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ENERGY POLICY PROJECT (EPP) MONTHLY PROGRESS REPORT

JANUARY 2012



January 2012

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USAID/PAKISTAN: ENERGY POLICY PROJECT (EPP)

Monthly Report: January 2012

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ACRONYMS

| | |
|-------|---|
| EPP | Energy Policy Program |
| GOP | Government of Pakistan |
| FARA | Fixed Amount Reimbursable Agreement |
| GENCO | Generation Companies |
| GE | General Electric |
| PSRP | Power Sector Reform Program |
| CASA | Central Asia South Asia |
| NPCC | National Power Control Center |
| PEPCO | The Pakistan Electric Power Company |
| EECR | Energy Efficiency, Conservation and Renewable Energy |
| PMO | Project Management Office |
| EW | Energy Wing |
| ECC | Economic Coordination Committee |
| AEAI | Advanced Engineering Associates International |
| LNG | Liquefied Natural Gas |
| FODP | Friends of Democratic Pakistan |
| IMF | International Monetary Fund |
| NEPRA | National Electric Power Regulatory Authority |
| IPP | Independent Power Producer |
| PPIB | Private Power Infrastructure Board |
| NTDC | National Transmission and Dispatch Company |
| PSRP | Power Sector Reforms Program |
| PDIP | Power Distribution and Improvement Program |
| DISCO | Distribution Company |
| CPPA | Central Power Purchasing Agency Limited |
| WAPDA | Water and Power Development Authority |
| DBDP | Diamer Basha Dam Project |
| KKH | Karakoram Highway |
| TUTAP | Turkmenistan, Uzbekistan, Tajikistan, Afghanistan, Pakistan |
| OGRA | Oil & Gas Regulatory Authority |
| AEDB | Alternate Energy Development Board |

PROGRAM OVERVIEW

USAID's Energy Policy Project (EPP) supports the jointly agreed upon interests of USAID and the GOP in power generation, transmission, and related policy reform activities. Current key activities include providing monitoring and implementation support to the following six signature energy projects, announced by the Secretary of State, Hillary Clinton:

- Four repair and maintenance projects (3 GENCOs and Tarbela. Total Funding \$68 million)
- Two multipurpose dam completion projects (Gomal Zam and Satpara, Total funding \$66 million)

These projects, when completed, will add more than 718 MW to Pakistan's generation capacity. As of November 2011, a total of 363 MW have been added to Pakistan's grid.

| Project | MW per FARA | Expected Gains | |
|--------------|---------------|----------------|------------------|
| | | Low | High |
| Muzaffargarh | 165 | 440 | 475 |
| Jamshoro | 95 | 120 | 150 |
| Guddu | 55 | 35 | 100 ¹ |
| Tarbela | 80 | 88 | 128 |
| Gomal Zam | 17.4 | 17.4 | 17.4 |
| Satpara | 17.66 | 17.66 | 17.66 |
| Total | 430.06 | 718.06 | 888.06 |

EPP is providing technical support for identifying and selecting new generation and transmission projects. Examples include TUTAP (Transmission Interconnection, under which power from Central Asian Republics (CAR) can be transmitted to Pakistan through Afghanistan), providing analytical support for projects such as Step I Due Diligence for Diامر Basha, Kurram Tangi, Warsak and Mangla Dam Projects and issues related to these candidate projects.

EPP is also supporting generation & transmission related studies and the policy reform activities assigned by USAID, development of GENCO and NTDC business plans, and developing policies/procedures for the National Power Control Center and advisory services at MWP and the Planning Commission (Energy Wing), Ministry of Finance, etc.

Staffing: Contractor's level of effort is comprised of 85% Pakistani and 15% international staff.

Location: All Provinces and Federally Administered Tribal Areas

Total USAID Funding: \$191.06 million (including \$10.9 million for consulting services)

¹ At the beginning of the EPP project, due diligence report on Guddu TPS indicated an expected increase of 55 MW in the production capacity. However, due to further de-rating of equipment the expected gain in production capacity of Guddu has increased to 100MW

PROJECT ACTIVITIES



COMPONENT I: PROJECT MONITORING & IMPLEMENTATION

EPP is monitoring the implementation of six Fixed Amount Reimbursable Agreement (FARA) projects, three existing thermal GENCO power plants (Muzaffargarh, Guddu and Jamshoro), one existing hydropower (Tarbela) and two new multipurpose dams (Gomal Zam and Satpara). EPP is also coordinating with the implementing partners to achieve timely progress and the processing of invoices for reimbursement to the GOP from USAID.

HYDROPOWER PLANTS

Rehabilitation of Tarbela Hydropower Plant under FARA:



Unit 1 Winding under replacement at Tarbela Powerhouse

A field visit was conducted by EPP to verify the completion of works and current status on replacement of Unit 1 windings. The replacement work is under progress and expected to be completed in February 2012. This will increase the existing capacity of 185 MWs by 10 MWs. After completion of Unit-1, replacement/installation of Unit 3 windings will start. Purchase orders for the remaining FARA items/equipment have been placed including seals, pumps, digital governors and SCADA system.

For ensuring environmental compliance to the USAID regulations and Government of Pakistan

protocols, EPP supported the development of an Environmental Mitigation and Monitoring Plan (EMMP) for the rehabilitation work under FARA. The EMMP was approved by the USAID Mission Environmental Officer and is being implemented by the WAPDA Environmental Cell.

Amendment-I of the Tarbela FARA, revised the completion date to December 31, 2012. Out of the \$16.5 million assistance amount committed for Tarbela, the total disbursement as of January 2012 is \$10,209,917.

Gomal Zam Multipurpose Dam under Activity Agreement:

The installation of transmission line towers is in progress; towers have been installed over a distance of 54 km (90 % completion achieved) starting from the Tank Grid station to the powerhouse. Main Dam and Spillway concrete and related works along with mechanical testing of dam fixtures are 100 % complete. Hydropower and Switchyard component is 97 % complete.

With the closure of the diversion tunnel and reservoir filling which started on March 30, 2011, the water level has gone up to 85 meters in the reservoir and by month end was 6 meters below the power intake level. The final testing and commissioning is dependent on reservoir filling which is expected in Jul-Aug 2012.

Amendment No. 1 to the Activity Agreement, revised the completion date to September 30, 2012. From the \$40 million assistance amount committed for Gomal Zam, the total disbursement as of January 2012 is \$36,589,000.

Satpara Multipurpose Dam under Activity Agreement:

As of January 2012, out of \$26 million assistance amount committed for Satpara, a total of \$21,485,700 has been paid to WAPDA.

Owing to severe weather conditions, work on the site was put on hold during the reporting period. Foreseeing a delay in the completion of works due to the weather, WAPDA has submitted a request for an extension in the completion date of phase I (irrigation system) from January 2012 to April 2012. The irrigation system is 99% complete.

Phase II of the work covering construction of power house 3 & 4 including civil, electrical and mechanical works is 53% complete and expected to be completed by April 2013.

From the \$ 26 million assistance amount committed for Satpara, the total disbursement as of January 2012 is \$21,485,700.

THERMAL POWER PLANTS

Rehabilitation of Muzaffargarh TPS under FARA:

Rehabilitation of boiler super heater tubes at Unit 1, 2 & 3' has been completed, adding 280MW of capacity. For the remaining FARA items delays are anticipated in the procurement process due to the GENCO's weak financial standing to pay on time through a letter of credit. EPP experts are working with USAID in redefining the reimbursement process and revising the FARA to facilitate the GENCO in making timely payments.

The Environmental Mitigation and Monitoring Plan (EMMP) was approved by the Mission Environmental Officer (MEO) on January 12 to ensure the project is environmentally compliant with GOP and USAID regulations, and is being implemented by the GENCO management.

Amendment No. 1 to the Activity Agreement, revised the completion date to November 30, 2012. From the \$15.193 million assistance amount committed for Muzaffargarh, the total disbursement as of January 2012 is \$4,872,500.

Rehabilitation of Jamshoro TPS under FARA:

Two FARA items (Air Pre-heater elements and seals at Unit-I and Autoburner Control System) have been replaced which added a total of 25 MW.

With the transfer of ownership of procurements to the GENCO delays are anticipated in the procurement process due to the GENCO's weak financial standing to pay on time through a letter of credit. EPP experts are working with USAID in redefining the reimbursement process and revising the FARA to facilitate the GENCO in making timely payments. Total disbursement as of January 2012 is \$ 1,375,000.

Rehabilitation of Guddu TPS under FARA:

After a series of negotiations with the GE on the upgrading of Block-I, one of the two 255-MW General Electric Combined Cycle Plants (CCP), the Guddu management is expected to reach a consensus with GE. A Purchase Order is likely to be placed in February 2012. The overhaul will increase the capacity of the plant by about 100 MW (higher than the earlier expected increase of 55 MW), improve its efficiency by about 3.4%, and improve the reliability of the system by upgrading the obsolete gas turbine and steam turbine control systems.

Due to the delays in reaching an agreement with GE on price, work could not start as per the FARA schedule. Therefore, the Guddu management requested an extension for one year. With USAID's approval the project completion date has been extended till November 2012.

To ensure Environmental Compliance with GOP and USAID regulations, EPP supported the developed of an Environmental Mitigation and Monitoring Plan (EMMP). The EMMP was approved by the Mission Environmental Officer and has been shared with the GENCO management for implementation

COMPONENT 2: POLICY AND REFORM

SUPPORT TO GOVERNANCE AND REFORM TEAM (GRT), MWP

EPP is supporting the Ministry of Water and Power implement the GOP's Power Sector Reform Program (PSRP) in generation, transmission, fuels, policy and finance. GRT support is jointly performed with the USAID funded Power Distribution Improvement Program (PDIP).

Policy:

EPP provided support to Ministry Officials in policy matters and also provided analytical support in the following matters:

- **Pakistan's Designated National Authority:**
 - **Background:** The CDM Cell is Pakistan's DNA, an organization critical to attracting carbon finance under the Clean Development Mechanism. The MoWP inherited the CDM cell upon the Ministry of Environment's dissolution. The Ministry of Environment's functions are regrouped under the Ministry of National Disaster Management and the MoWP requested to understand whether it was more beneficial if CDM cell is a part of its portfolio or the Ministry of National Disaster Management's.
 - **Challenge:** The MoWP, as with most GOP entities, has low absorptive capacity. Taking on new responsibilities will put a strain on the limited capacity of the Ministry and the CDM cell is critical to attracting financing for projects that otherwise might not be undertaken.
 - **Product:** EPP provided an analysis of the potential role of MoWP versus other GOP entities.
 - **Result:** Despite the considerable donor project funds available through the CDM, MoWP decided not to oppose the transfer of the CDM cell. This is important since non energy projects occupy an important and growing area of carbon finance and it will keep MoWP staff focused on the issues which are of importance to them.

- **Energy Efficiency (18th Amendment):**
 - **Background:** As a result of the 18th Amendment Electricity is now a concurrent subject and Energy Efficiency (EE) is regarded as a matter for the Council of Common Interests (CCI). EE has long been neglected by the GOP and all analyses and reports have recommended that EE can only be effective if based on an Act of Parliament. After a very long time in the making, a draft bill was presented to Parliament and then moved to the Council of Common Interests.
 - **Challenge:** While some aspects of EE will fall under the CCI, not all do and the GOP needs to move now on energy efficiency given the state of the economy and the current energy deficit; waiting for the CCI decision would be costly.
 - **Product:** EPP was tasked with providing the MoWP policy advice on areas where the Federal Government could legitimately move forward in EE, building a base for the passage of the Draft Bill. EPP developed a list of options that will help to set the GOP on a course for EE now.
 - **Result:** MoWP is moving forward in areas which are under its domain without CCI concurrence such as standards. This includes the staffing and strengthening of ENERCON, new Energy Saving TIPS and moving aggressively in other areas. This will signal to all, including donors, that the GOP is serious about Energy Efficiency.

- **Energy Efficiency (Institutional Strengthening/Capacity Building):**

- **Background:** Energy Efficiency (EE) has long been neglected by the GOP. A draft bill has been moved to the Council of Common Interests and the GOP is moving to make ENERCON the foundation of the APEX EE body.
- **Challenge:** ENERCON has lacked significant government support and remained mostly a project driven entity. The ENERCON management has been unsuccessful in staffing the sanctioned positions. Of the eight sanctioned technical positions, only one of them is filled and that even on deportation. The condition and, therefore the challenges, are best summarized by a recent report: *“ENERCON had essentially become a project implementation agency with only skeletal resources dependent almost entirely on donor funded initiatives such as, those described below for its financial needs and technical activities. This situation persists largely unchanged to the present day. A lack of sustained political support has therefore led to a situation in Pakistan where almost all EE&EC relevant materials prepared and institutional capacity developed during the initial period of activity in the '80s has lost its validity due to lack of maintenance and periodic updating. Moreover, valuable skills, experience and lessons learned have been allowed to dissipate to a large extent and will now need to be reconstructed.”*
The challenge is to begin staffing ENERCON and moving beyond a purely project driven organization while at the same time developing an organizational blue print for the new APEX EE body and an organizational transformation plan.
- **Product:** EPP has provided a series of first steps to rebuild ENERCON.
- **Result:** MoWP has agreed to recruit internally for ENERCON as MoWP/WAPDA/PEPCO/DISCO employees can be transferred without any higher approvals. The case has been presented to the Secretary for approval. ENERCON management has requested EPP to conduct an organizational assessment, develop a blueprint including position descriptions and recruitment plan, funding sources, and then upon approval to develop the organizational transformation plan.

- **Improving Energy Supply:**

- **Background:** Economic dispatch is an important tool for Pakistan and a requirement of the Power Purchase Agreements. It has not been instituted very often for a variety of reasons. Even a limited form of economic dispatch can improve the situation and reduce cost.
- **Challenge:** Fuel supply curtailment, lack of maintenance and lack of proper planning tools and skilled staff at NPCC to implement an economic dispatch program.
- **Product:** EPP is undertaking an analysis of the NPCC procedures, developing a gap analysis of what is required for economic dispatch and developing standard operating procedures.
- **Result:** To date, the Minister has approved the work, given it priority and data has been requested from the NPCC.

Finance:

- **Power Sector Analysis**

- **Background:** The current government has been working in the energy sector since 2008. As the tenure of this government is completed, the Prime Minister had requested the MWP to submit its major achievements and accomplishments to date.
- **Challenge:** MWP has various organizations that work under it. Data and information was gathered from each department to quantify the accomplishments made in the past four years. The data needed to be consolidated and provided in a summary to be forwarded.
- **Product:** EPP received data from the relevant departments under MWP. A report was provided to the Additional Secretary which included an executive summary, major issues/constraints and the achievements to date.
- **Result:** A final document the requisite information has been shared with the AS. This summary will then be sent onwards to the Minister Water and Power.

² Gap Analysis on Energy Efficiency Institutional Arrangements in Pakistan, UNESCAP, 2010.

- **Power Sector Issues**

- **Background:** The current government has been working in the energy sector since 2008. A presentation by the Secretary on the current state of the Energy Sector is to be made in February 2012. The Additional Secretary had requested EPP to prepare a draft presentation on this issue.
- **Challenge:** MoWP has faced various issues in the energy sector. An overview of all the achievements in the sector needs to be quantified.
- **Product:** EPP received data from the AS pertaining to the energy sector. A draft presentation has been prepared which focuses on the water sector and the power sector, along with a future vision.
- **Result:** A draft presentation has been provided to the Additional Secretary for review.

- **Analysis of Power Generation Data**

The power generation data of IPPs and GENCOs for the month of December 2011 was analyzed with an emphasis on:

- Implementation of Economic Dispatch Policy
- Availability of Fuel for Power Supply
- Un-utilized capacity.

- **Analysis of HESCO Financial Accounts**

The EPP team visited Hyderabad and held meeting with Hyderabad Electric Supply Company (HESCO) management regarding their Financial Accounts for the year 2010-11. An analysis of HESCO's Financial Accounts for the year 2010-11 was prepared for onward submission to the Secretary Finance.

- **Audit of DISCOs Subsidies**

Assisted the Ministry of Finance in preparing the initial draft of Terms of Reference for hiring services of consultancy firm to conduct the audit of the subsidies claimed by the distribution companies pertaining to year 2004-05 to 2008-09.

- **ECC Summary**

EPP provided support in preparation of the summary seeking ECC approval for issuing of Sovereign Guarantee by Ministry of Finance in respect of Terms Finance Facility amounting to Rs.160 billion being arranged to partially resolve the Circular Debt problem. Assistance was also given to the Corporate Finance Wing, Ministry of Finance in preparing comments on the summaries on Power Sector issues to be considered for policy decisions.

Transmission:

- First draft of the Standard Operating Procedures (SOP) for National Power Control Center (NPCC) is 97% complete. The SOP for SCADA & Communication remains open since this can only be completed during initial commissioning. The internal review process of the drafted SOPs continued during November; the first 15 out of 25 SOPs are completed and NPCC/NTDC comments have been incorporate; review of the remaining SOPs is under process.
- EPP is also developing a contingency plan for NPCC which will act as the backup procedures in the wake of an emergency. The first draft of the plan is now 80% completed and is scheduled to be submitted to NPCC/NTDC by March 2012.
- Induction Training Manual (Orientation & Operations) for NPCC's new recruits and the existing operators is being developed. The first draft is expected to be ready by February 2012. -
- Provided technical assistance to EPP's team working on NTDC business plan.
- EPP technical team collected and analyzed data for the 132 kV grid system.
- The initial Data assessment been shared with the Power Planning Cell, NTDC for review.
- Data collection from NPCC for the Economical Dispatch Evaluation Assessment continued during the reporting month.

- EPP compiled a study on the 500 KV Grid Station at Rawat and allied transmission network.

Import of Power:

- The TUTAP –CASA concept explores the possibility of combining CASA 1000 concept with emerging opportunities (TUTAP Concept) into a single project with much higher benefits, lower costs, and quicker implementation. Serving primarily thermal power, TUTAP-CASA would be able to deliver year-round. If implemented, the TUTAP-CASA project will require synchronization of Pakistan grid with the Asian grid. USAID approval is awaited on the TUTAP-CASA project for further action

SUPPORT TO PLANNING COMMISSION

EPP provided support to the Planning Commission in the following matters:

Hydrocarbons:

- **ECC summaries:** EPP provided support to Energy Wing in reviewing proposals for ECC approval and preparation of Briefs and comments:
 - LPG Air mix for gas utilities.
 - Financing gas infrastructure development by gas utilities.
 - Draft petroleum exploration and production policy 2012.
 - Draft renewable energy policy.
 - Gas allocation to Engro.
- **Natural Gas Efficiency Project - WB Assistance:** EPP held a discussion with Member Energy and provided comments.
- **Energy sector crisis - issues and reforms - way forward:** EPP drafted a presentation on the issues, reforms and way forward in the energy sector (power, coal, oil and gas, renewable energy, energy conservation policy, and institutional). This was shared with the senior staff of the Planning Commission.
- **Energy Wing Re-organization:** EPP prepared a proposal for re-organization and improvements in the internal working of Energy Wing
- **RFO for power generation:** A summary covering RFO consumption for the power sector (based on installed and usable capacity), actual consumption, local production and imports was prepared.
- **Energy Modeling Workshop:** EPP participated in the workshop organized by the Planning Commission and discussed the scope of USAID technical assistance
- **LNG imports:** EPP along with USAID and MPNR participated in a meeting on LNG. During the meeting the options for USAID assistance were reviewed. A formal request made by MPNR to USAID for providing technical assistance in the LNG sector by assigning LNG experts to be part of a proposed LNG cell in order to expedite the stalled projects.
- Provided support to Energy Wing in the preparation of briefs and comments on ECC summaries, namely gas load management, ban on import of CNG kits and cylinders.
- **Shale Gas:** Followed up on the letter from MPNR to USAID regarding USAID support for Shale gas (policy and technology experts).

IT Support:

- Prepared comments of Natural Gas Efficiency Project Re-Lending terms of World Bank to the SSGC and SNGPL and on Working Papers for the 90th Board Meeting of PPIB.
- Drafted comments on Natural Gas Load Management Program suggesting steps for SNGPL and SSGC to overcome the gas shortages in the country.

- Created a brief on the construction of 132 KV grid station (GIS indoor type) and its source and feeding 132 KV transmission line for New Benazir Bhutto International Air Port (NBBIA) Islamabad
- Drafted a note on Subsidy provided to domestic sector on power charges.
- Compiled a list of immediate steps for alleviation of the energy crisis
- Updated and finalizing a brief on LNG Import in Pakistan and pricing.
- Drafted a note Power Sector Tariff Restructuring

COORDINATION, CAPACITY BUILDING & GENERAL SUPPORT SERVICES TO USAID

Training

The Power System Analysis Training Program (using PSS/E) was launched by EPP at the Planning Department, NTDC Lahore. The program comprised of two modules: Beginners and Advanced Level.

Under the Beginners Level Course, two week training (Jan 9-27, 2012) was imparted on the use of PSS/E (Power System Simulation for Engineering) a modern power planning and analytical tool in analyzing and proposing problems for removing bottlenecks in the transmission system, such as overloading of transmission lines and transformers, low voltage profiles and system losses. Fifteen newly recruited engineers, fourteen male and one female were provided training under the Beginners Module.



Power sector entities engineers at the Beginners Training Course on Power System Analysis

The Advanced Level Training course began on January 30, 2012 and will continue for three weeks. A total of seventeen engineers are enrolled in the course.

EPP held meeting with stakeholders from both public & private sector - academia, industry, students, career centers and energy sector entities and discussions held on the Internship Program, placement of interns and curriculum. Meetings were held with:

- Vice Chancellor, Bahauddin Zakaria University, Multan
- Vice Chancellor, Islamia University Bahawalpur
- President, Bahawalpur Chamber of Commerce
- Vice President, Multan Chamber of Commerce.
- Director, TEVTA, Rawalpindi

Coordination & General Support Services to USAID

- Worked in the preparation of the “CONTRACTOR PERFORMANCE REPORT - SHORT FORM”.
- EPP provided support and research to the Acting Director, USAID for a write-up on evaluation of energy market in Pakistan.

NTDC BUSINESS PLAN

A collaborative approach was adopted in finalizing the Business Plan NTDC senior managers (COO of CPPA, GM Planning, and others) provided detailed commentary and met several times with EPP staff members to discuss the documents and incorporate NTDC’s feedback and recommendations.

As a result of interaction with EPP, Planning Department of NTDC overhauled its technical assessment and its near-term capital program. Also in areas of HR, managing the 132 kV networks,

and with regard to CPPA, many changes were requested by NTDC. NTDC requested additional in-depth technical assistance in performance audits, benchmarking, and learning about best practices applicable to NTDC.

Additional more detailed analysis was carried out on tariffs and subsidies that impact the Circular Debt held on NTDC's balance sheet. EPP staff met with Mr. Arshad Mahmood, Advisor MWP, who is a key person at MWP to review subsidies claimed by DISCOs. An initial analysis was done by EPP that indicates that the tariff differential subsidy is at least Rs. 350 billion not counting subsidy to KESC.

The NTDC Business Plan will be shared with USAID for review next month. It contains specific Improvement Plans that may be flexibly integrated with USAID programs depending on the strategic directions finalized.

COMPONENT 3: NEW PROJECTS, PLANNING & DEVELOPMENT

During the month, EPP provided advice and assistance to USAID Energy Office in identifying activities and developing budget estimates for hydropower plants and projects that are being discussed by USAID with WAPDA. Briefs and financial data was provided upon USAID's request to describe WAPDA requirements and related budget estimates for needs at different projects in next 6, 12, 18 and 24 months scenarios.

EPP provided support to USAID Mission seeking approval for use of 2011 funds for WAPDA hydropower projects under consideration. Several descriptive papers with summary, background, justification and issues showing possible activities and funding levels were drafted for the works to be done at Kurram Tangi and Jinnah projects and the Mangla and Warsak hydropower stations in preparation for USAID Mission submissions to USAID Washington.

EPP assisted Mr. J. Morgan, Director Program, USAID, in meeting with Mr. Shakil Durrani, Chairman WAPDA, on 18 January 2012. Discussions were held on WAPDA request for funding assistance to Diamer Basha, Kurram Tangi, Mangla, Warsak and Jinnah hydropower projects.

ADMINISTRATION/MANAGEMENT: SUPPORT TO EPP

Administration is structured to support on-going and planned project activities while ensuring contractual compliance. Administration encompasses the following functions: Accounting/Finance, Human Resources, Procurement, Contracts, Logistics and Communications. In implementing these functions, processes and policies are developed to ensure uniformity of efforts.

Accounting/Finance

Miscellaneous payments have been made to the vendors during this month. Payroll and financial reconciliations completed.

Human Resources

One technical staff member was added during this month – Financial Advisor

Procurement

Procured office equipment/supplies, security equipment, and services to support operations.

Logistics

22 Trips (arrangements, Per Diem & documentation).

IT

Trouble shooting IT equipment in office and for operations at ministries; all related matters have been solved during this month. Up gradation of CCTV system with 16 channel DVR and five new night vision outdoor cameras.