	7	46
West Africa	.225	.725	.255	.204	1.409	3	11	3	4	21
EMENA	-	.030	.070	.560	.660	-	1	1	2	4
LAC	2.380	1.370	.060	.110	3.920	11	13	7	5	36
Grand Total	3.745	4.124	.825	2.424	10.770 <sup>a/</sup>	25	54	29	27	134

<sup>a/</sup> Represents the total study cost of 76 projects. Costs for the remaining 59 projects have not yet been quantified.

<sup>b/</sup> Refers to energy sources such as agricultural/agro-industrial residues and alcohol fuels. Excludes fuelwood.

<sup>c/</sup> Includes projects relating to policy issues in the renewable energy sub-sector, e.g., National Renewable Energy Plan in Malawi.

Source: Annex 2.

2.13 Table 2 indicates 134 renewable energy projects that have been identified by the EAP: 19% of which are in fuelwood, 40% in other biomass such as agricultural residues, 21% in solar and wind and 20% in other projects such as the establishment of a National Renewable Energy Plan in Malawi. Total study costs estimated for 76 projects amounts to US\$11 mn. Potential investment costs, which have quantified for 21 projects, exceed US\$700 mn. More than US\$500 mn of this total investment has been identified in the East Africa region of which a major portion is in fuelwood whose increasing scarcity is a critical problem in these countries.

2.14 While the Energy Assessment reports have not quantified the benefits of these projects, it is likely that the potential impact of developing renewable energy can be quite significant. Renewable energy, when utilized as a substitute for oil in a variety of uses in the modern sectors of transport and industry, can lead to potential foreign exchange savings. In the rural sector, renewable energy can be used to replace fuelwood as the major source of cooking fuel for the vast majority and thus, help alleviate the fuelwood crisis. Therefore, the development of renewable energy, while no panacea, can be regarded as helpful, though less than adequate, to meet the growing energy needs in many developing countries.

2.15 Conservation. According to the Energy Assessment Reports, the allocation of investment in energy conservation projects deserves much higher priority than it presently receives in developing countries. Therefore, increased awareness of the benefits of energy conservation in

industry, transport, and the electric power subsector has been emphasized. In the household sector, which is the largest energy consumer in most countries, the EAP efforts have focused on ways to improve the end-use efficiency of fuelwood and other biomass fuels through the dissemination of improved woodstoves.

Table 3: ENERGY CONSERVATION PROJECTS IDENTIFIED BY THE ENERGY SECTOR ASSESSMENT PROGRAM  
SUMMARY TABLE

Region	Study Cost (US\$mn)					Number of Projects				
	Trans- port	Indus- try	Agricul- ture	Other	Total	Trans- port	Indus- try	Agricul- ture	Other	Total
East Asia & the Pacific	-	0.178	0.075	-	0.253	-	2	1	-	3
South Asia	0.25	0.2	0.03	-	0.48	2	2	1	-	5
East Africa	0.13	0.4	0.853	0.03	1.413	4	8	7	2	21
West Africa	0.11	-	0.534	0.66	1.304	1	-	5	5	11
EMENA	0.32	-	-	-	0.32	1	-	-	-	1
LAC	-	-	0.356	0.255	0.611	1	1	4	6	12
Grand Total	0.81	0.778	1.848	0.695	4.381 <sup>a/</sup>	9	13	18	7	53

<sup>a/</sup> Represents the total study cost of 39 projects. Costs for the remaining 14 projects have not been quantified.

Source: Annex 3.

2.16 The EAP has identified 53 conservation projects in 28 countries with study costs (estimated for 39 projects) amounting to a total of about US\$4.4 mn. The potential investment cost of most of these projects and the consequent benefits have not been quantified by the Assessment Reports. However, substantial savings in energy use can be achieved through effective conservation programs designed to increase the efficiency of energy use. The greatest scope for savings is in the industrial sector - a major consumer of oil and electric power - through

improved management, changes in existing production processes and retrofitting. Sizeable energy savings can also result in the transport (particularly of oil) and household sectors (mainly of fuelwood) and in the electric power subsector.

2.17 Energy Pricing. Energy pricing policy has been an important feature of all Assessment Reports because distortions in commercial energy prices is a common problem in many developing countries. Such distortions may lead to the setting of incorrect investment priorities that can result in the increased consumption of certain forms of energy and in the adoption of technologies which may not be economically viable. Although it is not possible to judge the impact of the reports on decision-making, short of comparing pricing policy before and after the Assessment reviews, it is evident that in countries like Sri Lanka and Senegal (Annex 5), pricing policy for certain products were closely patterned on the Assessment's recommendations. In Sri Lanka, the price increase of kerosene resulted in savings of US\$2.7 mn in 1984, while in Senegal, the reduction of subsidies on diesel oil and LPG has led to savings of US\$32/metric tonne and US\$291/metric tonne, respectively.

#### Energy Sector Investment Strategy

2.18 Energy sector investment strategy is an area where the Assessments Program has had a noticeable impact, by leading to the formulation of projects, or by resulting in the cancellation or postponement of projects, or by redirecting a Government's energy sector investment strategy.

2.19 In countries such as Ethiopia and Madagascar, the recommendations in the Assessment reports have directly led to the formulation

of Bank financed energy projects (Annex 5). The recommendations for Ethiopia have formed the basis of a major energy project at an estimated cost of US\$87.8 mn. The World Bank is financing US\$60 mn through an IDA credit while DANIDA and SIDA have expressed an interest in providing over US\$5.8 mn. Similarly, in Madagascar, an IBRD/IDA First Energy Project has been identified. It is based on the recommendations of the Assessment report and is to be undertaken upon Government approval.

2.20 The Assessments' policy advice has also in some cases resulted in a country's decision not to undertake a particular investment. In Mauritius, for example, the Assessment report advised against the construction of a new 20,000 barrel/day refinery which was being considered by the Government at a cost of US\$187 mn. Based on the Assessment Report's recommendation to revise petroleum demand projections and to further evaluate the economic/financial feasibility of setting up the refinery, the Government has decided not to embark on any refinery construction projects in the foreseeable future.

2.21 The impact of the EAP on investment policy in terms of re-directing a Government's energy sector investment policy is often evident only in a relatively subtle form. This is demonstrated in the case of Nigeria where the Assessment report, noting the country's entrapment in what is known as the "oil syndrome", recommended a reorientation of the Government's energy sector investment strategy. The report suggested diversification of the country's energy resource base through the development of alternative sources of energy, particularly of natural gas and LPG, and a reduction in the size of the energy sector investment program proposed by the Fourth National Development Plan.

2.22 More specifically, with reference to the oil subsector, the Assessment report, while acknowledging the need to increase refining capacity to meet domestic requirements, suggested that large investments for this purpose may not be economically justified. Therefore, it recommended that only one (Port Harcourt) of the two refineries being considered by the Government be constructed. Investment in the other (Calabar) should be postponed until its feasibility had been further evaluated. In the natural gas subsector, the report recommended the completion of 5 gas pipeline investments and noted that high priority must be given to the completion of the Escravos-Lagos project. The report also suggested that investment in LPG should focus on developing it as the alternative fuel for the transport, household, and commercial sectors.

2.23 Currently, the Government's stated objectives for the energy sector are to preserve oil reserves as far as possible for export and redirect and limit the large energy sector investment program to economically justifiable, least-cost alternatives such as natural gas and LPG.

2.24 Due to severe financial constraints and disagreements over gas pricing, however, the construction of the gas pipelines in an effort to develop natural gas reserves has been stalled. The role of LPG in the energy consumption mix of the country has also increased only modestly. Presently, it is used as the premium fuel by upper income households and commercial establishments. Insufficiently developed markets and high prices due to transport and distribution inefficiencies limit a more widespread consumption of LPG. The Government is aware of these setbacks and further efforts to encourage LPG consumption are being made.

2.25 Investments in refinery expansion have also been curtailed. The Calabar project has been postponed indefinitely while progress in the construction of the Port Harcourt refinery has been slow.

2.26 Although the impact of the EAP in redirecting energy sector investment may not be immediately evident in a complex economy like that of Nigeria, it is clear that the program has played an important role in analyzing investment priorities for this sector and in providing advice on the implementation of energy programs. The Government's stated objectives for the energy sector reflect the recommendations made by the Assessment report. However, economic and political pressures have limited the impact of the Government's efforts in this sector.

### III. ESMAP

3.1 In April 1983, ESMAP was established to assist in the formulation and evaluation of priority investment and technical assistance projects. ESMAP currently operates in countries where an Assessment has been undertaken and builds directly on the latter's recommendations by financing missions to formulate the investment and technical assistance follow-up. Thus, each ESMAP activity - usually costing under US\$0.1 mn - helps provide recipient governments and other donors with the information required to plan and implement priority investment projects.

3.2 The cost of ESMAP between 1983 and 1984 was US\$2.7 mn. For the 1985-88 period, the funding requirements for the program are estimated at US\$15.8 mn, while co-financing will be sought for a further US\$10 mn.

3.3 ESMAP provides 3 broad areas of assistance:

- (a) Energy Assessment Status Reports, which review the progress in implementing the Assessment reports' recommendations and identify a program of priority technical assistance to be carried out either by ESMAP and/or other aid agencies;
- (b) Project formulation and justification, comprising pre-investment studies for priority investment projects in the energy sector and identification of funding sources; and
- (c) Institutional and policy support activities to assist countries in strengthening their energy sector institutions.

3.4 The focus of ESMAP's work has been on pre-investment activities, mainly because this is the area in which developing countries

have sought most assistance and in which donors and potential investors have a direct interest. The Assessment Reports also confirm that in many countries the implementation of potentially profitable projects are often hindered by the dearth of well prepared feasibility studies.

3.5 As indicated in Annex 4, ESMAP, since its inception, has identified 59 pre-investment activities for implementation of which 16 have been completed while reports for another 25 are in the final stages of completion. Draft Reports are being prepared for another 15 activities and the remaining 3 have yet to be initiated. New activities are being identified and undertaken on an ongoing basis. These activities cover a wide spectrum which includes power system efficiency improvements, energy efficiency improvements in transport and industry, and a variety of renewable and biomass energy projects. Study costs for completed and ongoing activities have amounted to a total of US\$8.6 mn and are being funded primarily by ESMAP, with some cofinancing by donor countries.

3.6 The total investment requirements resulting from the projects developed by these pre-investment activities will far exceed US\$560 mn. It is expected that the potential economic savings estimated for 23 of these projects will be in the vicinity of US\$260 mn per annum. The benefits accruing from the remaining projects have not yet been quantified.

3.7 Although in operation for only 2 years, ESMAP has identified funding for these projects amounting to a total of US\$240 mn. As of August 1985, about US\$117 mn has been committed by the World Bank/IDA and US\$21 mn by various bilateral and multilateral development assistance

agencies. These agencies are considering financing an additional US\$96.1 mn while the Bank may provide a further US\$6.3 mn. These numbers, however, are extremely conservative estimates. Since resources do not permit a follow-up to each ESMAP activity, it is difficult to gather data systematically on the mobilization of funds and their disbursement for each energy project. Nevertheless, it is clear that ESMAP, through its pre-investment work in 24 countries, has identified energy projects yielding potentially high returns and has mobilized a large proportion of the resources required to implement them.

#### IV. CONCLUSION

4.1 The conclusions of this study relating to the EAP and ESMAP are summarized separately. The principal areas of impact of EAP have been identified as:

- (a) energy demand management which includes the development of renewable energy resources, energy conservation, and energy pricing; and
- (b) energy sector investment strategy.

4.2 The EAP has consistently emphasized the importance of demand management measures because of their high returns and better suitability to developing country resources and concerns. These measures include the substitution of renewable energy for conventional energy where this is cost-effective, energy conservation, and energy pricing. EAP has identified a total of 134 renewable energy projects and 53 conservation projects. Study costs estimated for 76 renewable projects and 39 conservation projects amount to US\$11 mn and US\$4.4 mn, respectively. The potential investment requirements of the renewable energy projects far exceed US\$700 mn, a large proportion of which is aimed at alleviating the fuelwood crisis faced by many developing countries today. Although not quantified in this report, the potential benefits from implementing these projects in renewable energy and energy conservation are expected to be quite significant.

4.3 Although it is difficult to quantify the Assessment's impact on pricing policy, it is clear that in several countries, substantial price adjustments have followed the publication of the Assessment report. This

report has presented a review of two such countries, Sri Lanka and Senegal, where the removal of price distortions has resulted in significant savings.

4.4 Another area where the EAP's impact is significant is energy sector investment strategy. Here, the EAP has played an important role in analyzing investment priorities in the energy sector. In some countries such as Ethiopia or Madagascar, this may mean the formulation of new projects while in others, such as Mauritius, it has meant the cancellation of investments. Or, in a country like Nigeria, the EAP has helped redirect the Government's existing energy sector investment policy.

4.5 The EAP's focus on demand management issues has also had a discernible effect on the pattern of energy sector lending activity. There has been a bias in earlier energy sector assistance towards resolving energy supply issues. The EAP's emphasis on energy demand management and the projects identified by the program in this regard have helped redirect some of this assistance into an area which until recently has been of less concern.

4.6 Since its inception in 1983, ESMAP has identified 59 pre-investment activities at a total study cost of approximately US\$8.6 mn. These activities have identified projects whose investment requirements will far exceed US\$560 mn. Potential economic savings - quantified for 23 of these projects - are estimated at US\$260 per annum. ESMAP has identified funding for these projects amounting to a total of US\$240 mn. About US\$117 mn has been committed by the World Bank/IDA and US\$21 mn by various bilateral and multilateral development agencies.

Financing for an additional US\$102 mn is currently being negotiated with these agencies and the World Bank. The remaining funds are still being sought.

4.7 The data summarizing the potential investment impact of ESMAP describes the situation as of August 1985. As new pre-investment activities continue to be identified and undertaken, these figures are expected to increase. Nevertheless, it is clear that ESMAP has had a noticeable impact by identifying and undertaking projects which have a high sector priority and by identifying the donor or investor support needed to ensure their implementation.

4.8 As suggested in the 1985 Annual Report, this report has presented a review of the potential investment impact of the EAP and of ESMAP. Given the relatively short period that the program have been in existence and the long lead time required for energy sector investments, the data and conclusions presented in this report should be considered as preliminary. A comprehensive evaluation of the actual investment impact of both programs would require a far more detailed, country-specific investigation and should therefore, await the passage of time.

## PROJECTED OR PROPOSED ENERGY SECTOR INVESTMENT (US\$mn)

Date of Assessment	Country	Period	Power	Gas & Petroleum	Woodfuels	Renewables & other c/	Coal	Total
<u>REGION: East Asia and the Pacific</u>								
11/81	Indonesia	1981-90	17,000	19,500	--	100	250	36,850
6/82	Papua New Guinea	1981-90	617	240	--	--	--	857
6/83	Fiji a/	1983-	0.2	0.6	--	0.3	--	1.1
6/83	Solomon Islands	1983-90	--	10	3	--	--	13
6/85	Western Samoa a/	1985-	0.2	0.07	--	0.03	--	0.3
6/85	Vanuatu a/	1985-	0.23	0.09	--	0.09	--	0.41
6/85	Tonga a/	1985-	0.06	0.15	0.05	0.08	--	0.34
Sub-Total			17,617.69	19,750.91	3.05	100.5	250	37,722.15
<u>REGION: South Asia</u>								
10/82	Bangladesh	1981-85	1,310	490	205	41	--	2,046
8/83	Nepal	1983-90	594	--	53	6	--	653
5/82	Sri Lanka	1982-86	1,400	200	30	15	--	1,645
6/85	Burma	1985-96	1,668	1,600	37	--	--	3,305
Sub-Total			4,972	2,290	325	62	0	7,649
<u>REGION: East Africa</u>								
9/84	Botswana	1982-88	120	15	1	5	9.5	150.5
6/82	Burundi	1982-90	142	--	--	0.4	--	142.4
7/84	Ethiopia	1983-94	872	403	375	87	3	1,740
5/82	Kenya	1983-90	784	77	--	21.8	--	882.8
1/84	Lesotho	1983-90	470	--	--	--	--	470

Date of Assessment	Country	Period	Power	Gas & Petroleum	Woodfuels	Renewables & other c/	Coal	Total
REGION: <u>East Africa</u> (Cont'd)								
8/82	Malawi	1982-86	62.4	--	24.3	--	--	86.7
12/81	Mauritius	1980-85	233	--	--	39	--	272
6/82	Rwanda b/			75		3.4		78.4
7/83	Sudan	1983-91	1,056	474	200	--	--	1,730
11/84	Tanzania	1984-91	504	107	44	3	8	666
1/84	Seychelles a/	1984-	0.25	0.31	0.27	0.17	--	1
7/83	Uganda	1983-90	337.9	2.6	47.8	8.7	--	397
1/83	Zambia	1982-90	90	1	26	30	69	216
6/82	Zimbabwe	1982-90	2,960	--	30	10	400	3,400
	Sub-Total		7,631.55	1,154.91	748.37	208.47	489.5	10,232.8
REGION: <u>West Africa</u>								
6/85	Benin	1984-88	104	71	24.8	7.3	--	207.1
8/84	Cape Verde	1984-85	3.8	1.26	10.97	2.62	--	18.65
11/83	Gambia	1980-86	5.93	--	3.7	0.37	--	10
8/84	Guinea-Bissau	1984-86	58.9	15.6	1.65	--	--	76.15
4/85	Ivory Coast	1984-89	505.2	113	--	--	--	618.2
12/84	Liberia	1984-93	106.6	9.58	1	4.07	1.08	122.33
4/85	Mauritania	1984-95	75.6	28	47.3	8	--	158.9
5/84	Niger	1984-85	58.77	--	--	0.33	--	59.1
8/83	Nigeria	1985-95	10,500	5,800	100	--	100	16,500
7/83	Senegal	1982-86	181	70.15	27.7	5.98	--	284.83
6/85	Togo	1984-88	87.1	5	13	7.7	--	112.8
	Sub-Total		11,686.9	6,113.59	230.12	36.37	101.08	18,168.06

Date of Assessment	Country	Period	Power	Gas & Petroleum	Woodfuels	Renewables & other c/	Coal	Total
<u>REGION: EMENA</u>								
3/84	Morocco	1981-90	703	1,531	71	159	40	2,504
4/84	Portugal	1983-90	1,620	387	--	396	131	2,534
3/83	Turkey b/							N.A.
12/84	Yemen A.R.	1982-91	1,227.8	485.6	37.8	11.1	--	1,762.3
	Sub-Total		3,550.8	2,403.6	108.8	566.1	171	6,800.3
<u>REGION: Latin America and Caribbean</u>								
4/83	Bolivia	1986-90	510	743	20	39	--	1,312
1/84	Costa Rica	1985-89	843.5	--	--	--	--	843.5
6/82	Haiti	1981-86	247.5	3	33.4	20.5	--	304.4
4/85	Jamaica	1985-87	411.51	--	--	82.5	--	494.01
10/84	Paraguay b/	1984-87	127	5	--	--	--	132
1/84	Peru b/	1982-87	--	--	5	--	10	15
9/84	St. Lucia	1983-90	40	--	3	--	--	43
9/84	St. Vincent	1984-88	30	--	1	0.5	--	31.5
	Sub-Total		2,209.51	751	62.4	142.5	10	3,175.41
	GRAND TOTAL		47,668.45	32,464.01	1,477.74	1,115.94	1,021.58	83,747.72

a/ Figures represent priority technical assistance activities as determined by the assessment reports. Exact investment requirements will be based on the results of these activities.

b/ Incomplete data.

c/ Excludes woodfuels.

RENEWABLE ENERGY PROJECTS IDENTIFIED BY THE ENERGY SECTOR ASSESSMENT PROGRAMME

Country	Type of Activity	Estimated Cost of Study (US\$mn)		Cost of Investment (US\$mn) (if known)
		Biomass	Solar, Wind & Other	
<u>REGION: East Asia and the Pacific</u>				
Indonesia	Rice husk utilization	0.720		
	Urban waste utilization			
	Assess potential use of surplus LPG			
	Formulate regional programs to develop renewable energy supply options			
Fiji	Efficient utilization of bagasse	0.050		
	Biogas from piggeries	0.030		
	Geothermal: Low temp. applications	0.030		
	Reevaluate ethanol production from molasses			9.400
Papua New Guinea	Assess potential for wood based power production	0.060		
	Study of tariff structure and regulations governing co-generation	0.070		
Sub-Total		0.890	0.070	9.400
<u>REGION: South Asia</u>				
Bangladesh	Charcoal conversion of forest residues	0.050		
	Portable charcoal kilns	0.400		
	Production potential for Sunderbans area	0.120		
	Assess potential for biogas from water hyacinth	0.030		
	Solar water heaters: Production Plan		0.014	
	Solar PV for refrigeration of vaccines		0.030	
	Community Forestry			30.000
	Pulpwood/Fuelwood plantations			5.300
Afforestation				7.000

Country	Type of Activity	Estimated Cost of Study (US\$mn)		Cost of Investment (US\$mn) (if known)
		Biomass	Solar, Wind & Other	
Burma	Evaluate the potential for converting agricultural residues into charcoal	0.050		
	Inventory of hydropower schemes			
	Study potential for producing surplus bagasse to generate electricity	0.060		
	Assess potential uses for 265,000 TOE of wood waste			
	Demonstration project for using carbonized logging wastes			
	Assess use of minihydro in isolated areas			
	Rural/Urban woodlot program			23.100
Nepal	Program to develop minihydro strategy	0.050		
Sri Lanka	Market study: Solar water heating		0.100	
	Sub-Total	0.760	0.144	65.400
REGION: <u>East Africa</u>				
Botswana	Solar water heating			
	Solar PV			
	Windpumps			
Burundi	Training of producers in more efficient techniques & promotion of metal kilns			
	Peat project (supervision)	0.034		3.600
Ethiopia	New sources of charcoal			
	Improve kiln design			
	Expand production of charcoal at Bubeka & other clearing sites			
	Bagasse utilization study	0.045		
	Agricultural residues briquetting	0.180		3.000
	Production of ethanol from molasses	0.040		
	Solar water: Review national demand and nature of local production facilities			
	Afforestation			195.000
Kenya	Development of peri-urban forestry			166.000
	Coal Commission Action Plan	0.700		200.000
	Peri-urban fuelwood	0.300		
	Solar water heating		0.100	
	Biogas prefeasibility study	0.020		
	Study use of surplus bagasse for power			
	Review options for rationalizing ethanol production			

Country	Type of Activity	Estimated Cost of Study (US\$mn)		Cost of Investment (US\$mn) (if known)
		Biomass	Solar, Wind & Other	
Lesotho	Forest service			
Malawi	Establish National Renewable Energy Plan	0.070		
	Tobacco project (supervision)	0.040		
	Solar drying for crops			
	Use of cotton seed husks/rice hulls as boiler fuel in rural industry			
	Solar water heating			7.000
Mauritius	Bagasse handling study	0.040		1.560
	Household energy survey design	0.010		0.350
	Solar water heating			
Rwanda	Efficient production of charcoal	0.100		
	Peat study	0.050		
	PV rural lighting		0.040	
Sudan	Forestry project preparation	0.300		
	Solar water pumping		0.040	
	Solar refrigeration		0.030	
	Solar water heating (for 5 commercial/industrial establishments)		0.006	
	Production of ethanol from molasses (for sugar industry rehabilitation)			
Tanzania	Production of briquettes and charcoal from agricultural residues			
	Assess potential energy uses of coconut residues			
	Solar water heating study		0.050	
	Fuelwood program	0.240		16.400
Seychelles	Assess role of renewable energy options in national energy planning	0.050		
Uganda	Forestry project preparation	0.300		
Zambia	Household energy strategy	0.200		
Zimbabwe	Solar tobacco drying study		0.030	
	Role of windpumps in supplying drinking water			
	Sub-Total	2.719	0.296	592.91

Country	Type of Activity	Estimated Cost of Study (US\$mn)		Cost of Investment (US\$mn) (if known)
		Biomass	Solar, Wind & Other	
<u>REGION: West Africa</u>				
Benin	Use of agriculture resources in Rohicon	0.050		
Cape Verde	Institutional: Improve forestry management program			
Gambia	Mangrove harvesting	0.020		
	Solar water heating		0.150	0.500
Ivory Coast	Use of palm oil wastes for electricity	0.060		
	Use of coffee waste	0.060		
	Use of sawmill waste	0.060		
	Use of surplus bagasse for electricity	0.060		
	Design strategy for rationalizing charcoal market	0.075		
	Plan industrial plantations and improve forest extension services			
Liberia	Rubberwood and other forest energy resource inventory	0.100		
	Charcoal export feasibility study	0.100		
	Feasibility study for substituting fuelwood for fuel oil	0.040		
Mauritania	Utilization of renewable energy resources	0.170		
	Charcoal: Marketing study	0.200		
	Production of ethanol from molasses	0.040		
Niger	Coal utilization	0.034		
	Assess potential use of groundnut shell briquettes			
	Solar water heating for industry		0.025	
Nigeria	Surveys to define energy use and potential for woodfuel substitution	0.085		
Senegal	Solar water heating		0.080	
Sub-Total		1.154	0.255	0.500

Country	Type of Activity	Estimated Cost of Study (US\$mn)		Cost of Investment (US\$mn) (if known)
		Biomass	Solar, Wind & Other	
<u>REGION: EMENA</u>				
Morocco	Assess potential for surplus power generation at sugar mills	0.030		
	Coal Action Plan	0.300		
	Household energy options	0.260		
	Solar water heating		0.070	
	Sub-Total	0.590	0.070	
<u>REGION: Latin America and the Caribbean</u>				
Bolivia	Solar water heating			
	Solar greenhouses in the Altiplano			
	Geothermal: Evaluate economic feasibility of Sol de Manana field	0.060		
	Bagasse: Study potential for generation power	0.070		
	Reforestation project in CORDECH area			4,000
	Expansion of Omasuyos/Los Andes forestry			7,000
	Increase production of high protein crops in Altiplano			
	Tarija valley: Forest energy and soil conservation project			10,000
	Charcoal export scheme in Chaco region			
	Oruro: Feasibility study of reforestation for charcoal production			8,000
	Santa Cruz: T.A. for evaluating forestry			
	Technical assistance to indus. charcoal producers	1,000		
Costa Rica	Investigate charcoal production using portable kilns	0.100		
Haiti	Study end-uses of agricultural residues			
	Use of bagasse in electricity generation			
	Solar water heating			
	Develop appropriate solar dryers			
	Establish 800 ha. of trial fuelwood plantations	1,200		
	Improve wood and pine forest management			2,700

Country	Type of Activity	Estimated Cost of Study (US\$mn)		Cost of Investment (US\$mn) (if known)
		Biomass	Solar, Wind & Other	
Jamaica	Detailed inventory of present woodfuel supply Program to test beehive and other kiln designs Design and implement a scaled-down gasifier testing program Dendrothermal plant			6.100
Paraguay	Use of sawmill waste in the production of charcoal National survey of fuelwood consumption Reforestation program	0.200 0.100 0.082		
Peru	Solar greenhouses Small hydro		0.030 0.050	
St. Lucia	Program to introduce metal kilns			
St. Vincent	Promote use of metal kilns Use of coconut stemwood for charcoal Design projects to convert diesel dryers to biomass-fueled systems Design projects to replace gas/kerosene burners with biomass-fired furnaces Solar/wind resource assessment study Solar distillation study Fuelwood plantation program		0.015 0.015	
		1.000		
	Sub-Total	3.812	0.110	37.800
	GRAND TOTAL	9.825 <u>a/</u>	0.945 <u>a/</u>	706.01 <u>a/</u>

a/ Total study cost has been estimated for 76 projects.b/ Total investment cost has been estimated for 21 projects.

ENERGY CONSERVATION PROJECTS IDENTIFIED BY  
THE ENERGY SECTOR ASSESSMENT TABLE

Country	Type of Project	Cost of Study (US\$mn)
<u>REGION: East Asia and the Pacific</u>		
Indonesia	Cooking efficiency strategy	0,075
	Energy efficiency: Brick & Tile Production	0,103
	Energy efficiency: Sawmilling	0,075
	Sub-Total	0,253
<u>REGION: South Asia</u>		
Bangladesh	Improved stoves	0,030
Nepal	Energy conservation: Transport	0,200
Sri Lanka	Energy conservation:	
	- Transport	0,050
	- Industry	0,050
	- Rural industry	0,150
	Sub-Total	0,480
<u>REGION: East Africa</u>		
Burundi	Stove project	0,013
	Urban charcoal stoves	0,450
Ethiopia	Cooking efficiency	0,075
Kenya	Energy efficiency: Tea drying	0,210
Malawi	Energy conservation: Industry	
Mauritius	Energy conservation:	
	- Sugar industry	0,020
	- Industry	0,040
	- Transport	0,040
	- Hotels	0,030
Rwanda	Improved stoves	0,005
Sudan	Energy conservation:	
	- Transport	0,090
	- Industry/Public bldgs.	0,110
	- "Public awareness"	
Tanzania	Energy efficiency: Transport	
Uganda	Energy efficiency:	
	- Tobacco (pilot)	0,100
	- Brick and Tile	0,070
	- Industry	0,050
Zambia	Energy efficiency:	
	- Industry/Commerce	0,060
	- Transport	
Zimbabwe	Energy conservation: Industry	0,050
	Improved stoves	
	Sub-Total	1,413

Country	Type of Project	Cost of Study (US\$mn)
<u>REGION: West Africa</u>		
Ivory Coast	Improved stoves	
Mauritania	Fuel conservation for govt. vehicle fleet	0.110
	Improved wood stoves	0.154
	Energy conservation: Hotels	0.045
	Prepare program of energy audits and fuel conversion of industrial boilers	
Niger	Alternative fuel stove project	0.350
	Stove project supervision	0.030
	Create energy conservation unit within government	0.125
Nigeria	Improved cookstoves	
Senegal	Conservation program	0.450
Togo	Energy conservation: - Institutional Bldgs.	0.040
	Sub-Total	1.304
<u>REGION: EMENA</u>		
Portugal	Energy conservation: Transport	0.320
	Sub-Total	0.320
<u>REGION: Latin America and the Caribbean</u>		
Bolivia	Improved stoves	
Haiti	Establish energy auditing service	
	Energy efficiency:	
	- Industry	
	- Transport	
	Improved stoves	
Jamaica	Energy efficiency management information system	0.040
Paraguay	Develop energy audits, extension services and credit programs	
	Improved stoves	0.350
Peru	Develop energy audits	
	Energy information system	0.090
	Improved stoves	0.006
St. Lucia	Develop energy audits	0.125
	Sub-Total	0.611
	GRAND TOTAL	4.381 <u>a/</u>

a/ Total study cost has been estimated for 39 projects.

ENERGY SECTOR MANAGEMENT ASSISTANCE PROGRAM (ESMAP)  
ENERGY SECTOR INVESTMENT AND TECHNICAL ASSISTANCE PROJECTS

Country	ESMAP Activity	Cost of Study (US\$mn)	Status of Completed/ Ongoing Activities (August 1985) a/	Financing of Study Identified	Cost of Investment/ Technical Assistance Identified (US\$mn)	Economic Benefits (US\$mn/yr)	Financing of Investment/ Technical Assistance Identified
<u>REGION: EAST ASIA AND THE PACIFIC</u>							
INDONESIA	Efficiency improvement and rehabilitation of hydro plants	0.22	2	ESMAP	47	7.3	Being considered for funding by the Nordic Investment Bank and the Dutch government
	Efficiency improvement and rehabilitation of thermal plants		2	ESMAP		83.9	
	Preventative maintenance for diesel generation:		2	ESMAP			
	-- Phase I				0.5	9.6	Dutch government interested in financing Phase I
	-- Phase II				3.2		
	Strategy for promoting improved cookstoves	0.19	1	ESMAP	0.39		Being considered for cofinancing by the Dutch government
	Energy conservation in brick & tile industry		1				
	Rice Husk Gasification project	0.4	2		0.72		Being considered for funding by the Dutch government
PAPUA NEW GUINEA	Technical assistance for institutional strengthening		2		1.5		Being considered for inclusion in Bank's proposed Public Sector Management T.A. project
	Sub-Total	0.81	--	--	53.31	100.8	--

Country	ESMAP Activity	Cost of Study (US\$mn)	Status of Completed/ Ongoing Activities (August 1985) a/	Financing of Study Identified	Cost of Investment/ Technical Assistance Identified (US\$mn)	Economic Benefits (US\$mn/yr)	Financing of Investment/ Technical Assistance Identified
	<u>REGION: SOUTH ASIA</u>						
BANGLADESH	Power system efficiency study	0.065	Feb 1985	ESMAP	50	36	Loss Reduction component to be funded by IDA Power Project-US\$20mn; UNDP-\$1.7 mn; ADB-US\$2.2mn
	Small uses of natural gas	0.76	2	ESMAP	2.5		Still being sought.
SRI LANKA	Industrial energy conservation	0.06	2	ESMAP	9.1	4.2	Being considered by UNDP and various bilaterals
	Power sector efficiency audit:	0.05	July 1983	ESMAP			
	--Phase I				24.7 )		Work on Phase I started under a previous Bank Power Loan and may be continued under the Power Transmission Expansion and Distribution Rehabilitation Project which is currently being prepared
					)	11	
	--Phase II				56.5 )		
	Steam plant rehabilitation program		2		1.5	2.8	Still being sought
	Transport energy conservation	0.08	2	ESMAP			
	Sub-Total	0.331	--	--	144.31	54	--
	<u>REGION: EAST AFRICA</u>						
BOTSWANA	Electrification of pumps at waterwells	0.15	2	SIDA-US \$,078mn UNDTCD/ESMAP-US\$,072mn	4.7	0.7	Being considered for funding by the Bank (EAPEG)
BURUNDI	Industrial use of peat	0.069	2	ESMAP	2.1	1.3	To be funded by Bank (INDO1)-US\$,06mn; Being considered by UNDP, Ireland and Finland

Country	ESMAP Activity	Cost of Study (US\$mn)	Status of Completed/ Ongoing Activities (August 1985) a/	Financing of Study Identified	Cost of Investment/ Technical Assistance Identified (US\$mn)	Economic Benefits (US\$mn/yr)	Financing of Investment/ Technical Assistance Identified
BURUNDI (cont'd)	Petroleum supply management - Technical assistance program	0.028	Feb 1984	ESMAP	0.11		To be included in IDA Power Transmission and Distribution Project
	Improved charcoal stoves	0.03	2	ESMAP	0.4	0.5	To be financed by the Bank's Power Transmission Loan (US\$2.2mn) and Urban Development Credit (US\$1.8mn)
ETHIOPIA	Power system efficiency audit	0.81	2	ESMAP	15.9	5.8	All four to be included in IDA Energy I Project (US\$ 60mn).
	Cooking Efficiency Project	0.075	2	ESMAP	1.5		Cooking and Briquetting projects being considered by DANIDA-(US\$ 5.8mn)
	Utilization of Surplus Bagasse Potential	0.059	2	ESMAP	0.5	0.25	
	Energy Generation from Briquetting of crop residues	0.18	2	ESMAP	3.5	2	
KENYA	Power sector efficiency audit	0.054	April 1984	ESMAP	11	10.5	Partially funded by a grant from CIDA (US\$ 2.7mn)
	Power Sector Master Plan	0.77	1	CIDA			
	Solar water heating project	0.08	1	CIDA			
	Coal conversion plan	0.5	2	ESMAP-US\$1mn Australia-US\$4mn	200		
	Peri-urban fuelwood plantation	0.27	1	To be funded by a special grant from the Netherlands government			
	Energy efficiency improvement in the tea industry	0.18	1	ESMAP - US\$0.3mn Australia - US\$1.5mn			
MALAWI	Preparation of tobacco industry energy efficiency program:	0.037	Nov 1983	ESMAP			

Country	ESMAP Activity	Cost of Study (US\$mn)	Status of Completed/ Ongoing Activities (August 1985) a/	Financing of Study Identified	Cost of Investment/ Technical Assistance Identified (US\$mn)	Economic Benefits (US\$mn/yr)	Financing of Investment/ Technical Assistance Identified
MALAWI (cont'd)	-- Pilot program				0.4	0.35	Funding for pilot program Included in FY84 IDA
	-- Initial investment				8.9	4.5	Technical Assistance II Credit
RWANDA	Improved charcoal kilns	0.07					
	Improved charcoal stoves	0.078	2		0.345		Still being sought
SUDAN	Power sector efficiency audit:	0.35	June 1984	ESMAP			Parts of Phase I and II financed under the Bank's Power III Project
	-- Short-term				3.3	2.4	US\$3mn (almost completed)
	-- Long-term				18	8.8	and under the reha- bilitation Project US\$6mn (to be presented to the Board in August 1985). US\$12.3 mn funded by USAID
	Solar water heating project:	0.74	2	ESMAP			
	-- Pilot project				0.98 )		
	-- Initial investment				11.5 )	3.6 e/	Still being sought
TANZANIA	Fuelwood project	0.24	1		16.4		Still being sought
SEYCHELLES	Power sector efficiency audit	0.36	Aug 1984	ESMAP	0.52		Still being sought
UGANDA	Energy efficiency in tobacco curing industries:	0.044	2				
	-- Phase I: Tobacco Curing Pilot Project				0.105		Phase I being considered for funding under Bank's Agri. Rehab. Credit. Cofinanced by UNDP (Country IPF)
	-- Phase II				0.595		
	Energy efficiency in brick and tile industries	0.07	1	ESMAP/UNDP to cofinance			

Country	ESMAP Activity	Cost of Study (US\$mn)	Status of Completed/ Ongoing Activities (August 1985) a/	Financing of Study Identified	Cost of Investment/ Technical Assistance Identified (US\$mn)	Economic Benefits (US\$mn/yr)	Financing of Investment/ Technical Assistance Identified
UGANDA (cont'd)	Power sector efficiency						Study has been postponed
	Institutional strengthening of the energy sector	0,58	Jan 1985		0,67		To be funded under Bank's Power II Project
	Preliminary energy audit	0,04	1				
	Fuelwood/Forestry project preparation	0,3	1	CIDA-US\$,2mn ESMAP-US\$,1mn	30		Cofinancing considered by Bank and EEC
ZIMBABWE	Power sector efficiency study	0,045	June 1983	ESMAP	3,275	5,6	Still being sought
	Power sector management assistance	0,09	April 1985	ESMAP	0,28		Funded by Government of Zimbabwe/UNDP (Country IPF)-US\$,2mn
	Industrial energy conservation programme	0,05	2				
	Petro. sector mgmt. assistance	0,085	1	ESMAP - US\$0,4mn UNDP - US\$0,045mn			
	Sub-Total	6,434	--	--	334,98	46,3	--
	REGION: WEST AFRICA						
GAMBIA	Solar water heating	0,049	Feb 1985	ESMAP	0,5	0,2	Being considered by the Islamic Development Bank
	Solar photovoltaic project	0,041	March 1985	ESMAP	0,61	0,25	Being considered for funding under Bank's (Petroleum Division) Credit 1187-GAM Energy Project-US\$,05mn; UNDP (Country IPF)-US\$,05mn; UNCDF/Dutch bilateral- US\$,51mn
	Petroleum Supply Management Asst.	0,1	April 1985	ESMAP	0,27	3,7	Still being sought
GUINEA-BISSAU	Rec. technical assistance projects in the electric power sector	0,017	April 1985	ESMAP	0,32		Partially funded by SIDA - US\$,054mn

Country	ESMAP Activity	Cost of Study (US\$mn)	Status of Completed/ Ongoing Activities (August 1985) a/	Financing of Study Identified	Cost of Investment/ Technical Assistance Identified (US\$mn)	Economic Benefits (US\$mn/yr)	Financing of Investment/ Technical Assistance Identified
LIBERIA	Power system efficiency audit	0,085	1				
SENEGAL	Improved stoves		1		0,52		To be funded by ESMAP/UNDP and GTZ -US\$,35mn
	Industrial energy conservation programme	0,034	2	ESMAP	2,5		UNDP to finance US\$,4mn for first year with Bank as executing agency. US\$,1,5mn designated under IDA's Power 1 Credit for years 2 and 3
	Solar water heating:	0,046	2	ESMAP			
	-- Pilot program				1,05 )		
	-- Initial investment				7,7 )	3,5 f/	Still being sought
	Sub-Total	0,341	--	--	13,2	3,95	--
REGION: LATIN AMERICA AND THE CARIBBEAN							
COSTA RICA	Rec. technical assistance projects	0,005	Nov 1984	ESMAP	4,9		Still being sought
HAITI	Solar water heating	0,07	1	Still being sought			
	Promotion of charcoal stoves	0,08					
	Solar crop drying	0,07	1	Still being sought			
PANAMA	Power sector efficiency audit	0,055	June 1983	ESMAP	5,6	24	Still being sought
PARAGUAY	Rec. technical assistance projects	0,35	2		0,63		Financed by UNDP (Country IPF)-US\$,1mn
PERU	Rec. technical assistance projects		2		0,41		Still being sought

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Annex 4  
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Country	ESMAP Activity	Cost of Study (US\$mn)	Status of Completed/ Ongoing Activities (August 1985) <u>a/</u>	Financing of Study Identified	Cost of Investment/ Technical Assistance Identified (US\$mn)	Economic Benefits (US\$mn/yr)	Financing of Investment/ Technical Assistance Identified
	Sub-Total	0.66	-	-	11.81	27.7	--
	GRAND TOTAL	8,577 <u>c/</u>	-	-	557.61 <u>d/</u>	256.75 <u>b/</u>	--

a/ Stages of ESMAP activities:

1. Identification of activity/Preparation of report.
2. Draft report issued/Awaiting government clearance.

b/ Out of a total of 59 projects, potential economic benefits have been quantified for 23.

c/ Figure represents total study cost of 52 activities.

d/ Figure represents total investment identified for 42 projects.

e/ Savings calculated assuming 40% market penetration.

f/ Savings calculated assuming 45% market penetration.

IMPACT OF THE ENERGY SECTOR ASSESSMENT PROGRAM ON PRIORITY INVESTMENTSA. Ethiopia

1. The Energy Assessment report for Ethiopia (July 1984) formulated an overall energy strategy directed towards resolving pressing issues in the energy sector. Following a series of discussions with the Ethiopian Government, this strategy has formed the basis for a major energy investment project in the country. ESMAP, in cooperation with ILO has assisted in the preparation of this project by conducting a variety of preinvestment and project design and analysis activities. The implementation of the project is expected to commence in April 1986 and be completed in June 1990 at an estimated cost of US\$87.8 million (excluding interest during construction). Total financing required for this proposed energy sector project is US\$98 million. The World Bank is expected to provide US\$60 million through an IDA credit while funding for the remaining US\$32.2 million is still being sought.<sup>1/</sup>

2. The issue of key concern in Ethiopia's energy sector is the growing scarcity of household fuels. Accordingly, the Assessment report recommended an extensive afforestation program as a long-term solution. Interim short-term measures included the use of alternative fuels such as briquetted agricultural residues and improved stoves. These recommendations will be implemented in the energy sector project in the following manner: (1) commercial-scale production and end-use trials of

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<sup>1/</sup> DANIDA and SIDA have expressed interest in providing over US\$5.8 million for the crop residue briquetting project and the cooking efficiency program.

crop residues and fuel briquettes; (2) cooking efficiency studies; (3) dissemination of new cooking appliances; and (4) strengthening of energy sector planning and coordination, especially woody biomass strategic planning.

3. For the power subsector, the Assessment report recommended the formulation of a least-cost power supply program and a demand management program which would include major changes in the pricing of electricity and certain petroleum fuels. Consequently, one of the major objectives of the proposed project is to develop a minimum cost supply program and to implement the priority projects identified by this program. Resources would also be directed towards the implementation of a demand management program consisting of efficiency improvements and the removal of price distortions of energy products. Efficiency in the power subsector would be increased through the rehabilitation of generating plants and the strengthening of management and organization. These rehabilitation efforts are expected to cost US\$15.9 million while the annual savings accruing from the efficiency improvements are estimated at US\$5.8 mn.

#### B. Madagascar

1. The energy Assessment mission to Madagascar (October/November 1984) identified several issues of major concern in the country's energy sector. The recommendations have subsequently been discussed with the Ministry of Industry, Energy and Mines (MIEM), MIEF, Fanalmanga 2/ and

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2/ Parastatal organization in woodfuels.

JIRAMA. 3/ The outcome of these discussions has been the identification of an IDA/IBRD First Energy Project to be undertaken upon Government approval. If a positive response from the Government is received in the near future, the project will be appraised during the latter part of 1986.

2. Meanwhile, discussions between the Bank and the Director-General of MIEM have been initiated on the possibility of ESMAP conducting preinvestment studies for the proposed project. These studies are, in order of priority: (a) the power sector efficiency audit (cost: US\$100,000); (b) the carbonization programs (cost: US\$100,000); and (c) the utilization of sawmill and logging wastes for woodfuel production (cost: US\$75,000). ESMAP fieldwork could commence in October or November of this year.

3. The Assessment report cites the declining fuelwood supply as the most critical problem of the energy sector. Therefore, its recommendations to increase fuelwood supply include long-term measures such as plantation development and a variety of short-term measures designed to increase the productivity of existing plantations. Other options involve increasing the recovery and conversion of woodfuel resources such as sawmill and logging wastes, improving carbonization efficiency, carbonizing the Mangoro pine smallwood and exploiting underutilized forest resources. Based on these recommendations, resources under the proposed energy project will be directed towards the following: (a) carbonization of logging/sawmill wastes and fuel-quality pine residues in the Upper

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3/ National Power Company.

Mangoro pine plantations; (b) briquetting of rice husk residues; (c) training programs to improve the efficiency of traditional charcoal production; (d) trial and dissemination of improved charcoal, wood and kerosene stoves and electric rice cookers; and (e) strengthening energy sector planning.

4. The Assessment mission's recommendations for the power sub-sector address a variety of demand and supply issues. In particular, those proposals supporting efficiency improvements and the development of a least-cost expansion plan for JIRAMA will be implemented under the First Energy Project. More specifically, a major objective of the project is to increase efficiency through strengthening parts of the transmission system and reinforcing portions of the distribution network in an effort to avoid bottlenecks. The strengthening of JIRAMA's power and financial planning capability, including the creation of a least-cost expansion plan for the main ICS and major isolate systems will also be undertaken by this project.

ENERGY PRICING: REMOVAL OF SUBSIDIES

Sri Lanka and Senegal

According to the Energy Assessment reports, a common problem in some developing countries is distortions in commercial energy prices. Large Government subsidies to the energy sector are often quite widespread. The Assessment reports' recommendation is to remove the subsidy by increasing the price of the energy product to reflect its economic cost. Two countries, have implemented these measures with some degree of success, Sri Lanka and Senegal.

In 1981, the Government of Sri Lanka was providing a general subsidy on kerosene estimated at US\$19.2 million. In addition, it operated a Kerosene Stamp Scheme under which nearly 1.5 million low-income families received monthly coupons for the purchase of kerosene. This program cost US\$10.1 million. To alleviate the financial position of the Government and to remove inefficiencies in fuel consumption, the Assessment report (May 1982) recommended the removal of the general subsidy on kerosene by raising its price. It was also suggested that to protect the low-income consumers of kerosene, the value of kerosene stamps be increased accordingly.

The price of kerosene was increased in July 1983, thereby virtually eliminating the general subsidy. The value of kerosene stamps were also raised from Rs. 9.50/household to Rs. 21/household. The potential savings resulting from these measures were approximately US\$2.7 million in 1984. In addition, these changes allowed the Ceylon Petroleum Company (CPC) to increase industrial diesel prices which until 1983 had

always been controlled for fear of substitution by the subsidized kerosene.

In 1982, the Government of Senegal was providing large subsidies for certain petroleum products such as diesel oil for the fishing industry and liquified petroleum gas (LPG). These subsidies cost the Government \$137/metric tonne for diesel oil, US\$370/metric tonne for the 12.5 kg bottle of LPG and US\$465/metric tonne for the 2.7 kg bottle of LPG. In response to the Assessment reports' recommendation to adjust energy prices, the Government increased retailed petroleum product prices in August 1983. In particular, the price increase of the diesel oil supplied to SENELEC (Société Sénégalaise de Distribution d'Energie Electrique) and of the 12.5 kg and 2.7 kg bottle LPG has resulted in savings of US\$32/metric tonne, US\$291/metric tonne, and US\$142/metric tonne, respectively.

However, the retail price of the other products, in terms of US\$, actually decreased because of the depreciation of the CFA. The Government, recognizing the urgent need for further price adjustments, has subsequently formulated a new schedule of prices which awaits implementation.



# Record Removal Notice

<b>File Title</b> Masood Ahmed - Chronological File - November to December 1985		<b>Barcode No.</b>  30450187		
<b>Document Date</b> undated	<b>Document Type</b> Report			
<b>Correspondents / Participants</b>				
<b>Subject / Title</b> Energy Strategy and Preinvestment Division 1 Staff Lists				
<b>Exception(s)</b> Personal Information				
<b>Additional Comments</b>		<p>The item(s) identified above has/have been removed in accordance with The World Bank Policy on Access to Information or other disclosure policies of the World Bank Group.</p> <table border="1"><tr><td><b>Withdrawn by</b> Ann May</td><td><b>Date</b> November 10, 2022</td></tr></table>	<b>Withdrawn by</b> Ann May	<b>Date</b> November 10, 2022
<b>Withdrawn by</b> Ann May	<b>Date</b> November 10, 2022			

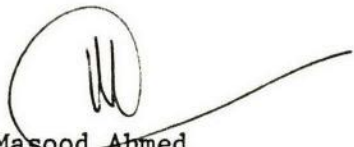
October 11, 1985

Mr. Elkyn Chapparo

Elkyn:

We keep meaning to talk about possibilities for coordinating our respective work programs but haven't had a chance to get together yet!

Attached is our latest status report. Shall we meet sometime next week to discuss it and related issues? Please give me a call.



Masood Ahmed  
73996

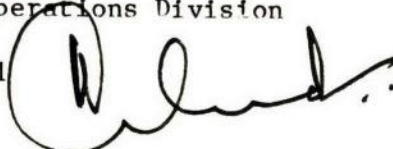
Attachment

# OFFICE MEMORANDUM

DATE: October 11, 1985

TO: Mr. John F. Van Wert, Chief, Facilities Operations Division

FROM: Masood Ahmed, Acting Division Chief, EGYS1



SUBJECT: "D" Building, 6th Floor, Men's Room

I would like to express my appreciation for your prompt and effective attention to the points raised in my memorandum of October 9, 1985 on the above facilities.

MAhmed:aaf

# OFFICE MEMORANDUM

DATE: October 9, 1985

TO: Mr. John F. Van Wert, Chief, Facilities Operations Division

FROM: Masood Ahmed, Acting Division Chief, EGYS1



SUBJECT: "D" Building, 6th Floor, Men's Room

I would like to draw your attention to the unsatisfactory state of the above facilities. I have never known two of the three soap dispensers to work and the third is generally empty. The quantity and size of roaches have both grown noticeably in recent months. And the paper towels are replaced upside down at least once a week which means that getting one towel out requires a degree of expertise that few of us have yet acquired.

I would be grateful if you could take steps to improve this situation at your earliest convenience.

MAhmed:aaf

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ENERGY DEPARTMENT

BULLETIN

MEETINGS WITH OIL COMPANIES

\*\*\*\*\*

INTRODUCTION

For the purpose of maintaining good communications the Petroleum Projects Divisions in collaboration with the Project Generation Unit have decided to produce regularly a note on recent and upcoming meetings with oil companies. Jean Becherer (x72083, D-533) will coordinate preparation of these bulletins.

Amoco

Mr. Don Baldovin, Manager, Planning and Economics, Mr. Ron Swanson, Assistant Treasurer, and Ms. Judith Boynton, Financial Consultant, visited the Bank on October 4 as a follow-up to a meeting in Chicago on September 5 by the PGU. Staff members, using current and proposed projects as examples, described in detail financial instruments that could be applied to further investment in Amoco current operations and planned new developments. Next step is for Amoco to review options for cooperation at corporate level.

UK Independents

Mr. McCarthy, the week of September 30, visited several UK independents as part of the PGU meetings with smaller international companies to illustrate ways in which the Bank can encourage private sector investment in developing countries. The independents included London and Scottish Marine and Cluff.

Sun

A PGU meeting was held on October 7th with Thomas Wylie, Vice President, Government Relations, and William Whitsitt, Washington Representative, who are the company's local representatives. The meeting was the first of planned visits with oil company Washington offices to acquaint them with the Bank's efforts toward private investment in developing countries and to provide easier access to other corporate officials.

Occidental

A meeting was held in Washington on October 9th with representatives of Oxy regarding the technical cooperation agreement with the Hungarian National Oil Company.

Scallop

A routine visit by Barbara Calvert (Washington Office) to improve communications.

*(Doffen)*  
*Excellent idea*  
*pls carry on with*  
*this much needed*  
*initiative.*  
*One suggestion -*  
*pls may be*  
*easier to*  
*reader*  
*if we put*  
*dates not*  
*to c's*  
*in heading.*  
*Presord*

*When?*

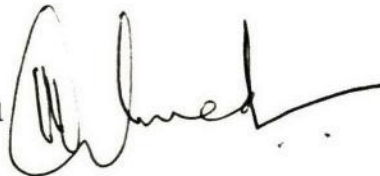
# OFFICE MEMORANDUM

Chen

DATE: October 11, 1985

TO: Travel Office

FROM: Masood Ahmed, Acting Chief, EGYS1



SUBJECT: London - Hotel Reservations

1. Further to my conversation with Ms. Joan Sillex. This is to confirm that I would like you to reserve a double room for my wife and myself for the period November 5-11 (six nights) at one of the hotels listed below. Two of these nights will be for authorized stopover on my mission (Ms. Sillex has details) and the remaining nights will be personal. The hotels in order of preference are:

1. Grosvenor House
2. Sheraton Park Tower
3. Brown's

2. Thank you for your attention.

MAhmed:aaf

# OFFICE MEMORANDUM

DATE: October 8, 1985

TO: Mr. A Bouhaouala, Assistant Director, WAP

THRU: Mr. Ian Hume, Assistant Director, EGY

FROM: Masood Ahmed, Acting Division Chief, EGYSI

SUBJECT: West Africa Region - Energy Sector Work and ESMAP:  
Quarterly Status Report

1. Attached please find for your review and comments a copy of the above report which outlines the current status of the energy sector work and ESMAP activities being managed by EGYSI for the West Africa region. This report replaces the two Quarterly Status Reports on the Assessments and the ESMAP which had been circulated Bankwide by the Energy Assessments Division upto the end of FY85. As you know following the recent reorganization of EGY, the Assessments Division has been reconstituted as two geographically divided Energy Strategy and Preinvestment Divisions whose functions now include the execution of all EGY managed sector work and ESMAP activities in their geographical areas of focus. In keeping with this reorganization we have also redesigned the quarterly status reports for our division to make them much more country focused. We think this will enhance the usefulness of these documents and would welcome comments on how they could be further improved.

2. In substantive terms, I am pleased to report that the implementation of both the energy sector work program and ESMAP activities is proceeding without any major issues in the West Africa region. Regarding energy sector work, an implementation strategy for the agreed FY86 tasks was proposed in my memorandum of August 22, 1985 and the specific points have been taken up subsequently with the concerned regional staff. In particular, our proposal to defer work on the Mali Assessment until FY87 has been agreed with the modification that the reconnaissance mission be fielded in April 1986 to coincide with a proposed PSIR mission; we support this proposal. For the Sierra Leone and Congo Assessments, reconnaissance missions will have agreed a schedule for further work by the middle of next month. For Gabon, however, we appear to have run into a snag in that Programs has informed us that the availability of non-reimbursable technical assistance funds for this exercise is no longer certain. The issue will be resolved upon Mr. Serageldin's return from Seoul. If these non-reimbursable technical assistance funds are not available, we would like to explore with you the other options for funding this assessment for which we appear to have strong Government support.

3. Regarding ESMAP, the Program's operations have, as you will note, been expanded substantially in the region over the last six months. An important reason for this has been the high degree of cooperation and interest that we have received from the region's energy staff, for which we would like to express our appreciation. In collaboration with Programs and with the concerned projects staff, we are now identifying additional areas for ESMAP operations in West Africa and I expect that this will result in a continuation of the recent trend of ESMAP support in the region.

4. I would be happy to meet with you to respond to any points you might have in regard to the attached documentation.

Attachments

cc: Messrs. O'Brien, Knotter (WANVP);  
Fuchs, Guetta, Eccles, Husain, Bauer, Davis, Menezes (WAP);  
Alishah, Humphrey, Reese, Hinkle, Isenman (WAI)  
Serageldin, Hablutzal, Skillings, Landell-Mills,  
Palein (WA2)  
Standard Status Report Distribution

MAhmed:na

QUARTERLY WORK PROGRAMME AND STATUS REPORT

WEST AFRICA REGION

OCTOBER 1, 1985

Energy Strategy and Preinvestment Division I  
Energy Department

## ENERGY ASSESSMENTS AND OTHER SECTOR WORK

## Work Program for West Africa

COUNTRY	ACTIVITY	PRINCIPAL STAFF INVOLVED			STAFF COMPLETED	FY86										COMMENTS OR MAJOR CHANGES SINCE LAST REPORT
		EGYSI	PROJECTS	PROGRAMS		OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN		
A. ENERGY ASSESSMENTS																
BURKINA		*Craig Muller	Mikhail		(8)	9		10								
CONGO		*Ferroukhi Perine	Mathrani Ouahes		(0)		2	3	4						Assessment will build upon recently completed Transnere sector study. Reconnaissance mission will discuss proposed approach and timing with CEC.	
GABON		Ferroukhi Craig		Zmirou											Implementation subject to agreement on use of non-reimbursable TA funds.	
GHANA		*Richter Boroumand	Mena Mathrani	Lateef	(3)	4	5			6		7	8	9		
GUINEA		*Decaux Russel (cor.) Shanberge	Mikhail	Cadario	(3)	4	5			6	7	8	9	10		
MALI		*Craig	Sneddon		(1)							2			Main assessment postponed to FY87. April Reconnaissance mission will coincide with PSTR mission.	
SAO TOME & PRINCIPE		*del Buono Sharkey	Mena		(0)	10									Assessment report will be circulated/discussed at Donors Round Table in December 1985.	
SIERRA LEONE		*Thadani Aleem	Mena	Madhyay	(2)	3	4	5		6	7	8			Main assessment timing subject to discussions with Government.	
B. OTHER SECTOR WORK																
BURKINA	Energy Strategy Paper	*Craig			(0)										Schedule to be decided following October mission to review Green Cover Assessment.	
REGIONAL	Petroleum Distribution Studies	Nayyar Richter			(1)		3				6				No mission planned. Studies will support operational framework for petroleum distribution assistance in West Africa.	

\* Mission Leader

Assessment Report Stages (Only some of these stages may be applicable to other sector work)

- |                             |                              |                               |
|-----------------------------|------------------------------|-------------------------------|
| 1. Desk Study               | 5. Post Mission Issues Paper | 9. Discussion with Government |
| 2. Reconnaissance           | 6. White Cover               | 10. Blue Cover                |
| 3. Pre-Mission Issues Paper | 7. Yellow Cover              |                               |
| 4. Mission                  | 8. Green Cover               |                               |

ASSESSMENTS COMPLETED	
Benin	06/85
Cape Verde	08/84
Gambia	11/83
Guinea-Bissau	08/84
Ivory Coast	04/85
Liberia	12/84
Mauritania	04/85
Niger	05/84
Nigeria	08/83
Senegal	07/83
Togo	06/85

## Current Work

## Program for West Africa

Country/Activity		Principal Staff	Stage Completed	Oct.	Nov.	Dec.	Comments
Benin	Power Efficiency Audit	Koenig/Mitchell	(3)	4	5		
Burkina	Identification of Technical Assistance Projects	Craig/Muller	(4)	5	6, 7	8	To be processed in parallel with Assessment Report.
Gambia	Solar Photovoltaic Project	Malik/Akanda/ Fraenkel	(10)				
Gambia	Energy Assessment Status Report	Armar/Akanda	(6)	7	8	9	
Gambia	Petroleum Supply Management	Armar/Ferroukhi	(10)				
Gambia	Solar Water Heating Retrofit Project	Armar/Malik	(10)				
Guinea-Bissau	Identification of Technical Assistance Projects	Sanchez-Sierra/ Rodriguez	(10)				Follow-up to be partly cofinanced by SIDA.
Guinea-Bissau	Technical Assistance to Power Sector	Gulstone/Sharkey	(2)			3	Further action subject to mobilization of funding.
Ivory Coast	Improved Biomass Utilization	Floor/van der Plas	(4)		5		
Ivory Coast	In-Depth Study of the Regional Training Center for Power Engineers	Hilton/Perine	(3)	4	5		
Liberia	Power Sector Efficiency Audit	Gulstone/Bachrach	(5)		6	7	
Niger	Improved Stoves	Floor	(5)				24-month project cofinanced by CTZ, started February 1985. Next supervision mission 12/85.
Niger	Energy Assessment Status Report	Craig/Shanberge	(7)	8	9		
Nigeria	Identification of Technical Assistance	Aleen	(1)				Government request awaited.
Senegal	Energy Assessment Status Report	Ahmed/Floor	(10)				
Senegal	Solar Water Heating Project	Malik/Muller	(7)		8	9	
Senegal	Assistance to Donors Meeting	Floor/Shanberge	(6)	7	8	9	
Senegal	Energy Conservation Feasibility Study	Floor/Shanberge	(10)				
Senegal	Energy Conservation Technical Assistance Project	Thadani/Shanberge	(4)				Three-year project funded through UNDP TPF; next supervision mission in 2/86.
STP	Technical Assistance to the Power Sector	Sharkey	(2)				Implementation subject to mobilization of funds.
Togo	Power Efficiency Audit	Koenig/Mitchell	(3)	4	5		Mission timing subject to Government approval.
Togo	Nangbeto Reservoir	Floor/Crut	(5)		6	7	
Regional	Household Energy Strategy	Craig/Floor	(3)				Prototype to be developed for one Sahel country in next 6 months.

## Stages of ESMAP Activities

1. Identification, definition of assistance
2. Government request received
3. Terms of reference drafted
4. Activity Initiation Brief issued
5. Mission in field

6. White Cover Draft Cover
7. Yellow Cover
8. Green Cover
9. Discussion with Government
10. Report agreed with Government and issued in final

WEST AFRICA

**Brief Description/Status of Activities**

This section provides a brief description and the current status of all the sector work or ESMAP tasks which have been listed in the preceding tables. By definition this coverage extends only to work that has been managed by the Energy Strategy and Preinvestment Division (or until June 30, 1985 by the Energy Assessment Division). However, over the next year, we hope to expand the coverage of this text to include all major energy sector work done in the region so that this report can serve a wider and more comprehensive purpose.

For each country, completed activities are presented first; then followed by tasks currently underway. ESW and ESMAP tasks are also distinguished in each case. Given that the essentially similar concept of all energy assessments, individual descriptions have not been included for each completed assessment. Abstracts of these reports are available upon request.

BENIN

(a) Completed Activities

ESW:    **Energy Assessment Report.**    This report was issued in Blue Cover in June 1985.

ESMAP:    -

(b) Current Activities

ESW:    -

ESMAP:    **Power Sector Efficiency Audit.**    A mission will visit Benin during November/December 1985 to identify cost-effective projects for reducing technical and non-technical losses in the power system and to prepare terms of reference for those projects, which may be financed by the Bank or various other aid agencies. The reduction of losses was identified as a priority area by the Energy Assessment and the Bank has received a formal request for the Audit from the government. EGYSI staff are coordinating their work closely with work of the West Africa Region in preparation of a project for power system rehabilitation. An Activity Initiation Brief is to be completed by October.

BURKINA

(a) Completed Activities

ESW: -

ESMAP: -

(b) Current Activities

ESW: **Energy Assessment Report.** Green Cover is being discussed with the Government.

**Energy Strategy Paper.** We plan to prepare the document after the Blue Cover assessment report is finalized. We anticipate that a Yellow Cover can be circulated for review in early 1986.

ESMAP: **Identification of Technical Assistance Projects.** At the time of the Assessment Green Cover discussions the mission will discuss with the government preliminary terms of reference which have been drawn up for each of the technical assistance activities recommended in the Assessment. The results of these discussions will be presented as a Technical Assistance Program in a report that will be circulated to donors by December 1985. The draft recommendations focus on the assistance required to embark upon priority programmes for: (a) household energy -- improved woodstoves, promotion of kerosene, management of fuelwood supply; (b) improved arrangements for procurement of petroleum products; and (c) short-term assistance to restore fuel oil power plant to normal availability and for the planned introduction of ethanol/gasoline blends.

CONGO

(a) Activities Completed

ESW: -

ESMAP: -

(b) Current Activities

ESW: **Energy Assessment Report.** The nature and scope of the Assessment depend on the findings of a TransEnergy energy sector review recently sent to the Government for finalization. A November reconnaissance mission is proposed to review this report with the Government and to develop a strategy for the main assessment. At this stage, it appears that the assessment should: (a) fill in gaps not covered adequately in the report; (b) progress further than is normally feasible in assessments, i.e. by spelling out a subsequent program of action, including detailed TOR for priority preinvestment or policy development work.

ESMAP: -

THE GAMBIA

(a) Completed Activities

ESW:     **Energy Assessment Report.** This report was issued in final Blue Cover in November 1983.

ESMAP:   **Solar Water Heating Retrofit Project.** This report was issued in February 1985. The report, which is a pre-investment analysis of solar water heating retrofit at the five largest tourist hotels, also includes terms of reference to extend the experience to the remaining tourist hotels and to evaluate the potential for solar water heating in the residential and institutional sectors. The total investment for the retrofit program is estimated at US\$500,000, including spares, contingency, and technical assistance.

**Solar Photovoltaic Applications Project.** This report, a pre-feasibility analysis of photovoltaic applications in the rural health and telecommunications sectors, was issued in March 1985. The report identified highly profitable investments estimated at US\$612,000, consisting of US\$500,000 for hardware procurement and installation, and US\$112,000 for technical assistance. The Government is seeking funds for the implementation of this project.

**Petroleum Supply Management Assistance.** This report on petroleum supply management, pricing and allocation was discussed and cleared with the Government in November 1984 and the Activity Completion Report issued in April 1985.

(b) Current Activities

ESW:     -

ESMAP:   **Energy Assessment Status Report.** This report will provide an overview of sector developments since the preparation of the 1983 Energy Assessment. The report will also include a summary of the findings, recommendations and follow up to the technical assistance and pre-investment activities carried out under ESMAP. The draft report will be issued for review within the Bank in November.

GHANA

(a) Completed Activities

ESW: -

ESMAP: -

(b) Current Activities

ESW: **Energy Assessment Report.** Ghana's energy sector is slowly recovering from its serious deterioration which has resulted from (as well as contributed to) the stagnation of the overall economy, compounded by the effects of the 1983-1984 drought. The principal problems in the sector are (a) the high cost of petroleum imports; (b) the weakened capacity of hydrogeneration; (c) the accelerated deforestation, especially in the north-east; and (d) institutional weaknesses at the sectoral and subsectoral levels. The energy assessment would focus on the required response to these problems, which consists in the short term of rehabilitating the productive installations and strengthening the operating entities in the major subsectors, and more efficient energy demand management; and over the medium term, of evaluating in detail the least-cost options to meet future energy requirements, and strengthening energy planning and policy coordination at the sectoral level to ensure the implementation of an optimal strategy.

The Pre-mission Issues Paper has been reviewed within the Bank and the main mission is scheduled for October.

ESMAP: -

GUINEA-BISSAU

(a) Completed Activities

ESW: **Energy Assessment Report.** Issued in Blue Cover in August 1984.

ESMAP: **Recommended Technical Assistance Projects.** A mission visited Guinea-Bissau in August 1984 to discuss the draft Energy Assessment Report and review with the Government a number of technical assistance priorities which had been identified in the report. As a result of the discussions, the mission prepared a package of terms of reference for projects which have the common objective of strengthening the power sector. Following internal review in the Bank, the draft TORs were sent to the Government for their comments. As a consequence, the package of four projects was finalized with a total cost of US\$320,000. An Activity Completion Report was issued in April 1985.

(b) Current Activities

ESW: -

ESMAP: **Technical Assistance to the Power Sector.** The Government has requested ESMAP assistance for the implementation of the above package which includes: (a) establishing a training programme for plant operators and other staff; (b) strengthening metering, billing, accounting and administrative systems; (c) strengthening and enforcing appropriate procurement procedures; (d) preparing a detailed map of the existing distribution system. SIDA has agreed to finance (d) and additional funding is being sought for the remaining components. Implementation will begin when at least one other component can be funded.

GUINEA

(a) Completed Activities

ESW: -

ESMAP: -

(b) Current Activities

ESW: **Energy Assessment Report.** The main mission for this assessment is current in the field. The absence of easily retrievable data, the complexity of petroleum procurement issues, and the Government's own interest in having a comprehensive and thorough evaluation of the sector are likely to make this assessment more expensive than the average 55-65 for African countries. Consequently, we propose to allocate 65 SW to this task for FY86 during which it is expected to complete the Green Cover. A further 5 SW will be required in FY87 for Government discussion and clearance of the report for Blue Cover.

ESMAP: -

IVORY COAST

(a) Completed Activities

ESW:     **Energy Assessment Report.**   Issued in April 1985.

ESMAP:    -

(b) Current Activities

ESW:

ESMAP:   **Improved Biomass Utilization.**   This activity covers three biomass sources with significant potential for increased utilization: sawmill wastes, palm oil residues, and coffee residues.   The mission will examine the economic and technical feasibility for tapping unutilized wastes from these sources to: (a) meet in-house energy requirements at the originating plant; (b) briquetting and/or conversion for use as a household fuel; and in the case of palm oil residues, (c) generating power to be sold to the national grid.   A mission is planned for November 1985.

**In-Depth Study of the Regional Training Center for Power Engineers.**   The objective of this activity is to undertake a comprehensive technical, financial and management review of the Ecole Superieure Inter africaine de l'Electricite (ESIE) situated in Abidjan, to provide technical training for electrical engineers in Western Africa.   Consultants have been identified, and the final terms of reference are being discussed in Abidjan with the donors to ESIE.   Field work will begin in November, with a draft report tentatively scheduled for February 1986.   The study is being cofinanced with the UNDP.

LIBERIA

(a) Completed Activities

ESW: **Energy Assessment Report.** This report was issued in December 1984.

ESMAP: **Identification of Technical Assistance Projects.** The October 1984 mission which discussed the Green Cover Energy Assessment Report also identified and prepared terms of reference for a number of priority projects in the energy sector. A brief description and terms of reference for further work were prepared for the following projects (i) improvement of utilization efficiency of charcoal; (ii) pre-investment analyses of ore-drying using fuelwood; (iii) power system efficiency improvement; and (iv) review of power exchange possibilities between a mining enclave and a power utility. The Activity Completion Report based on the mission's findings is being circulated to potential donors, some of which have already expressed an interest in funding these activities.

(b) Current Activities

ESW:

ESMAP: **Power System Efficiency Audit.** The purpose of the activity is to identify cost-effective projects for the reduction of technical and non-technical losses in the power system and to determine the scope for plant rehabilitation projects. The mission visited Liberia in June/July 1985 and a draft report will be circulated for internal review by November 1985.

MALI

(a) Completed Activities

ESW: -

ESMAP: -

(b) Current Activities

ESW: **Energy Assessment Report.** Based on discussion with WAPEG and Programs, it has been agreed to defer work on Mali until FY87 when (a) the TransEnergy Study on Mali will be over three years old and the issues will need a fresh look and (b) the ongoing Power Master Plan will be completed and will therefore enable the Assessment to make an important input on evaluating the strategy proposed for electric power development. However, the reconnaissance mission is planned for April 1986 so that some input can be made into a proposed Public Sector Investment Review exercise.

ESMAP: -

NIGER

(a) Completed Activities

ESW:     **Energy Assessment Report.**     This report was issued in final cover in May 1984.

ESMAP:     -

(b) Current Activities

ESW:     -

ESMAP:     **Improved Urban Cookstoves Project.**     The objective of this project is to establish a self-sustaining production and marketing system for the dissemination of portable and prefabricated improved woodstoves. The project is being implemented in two phases. Phase I began February 1985 and is carrying out production and marketing on a pilot basis over an eight-month period at a cost of US\$150,000. Subject to the evaluation of the first phase, Phase II will expand these efforts on a larger scale over an 18-month period at a cost of US\$200,000. The German Government has agreed to contribute the equivalent of US\$200,000 towards the cost of this project. Additional finance is being sought. The first supervision mission visited Niger April 1985 to evaluate the progress that has been made on the first phase. Results to date are highly promising in that 10,000 stoves have been sold on a cost recovery basis.

**Energy Assessment Status Report.**     A mission visited Niger in April 1985 to review the progress made in implementing the major recommendations of the energy assessment report and to identify the priority areas where further technical assistance was required. The report identifies priority technical assistance activities in the areas of woodfuel substitution, petroleum promotion and energy conservation, petroleum supply and demand management. It also outlines a proposed strategy for Bank assistance to Niger's energy sector. The report will be discussed with the Government in December 1985.

NIGERIA

(a) Completed Activities

ESW: **Energy Assessment Report.** Issued in Blue Cover in August 1983.

ESMAP: -

(b) Current Activities

ESW: -

ESMAP: **Identification of Technical Assistance Projects.** A mission to identify technical assistance projects was fielded in May 1985 and a BTO report outlining proposed projects issued in May, 1985. The two projects identified as suitable for ESMAP-type activity are: (a) a household energy/strategy project, and (b) a power sector efficiency improvement programme. The Household Energy Project involves a survey of the current pattern of household energy use and the availability of alternatives. The project will look at the economic case for substitution (of fuelwood by kerosene, LPG, and electricity) and the development of a strategy to aid substitution. Implementation of this project is dependent on the successful negotiation of the Bank's Forestry II project for Nigeria. The Power Preinvestment Study will evaluate options for improving the efficiency and cash flow of the National Electric and Power Authority. It will also help to define the Bank's next power project in Nigeria. Its implementation is dependent on the receipt of a formal request from the Nigerian Government and the availability of qualified staff.

SAO TOME AND PRINCIPE

(a) Activities Completed

ESW: -

ESMAP: -

(b) Current Activities

ESW: **Energy Assessment Report.** Green Cover discussions have just been completed successfully and the final report will be distributed in October and will be used at the donors meeting now scheduled for December. The Government has already acted upon one of the report's principal recommendations by raising petroleum product prices substantially.

ESMAP: **Technical Assistance to the Power Sector.** The energy assessment report findings include an outline for the overall rehabilitation of the power system which is estimated to cost about US\$2.0 million. The Bank is presently considering financing the rehabilitation under a Line of Credit recently extended to STP. However, the Government of STP has already requested urgent assistance to begin the rehabilitation of the country's main power plant on the Contador river. Preliminary analysis and engineering works for this activity are estimated to cost US\$100,000 and funding is currently being sought for this preliminary activity.

SENEGAL

(a) Completed Activities

ESW: **Energy Assessment Report.** This report was issued in final Blue Cover in July 1983.

ESMAP: **Energy Assessment Status Report.** The July 1983 Energy Assessment Report has generated considerable interest in follow-up both within the Bank and among bilateral donors (notably Canada and France). A mission visited Senegal in July, 1984 to review the progress made in implementing the major recommendations of the Energy Assessment Report and to identify the priority areas where further technical assistance was required. Some of these activities are now in varying stages of implementation with ESMAP assistance.

**Industrial Energy Conservation Study.** The July 1983 Assessment Report for Senegal recommended the development and implementation of a comprehensive energy conservation program beginning with the industrial sector for which the potential for substantial energy savings had already been established. The July 1984 Energy Assessment Status Mission included an energy conservation specialist who visited about 20 industrial plants to update the Energy Assessment's findings on the energy savings potential in the industrial sector. On the basis of the mission's findings, a report was prepared which defined a three-year project to establish and implement an Industrial Conservation Program, supported by a US\$2.6 million technical assistance package. The first year of this TA package is to be funded by the UNDP through its Country IPF with the Bank acting as executing agency.

(b) Current Activities

ESW: -

ESMAP: **Solar Water Heating Marketing Study.** The July 1983 Assessment report for Senegal as well as the Energy Assessment Status Report identified this as a priority area for follow-up technical assistance. A mission in March 1985 concluded that the potential for energy savings, mainly by substituting electric water heating in the residential sector, was over 16,300 toe/year. The project also focused on the design of appropriate manufacturing and maintenance facilities, training, financial and economic analysis, a marketing strategy, roles and responsibilities of the government and as solar water heating development project including a demonstration program. The report has been circulated for review in the Bank and will be sent for clearance by the government in November 1985.

**Preparatory Assistance for Donor Meeting.** For the Senegalese energy sector donors meeting held in July 1985, the Government of Senegal prepared background documents (a main document and separate subsector documents covering electricity, petroleum, woodfuels, renewable energy and energy conservation). The main document and the woodfuels subsector document were prepared in close collaboration between MDIA staff and two consultants provided under ESMAP financing. The main document is a synthesis of the different development strategies as well as the respective investment programs for the energy sector, 1985-1992. Included in this document is a tariff policy study that coordinates all aspects of energy pricing. A brief Activity Completion Report recording the scope and nature of the assistance provided to the Government of Senegal is to be circulated shortly.

SIERRA LEONE

(a) Completed Activities

ESW: -

ESMAP: -

(b) Current Activities

ESW: **Energy Assessment Report.** A reconnaissance mission is in the field to agree on the scope, focus and timing of the proposed assessment. The main mission is tentatively scheduled for November 1985.

ESMAP: -

TOGO

(a) Completed Activities

ESW:     **Energy Assessment Report.**   Issued in June 1985.

ESMAP:    -

(b) Current Activities

ESW:       -

ESMAP:   **Power System Efficiency Audit.**   In the Togo energy assessment, loss reduction in the power system was identified as a priority area for investment. A mission will visit Togo during November/December 1985 to conduct a Power System Efficiency Audit. The purpose of this Audit will be to identify cost effective projects for reducing technical and non-technical losses in the power system and prepare terms of reference for these projects, which may be financed by the Bank or other aid agencies. EGYSI staff are coordinating their work closely with the West Africa Regional Power Division in preparation of a project for power system rehabilitation.

**Nangbeto Reservoir Project.** The objectives of this project are: (a) to define the optimal means of clearing wood in the catchment area of the Nangbeto power plant; (b) to devise an appropriate scheme for the use of wood cleared i.e. transportation to Lome; supply to the household sector; potential for charcoal production. A draft consultant report is being reviewed in the Bank.

REGIONAL

(a) Completed Activities

ESW: -

ESMAP: -

(b) Current Activities

ESW: -

ESMAP: **Petroleum Distribution Study.** We have carried out some preliminary review of the refining, supply and distribution of petroleum products in West Africa, particularly in relation to Ghana and the Ivory Coast. We plan to prepare in FY86 a study to develop and analyze various options for the supply and distribution of petroleum products on a regional basis which could result in cost savings to the countries involved.


# OFFICE MEMORANDUM

DATE: October 8, 1985

TO: Mr. K. Pranich, Assistant Director, EMP

THRU: Mr. Ian Hume, Assistant Director, EGY

FROM: Masood Ahmed, Acting Division Chief, EGYSI



SUBJECT: EMENA - Energy Sector Work and ESMAP: Quarterly Status Report

1. Attached please find for your review and comments a copy of the above report which outlines the current status of the energy sector work and ESMAP activities being managed by EGYSI for the EMENA region. This report replaces the two Quarterly Status Reports on the Assessments and the ESMAP which had been circulated Bankwide by the Energy Assessments Division upto the end of FY85. As you know following the recent reorganization of EGY, the Assessments Division has been reconstituted as two geographically divided Energy Strategy and Preinvestment Divisions whose functions now include the execution of all EGY managed sector work and ESMAP activities in their geographical areas of focus. In keeping with this reorganization we have also redesigned the quarterly status reports for our division to make them much more country focused. We think this will enhance the usefulness of these documents and would welcome comments on how they could be further improved.

2. In substantive terms, as you will see from the attached material, there are no major issues with regard to the progress of FY86 sector work program. The Syria assessment has been completed in Green Cover well ahead of schedule and we await Government confirmation of the proposed Green Cover review mission in November 1985. The YAR Investment Priorities study will commence in January subject to the declaration of commerciality for the Hunt discovery and the subsequent release of essential data. We will circulate a draft pre-mission issues paper for this study in the coming weeks. The scope of the Egypt Gas Strategy Study is being discussed at the working level and we expect to circulate for regional review, a detailed work program and schedule by November. The only issue regarding this study is to confirm the full commitment of the concerned counterpart agencies. We are discussing the appropriate method for doing this with our Programs colleagues.

3. Regarding ESMAP, the principal issue is the extremely limited use of this program in the EMENA region, well below that of any other region. We would very much like to identify, with the concerned regional staff, the prospects for making greater use of this program for priority energy preinvestment and technical assistance work in EMENA countries.

4. We would be happy to respond to any queries or to meet with you on the above issues at your convenience.

## Attachments

cc: Messrs. Hasan, Patel (EMNVP);  
Lari, Harrison, Nouvel, Favilla, Fernandes (EM1);  
Stoutjesdijk, Asfour, Chaffey, Shilling, El-Rifai (EM2)  
Piccioto, Liebenthal, Reekie, Roa (EMP);  
Standard Status Report Distribution

MAhmed:na

QUARTERLY WORK PROGRAMME AND STATUS REPORT

EMENA REGION

OCTOBER 1, 1985

Energy Strategy and Preinvestment Division I  
Energy Department

## ENERGY ASSESSMENTS AND OTHER SECTOR WORK

## Current Work Program for EMENA

COUNTRY	ACTIVITY	PRINCIPAL STAFF INVOLVED			STAGE COMPLETED	FY86										COMMENTS OR MAJOR CHANGES SINCE LAST REPORT
		EGYSI	PROJECTS	PROGRAMS		OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN		
A. ENERGY ASSESSMENTS																
SYRIA		*Prasad Gray	Reekie Hamilton	Martinez	(8)		9	10								Green Cover produced 2 months ahead of schedule.
B. OTHER SECTOR WORK																
EGYPT	Gas Strategy Paper	Gray Sherbiny			(1)		2, 3									
Y.A.R.	Energy Investment Priorities	*Gray			(1)		2	3								

\* Mission Leader

Assessment Report Stages (Only some of these stages may be applicable for other sector work)

1. Desk Study
2. Reconnaissance
3. Pre Mission Issues Paper
4. Mission

5. Post Mission Issues Paper
6. White Cover
7. Yellow Cover
8. Green Cover

9. Discussion with Government
10. Blue (Final) Cover

ASSESSMENTS COMPLETED	
Morocco	03/83
Portugal	04/84
Turkey	03/83
Y.A.R.	12/84

October 1, 1985

## ENERGY SECTOR MANAGEMENT ASSISTANCE PROGRAM

## Current Work Program for EMENA

Country/Activity		Principal Staff	Stage Completed	Oct.	Nov.	Dec.	Comments
Morocco	Energy Assessment Status Report	Sherbinv/Muller	(8)		9	10	
Turkey	Energy Assessment Status Report	Sherbinv	(1)				

Stages of ESMAP Activities

- |   |  |
|---|--|
| 1. Identification, definition of assistance | 6. White Cover draft                             |
| 2. Government request received              | 7. Yellow Cover                                  |
| 3. Terms of reference drafted               | 8. Green Cover                                   |
| 4. Activity Initiation Brief issued         | 9. Discussion with Government                    |
| 5. Mission in field                         | 10. Report agreed with Govt. and issued in final |

PART III

EMENA

**Brief Description/Status of Activities**

This section provides a brief description and the current status of all the sector work or ESMAP tasks which have been listed in the preceding tables. By definition this coverage extends only to work that has been managed by the Energy Strategy and Preinvestment Division (or until June 30, 1985 by the Energy Assessment Division). However, over the next year, we hope to expand the coverage of this text to include all major energy sector work done in the region so that this report can serve a wider and more comprehensive purpose.

For each country, completed activities are presented first; then followed by tasks currently underway. ESW and ESMAP tasks are also distinguished in each case. Given that the essentially similar concept of all energy assessments, individual descriptions have not been included for each completed assessment. Abstracts of these reports are available upon request.

EGYPT

(a) Completed Activities

ESW: -

ESMAP: -

(b) Current Activities

ESW: **Egypt Gas Strategy.** Proven gas reserves in Egypt are still estimated at 9 tcf and may end up being anywhere from 20-30 tcf. In 1982/83 gas accounted for 12% of Egypt's total consumption of hydrocarbons; by 1989/90 its share is projected to increase to 40%. In view of the importance of gas resources for Egypt, it is important that a sound economic strategy for gas utilization be defined as soon as possible in order to avoid sub-optimal uses and investments that do not yield the highest rates of return, and in anticipation of future Bank lending in the sector. The proposed paper will build upon extensive work in the energy area to update Bank knowledge of the sector and focus on gas reserves, producibility, demand, optimal utilization, and incentives for gas development. Priorities and opportunities for future work in the sector will be identified.

ESMAP: -

MORROCO

(a) Activities Completed

ESW:     **Energy Assessment Report.**   Final cover issued in March 1984 based on a mission of January/February 1982.

ESMAP:    -

(b) Current Activities

ESW:       -

ESMAP:   **Energy Assessment Status Report.**   An ESMAP mission (Sherbiny/Muller) visited Morocco in February 1985 to: (a) review developments of the energy sector since the February 1982 Assessment mission; (b) review government energy sector policy, energy strategy options, and the energy investments proposed for the Development Plan 1986-90; and (c) establish a preinvestment and technical assistance program. The draft Status Report was sent to the Government in August 1985 identifying the first of a two-phase ESMAP program, with proposed activities in power, strategy, and renewables. The report will be discussed with the Government in November 1985, at which time the timing for implementation of the proposed program will also be discussed.

PORTUGAL

(a) Completed Activities

ESW:     **Energy Assessment Report.**   Final version issued in April  
          1984 based on June/July 1983 mission.

ESMAP:    -

(b) Current Activities

ESW       -

ESMAP     -

SYRIA

(a) Completed Activities

ESW: -

ESMAP -

(b) Current Activities

ESW: **Energy Assessment Report.** A Green Cover draft of this report has been sent to the Government and discussions are proposed for November 1985. The report has identified extensive follow up in both strategy and preinvestment areas. Potential Bank (including ESMAP) involvement in this follow up effort will also be discussed with the Government during the November mission.

ESMAP: -

TURKEY

(a) Completed Activities

ESW:     **Energy Assessment Report.** Blue Cover issued in March 1983  
based on September/October 1981 mission.

ESMAP:    -

(b) Current Activities

ESW:       -

ESMAP:   **Energy Assessment Status Report.** A number of priority areas  
requiring preinvestment and technical assistance activities  
have been identified. The Government has indicated,  
however, that the ESMAP program should be carried out at a  
later date.

Y.A.R.

(a) Activities Completed

ESW:     **Energy Assessment Report.**   Issued in Blue Cover in December 1984, based on May 1983 mission.

ESMAP:    -

(b) Current Activities

ESW:     **Energy Investment Priorities.**   The recent discovery of a large oil field in YAR by Hunt oil will have a widespread impact on the energy sector and the economy. The energy investment priority study will study the prospects for supply (oil, gas, LPG), energy demand projections, energy investment priorities and the impact on the economy.

The timing of this study depends critically on the availability of oil reserve data which is expected by December 1985 as a function of the declaration of commerciality of the Hunt find.

ESMAP:    -

# OFFICE MEMORANDUM

DATE: October 8, 1985

TO: Mr. Oktay Yenal, Chief Economist, AENVP

THRU: Mr. Ian Hume, Assistant Director, EGY

FROM: Masood Ahmed, Acting Division Chief, EGYSI

SUBJECT: AEN - Energy Sector Work and ESMAP: Quarterly Status Report

1. Attached please find for your review and comments a copy of the above report which outlines the current status of the energy sector work and ESMAP activities being managed by EGYSI for the East Asia Pacific region. This report replaces the two Quarterly Status Reports on the Assessments and the ESMAP which had been circulated Bankwide by the Energy Assessments Division upto the end of FY85. As you know following the recent reorganization of EGY, the Assessments Division has been reconstituted as two geographically divided Energy Strategy and Preinvestment Divisions whose functions now include the execution of all EGY managed sector work and ESMAP activities in their geographical areas of focus. In keeping with this reorganization we have also redesigned the quarterly status reports for our division to make them much more country focused. We think this will enhance the usefulness of these documents and would welcome comments on how they could be further improved.

2. In substantive terms, the one issue we would like to raise in regard to the implementation of the FY86 energy sector work program relates to China. Here, as you may recall, we were initially programed to do an Energy Strategy Paper during FY86 to follow up on last year's economic report's coverage of the sector. During the final discussions of this year's sector work program, it was agreed that this general study would be better replaced by a series of studies focusing on specific energy issues. A program of such studies has now been agreed with the Government but we understand that this does not involve any EGY managed sector work tasks during this year. Consequently, we propose to close the now obsolete F-700 on the Energy Strategy Paper and to await regional requests for support in other sector work tasks to be managed by the region.

3. We would be happy to meet with you or to respond to any queries you might have on the attached documents.

## Attachments

cc: Messrs. Kirmani, Turnham, Davar, Blaxall, Nayvar, Ahmed,  
Karcher (AEP);  
Kaji, Cole, Sonmez, Dutt, Ikram, Koch-Weser (AEA)  
Standard Status Report Distribution

Ms. Hamilton (AEA)

MAhmed:na

QUARTERLY WORK PROGRAMME AND STATUS REPORT

EAST ASIA AND PACIFIC REGION

OCTOBER 1, 1985

Energy Strategy and Preinvestment Division I  
Energy Department

ENERGY ASSESSMENTS AND OTHER SECTOR WORK  
CURRENT WORK PROGRAM FOR EAST ASIA

COUNTRY	ACTIVITY	PRINCIPAL STAFF INVOLVED			STAGE COMPLETED	FY86										COMMENTS OR MAJOR CHANGES SINCE LAST REPORT
		EGYSI	PROJECTS	PROGRAMS		OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN		
A. ENERGY ASSESSMENTS																
B. OTHER SECTOR WORK																
CHINA	Energy Strategy Paper	Taylor														All concerned agree that this task should be dropped but there is no agreement on what, if any, additional work EGYSI should contribute in FY86.
INDONESIA	Gas Strategy Paper	*Gray	Liebhenthal Pinard	Baird	(-)	1		3								Full schedule to be defined.
KOREA	Energy Strategy Paper	*Thadani	Bernev Razavi	de Silva Kev	(3)		6		7							Internal discussion draft under preparation.
PAPUA NEW GUINEA	Energy Strategy Paper	Borthwick			(-)		3									Schedule to be defined.

\* Mission Leader

Assessment Report Stages (Only some of these stages may be applicable for other sector work)

- |                             |                              |                               |
|-----------------------------|------------------------------|-------------------------------|
| 1. Desk Study               | 5. Post Mission Issues Paper | 9. Discussion with Government |
| 2. Reconnaissance           | 6. White Cover               | 10. Blue (Final) Cover        |
| 3. Pre-Mission Issues Paper | 7. Yellow Cover              |                               |
| 4. Mission                  | 8. Green Cover               |                               |

ASSESSMENTS COMPLETED	
Philippines	06/83
Indonesia	11/81
Papua New Guinea	06/82
Solomon Islands	06/83
Thailand	09/85
Tonga	06/85
Vanuatu	06/85
Western Samoa	06/85

October 1, 1985

## ENERGY SECTOR MANAGEMENT ASSISTANCE PROGRAM

## Current Work Program for East Asia and Pacific

Country/Activity		Principal Staff	Stage Completed	Oct.	Nov.	Dec.	Comments
Indonesia	Power Sector Efficiency Program and	Gulstone/Bachrach/Mitchell	(8)		9	10	
	Maintenance of Isolated Diesel Generators	Gulstone/Bachrach/Mitchell	(8)		9	10	
Indonesia	Energy Conservation in Brick and Tile Industry	Floor/van der Plas	(3)		4		
South Pacific	Regional Study for Petroleum Transportation	Mian/Rivera	(5)		6	7	
Thailand	Rural Energy Issues and Options	Terrado/Sadove	(10)				Companion volume to Energy Assessment Report.

Stages of ESMAP Activities

1. Identification, definition of assistance
2. Government request received
3. Terms of reference drafted
4. Activity Initiation Brief issued
5. Mission in field
6. White Cover
7. Yellow Cover
8. Green Cover
9. Discussion with Government
10. Report cleared with Government and issued in final

PART III

EAST ASIA AND PACIFIC

**Brief Description/Status of Activities**

This section provides a brief description and the current status of all the sector work or ESMAP tasks which have been listed in the preceding tables. By definition this coverage extends only to work that has been managed by the Energy Strategy and Preinvestment Division (or until June 30, 1985 by the Energy Assessment Division). However, over the next year, we hope to expand the coverage of this text to include all major energy sector work done in the region so that this report can serve a wider and more comprehensive purpose.

For each country, completed activities are presented first; then followed by tasks currently underway. ESW and ESMAP tasks are also distinguished in each case. Given that the essentially similar concept of all energy assessments, individual descriptions have not been included for each completed assessment. Abstracts of these reports are available upon request.

CHINA

(a) Completed Activities

ESW:     **Extensive Energy Sector Work.** has been completed as part of the 1984 Economic Report and published as Annex 3 of China - Long-term Development Issues and Options in September 1985.

ESMAP:    -

(b) Current Activities

ESW:     **Energy Strategy.** The FY86 ESW program initially included an energy strategy paper to follow up on the economic report's analysis. During the final discussion of the FY86 Work Program it was agreed by all concerned (Program, Regional Projects, EGY) that instead of a general strategy study a more appropriate form of sector work follow up would be to carry out a series of studies on specific energy sector issues. A number of proposals for such studies were formulated for Program's review who then sent a set of proposed recommendations for Government clearance. This clearance has now been received. As currently defined, the proposed FY86 program does not include any major EGY-managed sector work and this activity as originally envisaged is therefore being dropped from the FY86 EGY-managed sector work program. However, EGY staff will continue to support the regionally managed ESW tasks through review and advice as requested by the region. Requests for more extensive technical support for specific regionally-managed tasks will also be discussed on a case-by-case basis.

INDONESIA

(a) Activities Completed

ESW: **Energy Assessment Report.** Blue Cover was finalized in November 1981.

ESMAP: **Energy Assessment Status Report.** A mission visited Indonesia during May 1984 to prepare this report and to identify the potential for ESMAP assistance in the country. The focus of the assistance needs identified is in the area of improving energy efficiency in power generation, rural industry and cookstoves. Some of this work is now underway with ESMAP assistance.

(b) Current Activities

ESW: **Indonesia Gas Strategy.** Indonesia has considerable gas resources with estimated recoverable reserves of 80 trillion cubic feet. Government priority in the past has been on export of LNG and LPG, but there are several unrealized opportunities to utilize gas domestically for power, industry, and households. The purpose of this paper is to demonstrate the importance of accelerating domestic utilization of gas and LPG. Domestic utilization of gas has been slow due to pricing problems, contractual problems and institutional and strategy problems. The paper will address issues related to these problems and priorities for resolving them.

ESMAP: **Power Sector Efficiency Improvement Program.** Following up on the Energy Assessment Status Report, a mission visited Indonesia in November/December, 1984 to: (a) define and evaluate power plant (hydro, steam and diesel) efficiency improvements; and (b) prepare the terms of reference for a diesel generating plant maintenance program. The two Activity Completion Reports were issued for review in the Bank in June 1985 and have been sent to GOI for discussion in November 1985.

**Energy Conservation in the Brick and Tile Industries.** A reconnaissance mission to make an evaluation of the various technical options to improve the efficiency of energy use in the brick and tile industry and to formulate a detailed set of proposals with regard to design and technologies, which will result in economically profitable energy savings, visited Indonesia in February/March, 1985. The work involved will include the preparation of cost estimates for the subsequent pre-investment or investment required and the definition of the appropriate role of the Government in terms of both financial and technical support for such a program. The work is expected to require about 6 months of

specialist input during 1986 and cost about US\$120,000. An activity initiation brief will be circulated for internal review during the next quarter before a final decision is made on this activity. The Dutch Government has shown interest in this project and will probably cofinance it.

KOREA

(a) Activities Completed

ESW: -

ESMAP: -

(b) Current Activities

ESW: **Energy Sector Strategy Paper.** Following the completion of a report on Energy Sector Issues in FY85 it was decided that a Strategy Paper and action programs for Energy Sector lending should be prepared during FY86. An Activity Initiation Brief was prepared for the Strategy Paper and is under consideration; preparatory work is in hand for completion of a discussion draft in November 1985. Principal issues which are being considered include: (i) Government policies for trade and prices liberalization; (ii) the exploration program; (iii) economic utilization of imported LNG; (iv) investment program for gas and petroleum products pipelines; (v) electric power generation, distribution and load management policies.

ESMAP:

PAPUA NEW GUINEA

(a) Activities Completed

ESW: **Energy Assessment Report.** Completed in June 1982.

ESMAP: **Energy Assessment Status Report.** A mission (Ahmed/Prasad) visited Papua New Guinea in early June, 1983 to prepare this report which was cleared by the Government in the field and subsequently issued in final form in July 1983. The report reviewed major sector developments since 1982 and defined a program of follow up preinvestment and technical support. Some of this has been provided subsequently under the ESMAP.

**Institutional Review in the Energy Sector.** The June 1983 Assessment Status Mission identified this task as one of high priority. The Government requested that such a review be carried out under the ESMAP. A mission visited PNG in October/November 1983 to conduct this review. Their draft report on institutional restructuring, staffing, training and technical assistance was sent to the Government in January 1984. The final report has been issued under ESMAP. Funding is being arranged for the technical assistance and training proposals included in the report.

**Power Tariff Study.** A number of electricity autogeneration and cogeneration opportunities have been identified but are not being exploited because of the inappropriate tariffs/regulations governing this activity. A mission (Alahdad/Dwek) visited Papua New Guinea in November 1983 to assist the Government/ELCOM in reviewing and modifying the tariff structure based on the long-run marginal costs. The draft report and the Bank's comments were discussed with the Government by the Bank Power III Project identification mission in April 1984. An Activity Completion Report has been issued and sent to the government and the donor community.

(b) Current Activities

ESW: **Energy Strategy Paper.** This paper will define a coherent operational strategy for the Bank to support rational energy sector development in PNG. It will be prepared with the close involvement of Program and regional and EGY projects staff. Work is expected to begin on this task in the next quarter with the circulation of a Work Initiation Memorandum spelling out the detailed scope, focus and scheduling for the paper.

ESMAP: PNG is covered by the **Regional Petroleum Supply Study** described later in this section.

SOUTH PACIFIC

(a) Activities Completed

ESW:    **Energy Assessments Report.**   Tonga (06/85), Vanuatu (06/85),  
Western Samoa (06/85), Fiji (06/83) and Solomon Islands  
(06/83).

ESMAP:    -

(b) Current Activities

ESW:       -

ESMAP:   **Regional Study of Petroleum Transportation in the South Pacific.**   The objective of this study is to establish the least-cost regional petroleum procurement strategy for countries in the South Pacific (Western Samoa, Vanuatu, Solomon Islands, Papua New Guinea, Tonga and Fiji). A mission visited the region in June 1985 and the White Cover report will be completed shortly. Any follow-up activities ensuing from the findings of the study will be determined following Green Cover discussions with respective Regional Governments; which are currently scheduled for end-1985. The study has been carried out in close association with SPEC; PEDP and ESCAP.

THAILAND

(a) Completed Activities

ESW:     **Energy Assessment Report.**     This report has just been completed (09/85) in Blue Cover. It is to be a principal document for a major conference on Thailand's energy strategy to be held in late October in Bangkok. A high level Bank delegation is participating in this conference.

ESMAP:   **Rural Energy Issues and Options.**   This study was prepared as a companion volume to the main assessment report. It has also been circulated in final form. The scope of follow up assistance in the rural energy area is to be discussed with NEA and other Thai agencies during a proposed October workshop at which this report will be widely discussed.

(b) Current Activities

ESW:     -

ESMAP:   -



# Record Removal Notice

<b>File Title</b> Masood Ahmed - Chronological File - November to December 1985		<b>Barcode No.</b>  30450187		
<b>Document Date</b> 03 October, 1985	<b>Document Type</b> Memorandum			
<b>Correspondents / Participants</b> From: Masood Ahmed To: Zia Kalim				
<b>Subject / Title</b> Interview for Ms. Kew				
<b>Exception(s)</b> Personal Information				
<b>Additional Comments</b>		<p>The item(s) identified above has/have been removed in accordance with The World Bank Policy on Access to Information or other disclosure policies of the World Bank Group.</p> <table border="1"><tr><td><b>Withdrawn by</b>  Ann May</td><td><b>Date</b> November 10, 2022</td></tr></table>	<b>Withdrawn by</b>  Ann May	<b>Date</b> November 10, 2022
<b>Withdrawn by</b>  Ann May	<b>Date</b> November 10, 2022			

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Must Fall  
Completely in  
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OFFICIAL DEPT/DIV  
ABBREVIATION

MESSAGE NUMBER

TEST NUMBER  
(FOR CASHIER'S USE ONLY)

START  
HERE

MR. TORBEN ESBENSEN, PLANUM INTERNATIONAL, COPENHAGEN, DENMARK.  
 MANY THANKS FOR YOUR TELEX. I WILL BE PLEASED TO MEET WITH YOU  
 ON THURSDAY OCTOBER 17. I SUGGEST WE MEET AT 2:30 PM. PLEASE  
 CALL MY OFFICE AT (202) 477-3996 WHEN YOU ARRIVE IN WASHINGTON  
 TO CONFIRM. REGARDS. MASOOD AHMED, ACTING CHIEF, ENERGY  
 STRATEGY AND PREINVESTMENT DIVISION I, WORLD BANK.

END  
OF  
TEXT

PINK AREA TO BE LEFT BLANK AT ALL TIMES

INFORMATION BELOW NOT TO BE TRANSMITTED

CLASS OF SERVICE:	<b>TELEX</b>	TELEX NO.:	<b>16039 PLANUM DK</b>	DATE:	<b>9/19/85</b>
SUBJECT:	<b>GENERAL</b>	DRAFTED BY:	<b>MAhmed:aaf</b>	EXTENSION:	<b>73996</b>
CLEARANCES AND COPY DISTRIBUTION:	AUTHORIZED BY (Name and Signature): <b>Masood Ahmed, Acting Chief, EGYS1</b> DEPARTMENT: <b>Energy</b>				
SECTION BELOW FOR USE OF CABLE SECTION					
CHECKED FOR DISPATCH					

# OFFICE MEMORANDUM

DATE: September 18, 1985

TO: Mr. A. Roa, Deputy Chief, EMPPE

FROM: Masood Ahmed, Acting Chief, EGYS1



SUBJECT: Potential ESMAP Involvement in Turkey and Portugal

1. I refer to your memo of September 3 inquiring about potential ESMAP involvement in these countries as implied by our divisional listing of country coordinator responsibilities.

2. There has been no ESMAP operation in either country to date and nor have any proposals been agreed for future operations. However, as you know both Turkey and Portugal are countries which have had energy assessments and are therefore eligible for ESMAP support. The purpose of denoting them as "active" ESMAP countries for FY86 in our internal country coordinator listing was to ensure that the staff responsible for EGYS1 work in these countries embarked on a dialogue with Programs, yourselves and any other concerned divisions to ascertain whether any ESMAP activities could be usefully developed for the coming year. This they will be doing in the next few weeks.

cc: Messrs. Pranich, Reekie, McKechnie (EMP);  
Loos, Eschenberg (EM2);  
Hume, Decaux, Sherbiny (EGY)

Ms. El-Saifi (EMP)

MAhmed:aaf

September 17, 1985

Mr. B. Dan Nielsen  
Minister  
The Royal Danish Embassy  
3200 Whitehaven Street, NW  
Washington, DC 20008

Dear Mr. Nielsen:

Just a note to thank you for your kind invitation to lunch yesterday. The choice of venue and the delightful weather made it a particularly enjoyable occasion.

Mr. Wintrop will no doubt have briefed you on the meeting that we subsequently had with him and Mr. von Bulow. We hope that the discussion will help Mr. von Bulow in determining what role the Danish Energy Agency could play in a consulting/advisory capacity for the developing countries.

As I mentioned to you, we would be happy to share with you the energy programs and policies of the Bank and to discuss any other matters of mutual interest. Once you have had a chance to settle into your new appointment, please do not hesitate to call so that we can arrange a meeting.

Once again, thanks for your hospitality.

Best regards,

Masood Ahmed  
Acting Division Chief  
Energy Strategy & Preinvestment  
Division I  
Energy Department

bcc: Messrs. Rovani, Hume (EGY)  
Ms. Sharkey (EGY)

MAhmed:aaf

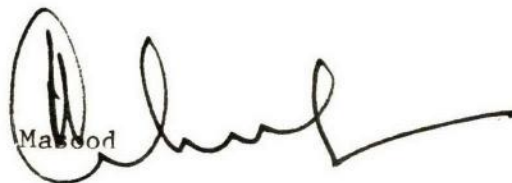
September 16, 1985

Mr. R. Liebenthal (EMPDR)

Bob -

On a quick reading, the proposed procedures for EMENA/EIS collaboration look fine as they relate to ESW. Three suggestions:

- Not clear why there should be two sets of quarterly reviews - one for budget/IS and another for Forms 700? Presumably we can talk about progress of ESW commitments (including budgetary and programming aspects) at one meeting every quarter. I agree that such a meeting should complement and preferably come after any bilateral consultations on specific tasks where these are required.
- Please let's spell out the clearance process for Green and Grey covers.
- We need to elaborate a bit on how the ESW proposal for subsequent years will be drawn up. My own suggestion is that there should be a joint proposal for all energy sector work in each country that EMPEG, ourselves and the relevant Programs division sign off on.



Mahmood

MAhmed:aaf

D-629  
**The World Bank**

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT  
INTERNATIONAL DEVELOPMENT ASSOCIATION

1818 H Street, N.W.  
Washington, D.C. 20433  
U.S.A.

(202) 477-1234  
Cable Address: INTBAFRAD  
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REQUEST FOR REIMBURSEMENT OF DUTY PAID

THE STATE DEPARTMENT REQUIRES THE ORIGINAL CUSTOMS RECEIPT AND PURCHASE INVOICE(S) TO BE SUBMITTED FOR CONSIDERATION OF REIMBURSEMENT. THE PURCHASE INVOICE(S) MUST BE DATED PRIOR TO YOUR RETURN TO THE UNITED STATES. NO REQUEST WILL BE SUBMITTED WITHOUT THESE INVOICES. ONLY G-4 VISA HOLDERS ARE ELIGIBLE FOR REIMBURSEMENT. FOR FURTHER INFORMATION CONSULT THE LEGAL HANDBOOK AND APPROPRIATE SECTION OF THE PERSONNEL MANUAL.

NAME MASOOD AHMED ROOM NO. D-629

EXTENSION 7-3996 EXACT DATE OF YOUR RETURN \_\_\_\_\_

NATIONALITY PAKISTANI MISSION \_\_\_\_\_ LEAVE ☒

COUNTRY(S) VISITED United Kingdom Description of goods personal effects (clothing & china)

SHIPPED BY AIR

Name of Airline \_\_\_\_\_

Airway bill no. \_\_\_\_\_

Port of arrival \_\_\_\_\_

Customs entry I.T. no. \_\_\_\_\_  
(provided by airline)

Pieces/weight \_\_\_\_\_

SHIPPED BY SEA

Name of vessel \_\_\_\_\_

Bill of lading no. \_\_\_\_\_

Port of arrival \_\_\_\_\_

Pieces/weight \_\_\_\_\_

\*ACCOMPANIED AIR BAGGAGE

Airline Pan Am

Flight no. 107

Port of arrival Washington Dulles

HOME ADDRESS 4202 Embassy Park Drive NW

Washington DC 20016

REIMBURSEMENT AMOUNT REQUESTED 15.00  
(postage not included)

AIR PARCEL BY MAIL

Post Office branch \_\_\_\_\_

Mail entry no. \_\_\_\_\_

(must accompany this

DULLES Airport

015.00-

L 015.00:

THANK YOU

\*A 'Courtsey of Port' form is available from The Shipping Office. This form is to be filled out three weeks prior to your scheduled departure and returned to The Shipping Office. For more information please call The Shipping Office.

I hereby state that I took physical possession of the above item(s) and reimbursement is due to me.

Signature [Signature] Date 9/12/85

Please return to Shipping Office-- Room K-823 Extension 48141

REIMBURSEMENT FOR LESS THAN \$10.00 CANNOT BE PROCESSED.

THE WORLD BANK/INTERNATIONAL FINANCE CORPORATION  
**OFFICE MEMORANDUM**

DATE: September 3, 1985

TO: Distribution

FROM: Masood Ahmed, Acting Division Chief, EGYS1

EXT: 73996

SUBJECT: SYRIA: Energy Assessment - Green Cover Report

Attached is the above-mentioned report for your clearance. Please contact the author, Dale Gray, x75514 when it is cleared.

Attachment

Distribution:

Messrs. Hasan (EMNVP);  
Liebenthal, Pranich, Reekie (EMP);  
Hume, Bates (EGY).

Ms Rasmussen (EM2).

MAhmed:hm