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# USAID ENERGY POLICY PROGRAM QUARTERLY PROGRESS REPORT January – March 2015



April 2015

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# USAID ENERGY POLICY PROGRAM

## QUARTERLY PROGRESS REPORT

January – March 2015

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# ACRONYMS

AEAI	Advanced Engineering Associates International, Inc.
CPPA	Central Power Purchasing Authority
DGPC	Director General Petroleum Concessions
DISCO	Distribution Company
EETPL	Engro Elengy Terminal Pakistan, Ltd.
EPP	Energy Policy Program
E&P	Exploration and Production
EMMP	Environmental Mitigation and Monitoring Plan
ENR	USAID Office of Energy
FMBS	Full Mission Bridge Simulation
FSRU	Floating Storage and Regasification Unit
G2G	Government to Government
GENCO	Generation Company
GOP	Government of Pakistan
JPCL	Jamshoro Power Company Limited
kV	Kilovolts
LEAP	Long-Range Energy Alternatives Planning System
LNG	Liquefied Natural Gas
LSA	LNG Services Agreement
MPNR	Ministry of Petroleum and Natural Resources
MW	Megawatt
MWP	Ministry of Water and Power
NEPRA	National Electric Power Regulatory Authority
NPCC	National Power Control Center
NTC	National Telecommunication Corporation
NPCL	Northern Power Generation Company Ltd.
NTDC	National Transmission and Despatch Company Ltd.
PESCO	Peshawar Electricity Supply Company
PIL	Project Implementation Letter
PowerSIM	Power Sector Integrated Model
PPA	Power Purchase Agreement
PQA	Port Qasim Authority
PSO	Pakistan State Oil Company
SAN	Storage Area Network
SCADA	Supervisory Control and Data Acquisition
SPA	Sales Purchase Agreement
USAID	United States Agency for International Development
WAPDA	Water and Power Development Authority

# EXECUTIVE SUMMARY

This Energy Policy Program (EPP) Quarterly Progress Report covers the period from January 1 through March 31, 2015. Highlights and achievements during this reporting period are summarized for each of the four program components. Success stories on how secure energy meters are reducing energy costs and new towers are reviving small businesses are given in Annex I and II. Annex III provides a detailed listing of all key meetings held during the quarter.

**Component I: Monitoring and Support of Project Implementation.** During the quarter, \$700,000 was disbursed to the Government of Pakistan for Tarbela Hydropower Plant Rehabilitation Project Phase I and Muzaffargarh Thermal Power Station Rehabilitation Project for a total of \$152.19 million as of March 2015. USAID approved government to government project extensions until July 2015 for the first phase of Tarbela, Muzaffargarh, Jamshoro, and Guddu power plants to complete remaining equipment installation. USAID initiated the signing of the Project Implementation Letter for the second phase of the Tarbela Hydropower Plant rehabilitation, which will result in an additional 20 MW of power. EPP facilitated USAID energy office site visits to Muzaffargarh and Jamshoro.

**Component II: Policy Support.** The National Transmission and Despatch Company (NTDC) performance contract was submitted to the respective boards of directors for NTDC and the Ministry of Water and Power for approval. EPP continued providing support to the Government of Pakistan team for concluding the LNG Sales Purchase Agreement with Qatargas in March. EPP assisted with negotiations in Doha, Qatar during March 11-12 and provided support in Islamabad March 13-27 for drafting the LNG Sales Purchase Agreement with Qatargas; further negotiations are expected to begin on April 1 in Doha. EPP finalized various Direct and Option Agreements under the LNG Services Agreement Conditions Subsequent in March. The following agreements have now been signed and executed: (1) Floating Storage and Regasification Unit Option Agreement; (2) Fixed Assets Option Agreement; (3) Engo Vopak Terminal Ltd., Support Services Direct Agreement; and (4) Floating Storage and Regasification Unit Charter Direct Agreement.

**Component III: Selection, Planning, and Design of New Projects.** A bid for plant construction, canals, and works at Kaitu Weir was received after three advertisement rounds; if awarded, work can begin by July 2015.

**Component IV: New Activities.** EPP completed the installation of 129 cooling fans for PESCO with 68.43 MW of throughput capacity, which is in addition to the first phase of 348 cooling fans that provided of 192.1 MW throughput capacity. EPP completed the installation and final testing of the capacitor bank and 132 kV circuit breakers at the 132 kV Tall Grid Station, which resulted in 20.1 MW made available to meet power sector demand at Mardan in Khyber Pakhtunkhwa Province. Fifteen priority tower repairs were completed for PESCO during the second quarter, and EPP is working with its contractor to finalize remaining minor issues. Remaining issues at PESCO include the need to finalize procurement for the oil purification plant and management response to the audit report. EPP completed the comprehensive audit report for all 45 NTDC grid stations and submitted the report to the Managing Director and the NTDC Board Chairman. The report proposes steps necessary for carrying out both preventive and corrective maintenance and also recommends infrastructure upgrading and augmentation.

**Program Activities.** A gender assessment report was completed and sent to USAID for final approval. EPP sponsored a forum on gender issues in Pakistan's energy sector held on March 19 with participants from NTDC Planning Department, Air University, NTDC Hyderabad, and Ghazi Barotha Power Station taking part. The discussion, which was broadcast on FM 101, focused on interventions being undertaken by USAID/EPP across all four provinces aimed at reforming the power sector. The live-line training and refresher courses were underway after more than a one-year delay. Linemen were trained in safe practices for handling live-line repair equipment.

# COMPONENT I: PROJECT MONITORING AND IMPLEMENTATION

EPP continued monitoring and implementation of government-to-government (G2G) activities for hydro and thermal power plant projects. Project results are summarized in **Table I** below:

**Table I: Results Achieved through G2G Projects**

Projects	USG Funding (\$ Million)	Paid (\$ Million)	Completion Date	MW Gains/Benefits	
				Target	Achieved (Mar. 31, 2015)
Tarbela (Phase I)	16.50	14.25	12/31/15	128.0 MW	128.0 MW
Jamshoro	19.32	19.32	7/31/15	150.0 MW	270.0 MW
Guddu	19.12	18.91	7/31/15	75.0 MW	80.0 MW
Muzaffargarh	15.77	15.71	7/31/15	475.0 MW	500.0 MW
Gomal Zam	45.00	45.00	Completed	17.4 MW	17.4 MW
Satpara	26.00	26.00	Completed	17.6 MW	17.6 MW
Mangla	150.00	13.00	12/31/17	90 MW	In progress
Tarbela (Phase II)	25.00	PIL underway	12/31/16	20 MW	In progress
<b>Total</b>	<b>316.71</b>	<b>152.19</b>		<b>973 MW</b>	<b>1013 MW</b>

## REHABILITATION OF TARBELA HYDROPOWER PLANT

**Phase-I.** Following USAID's extension of Tarbela Phase I through December 2015, EPP visited Tarbela for inspection and certification of the digital governors (\$300,000 claim) in February and to expedite the procurement and installation of remaining equipment including rotor poles in March. During the quarter, EPP conducted an environmental monitoring and audit report to ensure compliance with the Environmental Mitigation and Monitoring Plan (EMMP), which was submitted to USAID.

EPP also supported the Water and Power Development Authority (WAPDA) in processing a tax exemption request for the Supervisory Control and Data Acquisition (SCADA) system to improve reliability and sustainability of the power station.

**Phase-II.** EPP continued to support Tarbela and USAID in completing the Project Implementation Letter (PIL) and opening of the assignment account to comply with Activity Agreement conditions. Once the PIL is signed, Tarbela will be able to fully install the generator surface air coolers for units 1- 4 and 11-14 and the static exciter for units 5 and 6; after inspection this will result in a \$3.1 million disbursement. In March, EPP provided USAID with the revised payment schedule to finalize the PIL.

## MANGLA DAM REHABILITATION PROJECT

Due to bid security issues, WAPDA decided in December 2014 to cancel the tender for turbines and generators to be rehabilitated for units 5 and 6. The G2G activity is still required to be completed by December 2017 per the Activity Agreement, and EPP is working with WAPDA to agree a fast-track schedule with a selected vendor. The project will add 90 MW to the national power grid through the refurbishment and upgrading of units 5 and 6 of the power plant.

## SATPARA MULTIPURPOSE DAM COMPLETION PROJECT

In February and March, EPP provided support to USAID/Office of Energy on responding to audit queries conducted by the Office of Inspector General. EPP completed work with the Satpara Project in December 2013.

## MUZAFFARGARH THERMAL POWER STATION REHABILITATION PROJECT

EPP provided support in the extension of Muzaffargarh's Activity Agreement until July 2015 for the installation of remaining equipment. EPP certified the upgrading and rehabilitation of the turbine auto-governing system; digital electro-hydraulic system; data acquisition system; and boiler and turbine auto-regulation systems with distributed control systems (\$404,700 claim). EPP also provided support to USAID on responding to queries regarding Fuel Oil Additive, which was procured and utilized at Jamshoro and Muzaffargarh Power Stations.

In February, EPP updated USAID on a fire incident in unit 4 of the plant. Damages were approximately \$24,000 and repair work on the unit is underway to recover the 270 MW. In March, EPP facilitated USAID in visiting the Muzaffargarh Thermal Power Station for review of the overall plant operations.

## JAMSHORO THERMAL POWER STATION REHABILITATION PROJECT

USAID approved an Activity Agreement extension through July 2015 to complete the procurement and installation of equipment. EPP anticipates that Jamshoro will receive materials by June 2015; however, installation will likely go past the July deadline. In March, EPP provided support to USAID during a visit to Jamshoro Power Station to view the rehabilitation. EPP continued to support Jamshoro in filing a tariff petition to the National Electric Power Regulatory Authority (NEPRA). As a result of USAID involvement, the rehabilitation of Jamshoro added 270 MW to the national grid.



Arrival of Director Energy USAID at Jamshoro Power Plant



Briefing by Chief Executive Officer of Jamshoro Power Plant

## GUDDU THERMAL POWER STATION REHABILITATION PROJECT

The Activity Agreement for the extension of Guddu G2G activities was approved by USAID in February. Approximately 95% of the equipment has been procured and installed and the extension will allow for support until July 2015. The heat-rate tests were conducted in February at turbine-7, gas turbine-8, and steam turbine-5. The report is under preparation and will be submitted to USAID next quarter.

## COMPONENT 2: POLICY AND REFORM

### SUPPORT TO MINISTRY OF WATER AND POWER

During the quarter, EPP met with Ministry of Water and Power (MWP) Additional Secretary and Joint Secretary, Policy to discuss the on-going and proposed activities with the Ministry. In addition, an introductory meeting was held with Secretary, Water and Power to provide an overview of the program. The major activities undertaken during the quarter are described below:

**NTDC Performance Contract.** In February, EPP submitted the final performance contract to MWP and National and Transmission Despatch Company (NTDC) for Board of Directors' signature and approval. EPP is awaiting final approval and will move forward accordingly. The contract outlines performance evaluation parameters based on commercial, financial, human resource, and corporate management categories.

**WAPDA-NTDC Power Purchase Agreement.** EPP completed work on the development of a new Power Purchase Agreement (PPA) between WAPDA and NTDC that would allow for the separation of the Central Power Purchasing Authority (CPPA).

**Generation Company Performance Contract.** At the end of January, EPP submitted final contracts to MWP after drafting with the individual generation companies (GENCOs) and GENCO Holding Company. These performance contracts set targets and established key performance indicators for MWP to monitor the GENCOs.

**JPCL Power Purchase Agreement.** EPP continues to work closely with Jamshoro Power Company Ltd. (JPCL) and MWP in development of the PPA to be signed between CPPA and JPCL. Based on the request from MWP, EPP has prepared a revised PPA that would recognize the complete legal removal of CPPA from within NTDC. The EPP team has hired a consultant to work with JPCL to determine precisely what is required by JPCL to operate and meet the conditions set forth in the PPA. During the next quarter, EPP will continue to work with stakeholders to finalize this document.

**NPCL Power Purchase Agreement.** During March, EPP continued working closely with MWP in development of the PPA for Northern Power Generation Company Ltd. (NPCL), which is modelled after the JPCL Agreement. A draft has been shared with MWP and EPP will revise the PPA based on feedback from stakeholders in the coming quarter.

**JPCL Fuel Supply Agreement.** EPP started to develop a Fuel Supply Agreement (FSA) between JPCL and Pakistan State Oil Company (PSO) in February 2015. Efforts will continue to develop the FSA in the coming quarter.

**Energy Efficiency and Conservation Bill, 2014.** MWP requested EPP comments on the Bill before it is put to Parliament for enactment. EPP previously provided advice on the development of the Energy Efficiency Act.

**Electricity Act, 2013.** MWP prepared a draft of the Electricity Bill to be circulated for stakeholder consultation. EPP provided assistance to MWP for revising the Bill to reflect Pakistan's electricity sector, rather than the Indian sector from which the Bill was developed. EPP anticipates sending comments to MWP in the next quarter.

**Circular Debt Paper.** In February, the EPP team submitted a draft of an internal paper describing short-term solutions to significantly reduce circular debt to MWP. EPP is awaiting feedback from MWP.

**NTDC Transmission License.** At the request of MWP, EPP developed a revised draft license that would recognize the removal of CPPA from NTDC. The recommendations for MWP will be submitted in the next quarter.

## SUPPORT TO NATIONAL TRANSMISSION AND DESPATCH COMPANY

**NTDC Human Resources Review.** EPP continued to provide support to NTDC during the review of proposals for human resources services vendors for the Organizational Transformation and Restructuring Program. NTDC completed technical bid reviews in late February and selection is expected to be completed early next quarter.

**NTDC Strategic Business Plan.** EPP team continued to work closely with Senior Management and the Board of NTDC to develop a Strategic Plan. EPP held meetings with individual departments and the Board of Directors throughout the quarter to populate sections of the Strategic Plan. A draft will be presented at the NTDC Board Planning Committee in April.

## SUPPORT TO MINISTRY OF PLANNING AND DEVELOPMENT

**PowerSIM Training.** In January, EPP conducted a series of on-site training sessions for three officials of the Energy Wing for the Power Sector Integrated Model (PowerSIM). The Energy Wing continues to use PowerSIM to run policy scenarios in the energy sector and improve analysis capabilities.

**Implementation of E-Governance.** EPP continued to work with the Energy Wing on the implementation process for the computer-based office system known as E-Governance. EPP initiated assessment of the Local Area Network (LAN) at Energy Wing with support from technical staff. Network connections will be provided to all computer systems and officials at Energy Wing as a primary step for implementation of E-Governance. EPP continued working with National Telecommunication Corporation (NTC) and Ministry of IT for fiber connectivity. The Ministry of IT has confirmed availability of funds for this project, and EPP will assist in the implementation process.

**Eleventh Five-Year Energy Plan, 2013-18.** EPP continued extending support to the Energy Wing on development of the 11th Five-Year Energy Plan. EPP's major contribution is through use of PowerSIM forecasting and recommendations to the Energy Wing staff concerning logic, consistency, and flow. In March, EPP's comments were finalized and forwarded to the Chief Economist, Planning Commission to be included in the Five-Year Economic Plan for 2013-18.

**Long-Range Energy Alternatives Planning System.** EPP continued developing the energy reference system for Pakistan's power sector in the Long-Range Energy Alternatives Planning (LEAP) System. In February, EPP gathered demand data input for the model. The database is in development phase and once complete the model will serve as a tool for energy analysis and long-term planning.

**Policy Analysis and Planning.** EPP assisted Member Energy in preparing a presentation on Emerging Energy Scenario: Issues and Challenges. In addition, EPP provided support to the Planning Commission in organizing a roundtable conference on Geographical Information Systems (GIS). The conference will include participation from various public and private sector entities. EPP also provided policy support by updating the power supply demand scenario and shortfall in the NTDC system based on daily data received from the National Power Control Center (NPCC).

## SUPPORT TO MINISTRY OF FINANCE

During the quarter, EPP advised the Ministry of Finance (MOF) and provided professional support and prepared comments for the Corporate Finance Wing regarding the following items:

- Draft Power Generation Policy 2015 submitted to MWP;
- NEPRA Equalization Surcharge Case to Lahore High Court;
- Amendment in Pakistan Petroleum Production Rules 1949 to Ministry of Petroleum and Natural Resources (MPNR) for the grant extension in the existing leases;
- Energy Purchase Agreement and draft Implementation Agreement for Biomass Base Projects on IPP mode;
- Import of Liquefied Natural Gas (LNG) through G2G contracts for the Economic Coordination Committee;

- Draft Supplemental Agreement proposed by MPNR for revised pricing mechanism for old gas fields;
- Secretary briefing for PESCO subsidy claims for 2012-2015;
- Required funding for Neelum Jehlum Hydel project to be sent to MWP;
- DISCO Power Purchase Agreement from on-site IPPs based on interim gas supply for MWP at guarantee for opening a standby letter for credit;
- Azad Jammu and Kashmir provincial government outstanding electricity dues to IESCO, PESCO, and GEPCO presented to Supreme Court; and
- Gas Supply Financial Impact for PSO to GENCOs and IPPs.

## SUPPORT TO MINISTRY OF PETROLEUM AND NATURAL RESOURCES

### Liquefied Natural Gas Imports

**Liquefied Natural Gas Procurement.** EPP continued providing support to the Government of Pakistan (GOP) team for concluding the LNG Sales Purchase Agreement (SPA) with Qatargas in March. This included assisting the GOP team in SPA negotiations for LNG with Qatargas in Doha, Qatar from March 11-12 and providing support in Islamabad from March 13-27 for drafting LNG SPA with Qatargas. Another round of negotiations is scheduled to begin on April 1 in Doha.

EPP finalized various Direct and Option Agreements under the LNG Services Agreement (LSA) Conditions Subsequent in March. The following agreements have now been signed and executed:

1. FSRU Option Agreement
2. Fixed Assets Option Agreement
3. Engo Vopak Terminal Support Services Direct Agreement
4. FSRU Charter Direct Agreement

Additionally, EPP made presentations via telecommunications to the GOP LNG Price Negotiations Committee on March 10 and March 20. EPP also supported the GOP team in finalizing modalities for arranging the commissioning cargo for the LNG Terminal. The confirmation notice for procuring the commissioning cargo was signed by PSO with Qatargas on March 18. EPP supports the GOP in the *tripartite* agreement among PSO, SSGCL, and SNGPL. EPP anticipates activities in LNG import to be completed in the coming quarter.

**Support to Port Qasim Authority (PQA).** In February, EPP facilitated a Full Mission Bridge Simulation (FMBS) study at Siptort21 facilities in Madrid, Spain. A detailed report on the simulation results of bringing in the Q-Flex ship and other smaller vessels to the EETPL LNG Terminal at PQA was submitted by Siptort21. The report has been forwarded to PQA for review and consideration.

EPP continued its assistance to PQA in closing the items pertaining to PQA on the Action Items Register prepared by Qatargas. The register included 92 port-related items needing resolution by the stakeholders. A response to Qatargas was drafted regarding the open items following the due diligence meetings held in March.

EPP reviewed the Equipment Tests and Acceptance Tests Protocol under the LSA and submitted its comments, which were forwarded to Sui Southern Gas Company Ltd. Additionally, EPP developed the LNG Port Regulations and Port Tariff for LNG vessels calling at PQA, which was submitted to PQA.

### Shale Gas

**Sample Testing.** EPP revised the progress of testing and evaluation work under Milestone-4A. LMKR indicated that testing of samples was in progress and would be followed by petro-physical analysis and mapping; a report is scheduled to be completed by mid-April.

**Financial Model.** EPP drafted a proposed financial model for the determination of production costs for shale gas exploitation. A draft report is expected in the next quarter.

**Policy Framework.** Technical evaluation of proposals submitted against the RFP for shale gas policy and regulatory framework formulation was completed and a short list bidders established in March.

**Lower Goru Formation.** The Directorate General Petroleum Concessions (DGPC) requested additional information for the potential of individual shale gas units in the Lower Goru formation; however, EPP noted that the additional area was outside of the current scope of work and could not be considered at this stage.

## Upstream Oil and Gas

**Implementation Unit.** EPP successfully hired a legal expert to help DGPC to process gas policy conversions as a result of the approved model supplemental agreement. EPP was not able to hire a commercial expert successfully due to lack of suitable candidates.

**Onshore Model Supplemental Agreement.** Necessary action was initiated by EPP to undertake preliminary work to collect the relevant data from DGPC files related to the options exercised by exploration and production (E&P) companies. Upon DGPC request, the concerned E&P companies started the submission of draft Supplemental Agreements for consideration of the GOP. The documents received are under review for finalization.

**Offshore Model Supplemental Agreement.** EPP is awaiting DGPC's action in convening a meeting to discuss the Offshore Model Supplemental Agreement for conversion of policies.

**DGPC Support.** Several meetings were held with DGPC to discuss the draft standard operating procedures related to the working of DGPC office for applications dealing with various regulatory requirements. Input of DGPC officers has been received and the modified SOPs are being prepared.

**18<sup>th</sup> Constitutional Amendment.** EPP presented to DGPC on the impact of 18<sup>th</sup> Constitutional Amendment regarding the ownership and regulation of petroleum rights between the federal and provincial governments. Comments of DGPC on the report are still awaited and the report will be completed in the coming quarter.

## COMPONENT 3: NEW PROJECTS, PLANNING, AND DEVELOPMENT

### KURRAM TANGI/KAITU WEIR PROJECT

Following the third open advertisement, a bid was finally received for the construction of the Kaitu Weir canals and power house. The sole bid, which was opened as scheduled on March 25, was received from the consortium of Descon Engineering and FWO. The bid is to be evaluated by WAPDA consultants, Mott MacDonald. If the bid is accepted, work could start as soon as July 2015.

Prior to bidding, WAPDA General Manager, North and the Project Director for Kaitu Weir, supported by their Consultants from Mott MacDonald, briefed the Deputy Director, USAID/Peshawar Office, Program Director, USAID/Islamabad, USAID Mission (A) Environmental Officer, representative from USAID Finance Office, and others from USAID on activities, status, and plans for the project. USAID is working with WAPDA to identify eligible costs of works and develop project construction schedules to draft a completion milestone and associated payment plan for the proposed \$81 million indicated by USAID for the almost \$130 million project. A \$40 million loan from the Government of Italy is also under discussion at the Economic Affairs Division of the GOP.

Drafts of various plans, schedules, and possible payment by USAID against project activity completion stages continue to be discussed with WAPDA. When the schedules are finalized, the next step would be finalizing of an Activity Agreement for signature by USAID and WAPDA following which a PIL will be agreed to fund the project.

### GOLAN GOL PROJECT

EPP submitted the Golan Gol due diligence report to USAID and awaits response; however, EPP continues to monitor the project and notes that owing to winter snows there was minimal site activity. After due diligence submission, WAPDA has sent a request to USAID for \$44.33 million to fully fund the cost of civil works and equipment for the hydroelectric plant. The Kuwait Fund provided a loan of \$37 million for construction of the power plant against the current estimate of about \$80 million. The Saudi Fund provided a loan of almost \$98 million for all the civil works and structures at the intake and tunnel, while the OPEC Fund is lending \$30 million for transmission lines and grid stations.

The project is expected to be completed in 2017 to provide 436 GWh of energy each year. Revenue from Golan Gol will be more than \$33 million a year, and the power will replace electricity production from thermal plants using imported fuel oil of about \$65 million per annum.

The project will supply electric power demand in Chitral, stimulate local businesses, provide job opportunities to locals, and stimulate cottage industry in the remote areas. In addition, Chitral will be connected to the national grid by a 300 MVA capacity 132 kV transmission line, strengthening the existing 33 KV transmission line connection that sends only 5 MW to Chitral. The major construction activity has neither displaced villagers nor adversely impacted the area. However, until the revised PCI is approved by GOP and USAID involvement is approved, further delays and cost escalation can be expected.

## COMPONENT 4: NEW ACTIVITIES

### PESHAWAR ELECTRIC SUPPLY COMPANY

To date, 491.2 MW of transmission throughput capacity have been added to PESCO's network as a result of EPP's assistance.

**Cooling Fans.** EPP completed the installation of all 129 cooling fans for PESCO's 68.43 MW of throughput capacity. This is in addition to the first phase with 348 cooling fans of 192.1 MW throughput capacity installed.

**Technical Audits.** All 82 audit reports for PESCO sub-stations were completed last quarter and EPP is finalizing the comprehensive report. The final report will highlight shortcomings, bottlenecks, recommendations, and preventative and corrective measures to improve PESCO's capabilities.

**Power Transformer Program.** EPP continues the process of procuring two oil filtration plants for PESCO's operations and maintenance staff. EPP has asked PESCO to implement policy changes that will allow joint use of the plants between PESCO's Grid Systems Operation and Grid Systems Construction organizations.

**Tower Repair.** EPP completed all 15 priority tower repairs for PESCO in the second quarter. EPP is working with its contractor to finalize minor issues during April.

**Transmission and Grid Equipment.** EPP received partial delivery of transmission and grid equipment with remaining equipment to be supplied by end of April 2015. EPP will continue to monitor progress in the coming quarter.

**Capacitor Bank Rehabilitation.** EPP completed the installation and final testing of the capacitor bank and circuit breaker at 132 kV Tall Grid Station during February. This rehabilitation resulted in 20.1 MW made available to meet power sector demand at Mardan.

### NATIONAL TRANSMISSION AND DESPATCH COMPANY

**Technical Audits.** EPP completed and submitted the comprehensive audit report for all 39 locations (45 grid stations total) to the Managing Director of NTDC and the NTDC Board Chairman. The reports propose steps necessary for carrying out both preventive and corrective maintenance and also recommend infrastructure upgrade and augmentation where necessary.

**Intermittent Supply Study.** EPP awarded the subcontract to prepare a study on the integration of intermittent renewable resources into the national grid. Work will be completed during the next quarter pending data gathering and information sharing from NTDC.

**Real Time Digital Simulator.** EPP's vendor for the Real Time Digital Simulator was selected; however, due to commercial negotiations the work has not yet begun. EPP anticipates work beginning in the coming quarter.

**Auto-Transformer Program.** EPP awarded the contract for delivery of two 250 MVA, 220/132kV Auto-Transformers with delivery expected by the end of April 2015. The contract for the accompanying Fire Protection System was also awarded with delivery anticipated by mid-April. The associated circuit breakers, conductor, connectors, and other ancillaries are expected to be delivered by mid-May 2015.

**NTDC Design Center Rehabilitation.** EPP received all hardware upgrade items for the NTDC Design Center with installation to be completed in the next quarter. EPP awarded the software contract, and installation and training are anticipated to start in mid-April. NTDC procured

additional furniture and office space for the center rehabilitation with installation scheduled to take place prior to hardware installation.

**IT Hardware.** EPP awarded a vendor for IT upgrades at NTDC in March. Delivery of the hardware will be in April with NTDC installing the items themselves with EPP monitoring.

**Advisory Services to NPCC.** In response to near country-wide blackouts in December and January, the NTDC Board of Directors asked EPP to review system operations at NPCC. EPP started working at NPCC in January advising the General Manager on operations, compliance, and enforcement of the Grid Code, and providing research and consultation services to the NPCC dispatchers and managers. As a result, load shed schedules were changed to lessen their impact on the system frequency variations, and an Automatic Generation Control program was activated to help maintain system frequency at 50 Hz. These are significant changes to past grid operational practices. In addition, EPP is working with NPCC to integrating generating plant data into their new SCADA system.

**Secured Metering System and Storage Area Network.** After installation in the previous quarter, EPP monitored use of the Storage Area Network (SAN) and Secured Metering System across all DISCOs for full implementation. Post-training reviews of the SAN participants after the quarter of monitoring indicated that the head of the IT department and designated staff are committed to keeping the installations sustainable.

## LIVE-LINE MAINTENANCE

**Hot-Stick Refurbishment.** EPP experts hosted hot stick refurbishment classes at 500 kV Jamshoro Grid Station and 500 kV Multan Grid Station this quarter. The refurbishment classes taught live-line staff how to perform this task along with providing a cleaning kit and instructional video. EPP will continue to give refurbishment demonstrations as a part of live-line training.

**Refresher Course.** IESCO completed the majority of the live-line maintenance refresher course with graduation anticipated in early April. In the coming quarter, PESCO, GEPCO, HESCO, and FESCO will complete their refresher courses. The tools and trucks required for ongoing live-line work, which are being provided by EPP, will be given to each DISCO at the completion of the training.

**NTDC Tarbela Center.** EPP re-started the 16-week Live-Line Training course at NTDC Tarbela Center in February for MEPCO and SEPCO. These 20 linemen anticipate graduation in May 2015. EPP provided tools and trucks will be given to the crews upon graduation.

# PROGRAM SUPPORT ACTIVITIES

## CAPACITY BUILDING

**NTDC Exchange.** The EPP conducted a debriefing session for operation exchange visits with Lahore participants on March 2. Participants formally shared their experience with the EPP, NTDC, and USAID regarding visits, action plan developments, and future plans. The final of the three exchange visits, Commercial Operation Exchange, started on March 22 and will be completed in April. Through these exchanges, EPP aims to improve transmission capacities in Pakistan's power sector while establishing professional relationships to draw upon after the conclusion of the program.

**Live-Line Maintenance.** The EPP's Live-Line Maintenance Training for the second batch of participants at MEPCO and SEPCO is currently in process at NTDC Tarbela and anticipated to be completed in May. EPP started the first of the five refresher courses at IESCO on March 9. All Live-Line Maintenance programs will be completed by October.

**SAN Training.** The second round of a focus group was conducted on March 4 at EPP's Lahore office to monitor the progress made on the challenges highlighted by SAN training participants during its deployment at CPPA. Participants highlighted the improvements made after the successful deployment and future goals. The discussion session was followed by a meeting with the Director General for Information Technology for his feedback on the post-training outcomes and suggestions for further improvements.

**LNG Business Management Certificate.** EPP anticipates MPNR's nominations by the end of March. The program, which will host 15 participants in Kuala Lumpur in June, will focus on improving MPNR, ISGS, PQA, and PSO port and commercial capacity related to LNG import.

**Thermal Operations and Maintenance.** The focus group discussion report on thermal operations and maintenance was shared with USAID in February. EPP met with the CEO Jamshoro Thermal Power Plant to discuss on-site training opportunities and visits to IPPs. EPP advertised for a vendor to provide on-site training and anticipates award in the coming quarter.

**Training for Pakistan.** EPP shared all the requested reference documents and held knowledge exchange meetings regarding the upcoming nationwide energy internship program. EPP continues to support Training for Pakistan's efforts and provide guidance related to the sector.

## GENDER ACTIVITIES

**Assessment and Strategy.** EPP submitted the final Gender Assessment and Strategy report to USAID for their review and discussion. EPP coordinated with USAID/Pakistan's gender specialist and the Energy Office's Assistant Contract Officer's Representative regarding the Gender Strategy and Assessment. EPP will receive comments from USAID and meet in-person during April for next steps prior to the planned public forum. A discussion program on gender issues in Pakistan's energy sector, which was broadcast on FM 101, was held on March 19 with representatives from NTDC Planning Department, Air University, NTDC Hyderabad, and Ghazi Barotha Power Station participating in the discussion of interventions being undertaken by the USAID/EPP across all four provinces aimed at reforming the power sector.

## MONITORING & EVALUATION

**Work Plan.** USAID approved EPP's revised work plan for FY2015 in late February.

**Annual Report.** EPP submitted the revised 2014 Annual Report to USAID in January for approval.

**Confidential information redacted**

# PROCUREMENT AND PURCHASE ORDERS

Item	Achieved or Completed	Targets LOP	% Completion
Procurement contracts (\$ million)	30.91	36.87	83.83

In the second quarter of FY2015, EPP procurement department completed and issued Purchase Orders amounting more than \$0.64 million. During the quarter, the following items were processed:

- Successful completion of two 250 MVA Autotransformers for NTDC in China.
- Successful completion of aluminum and copper conductors for 250 MVA Autotransformers for NTDC.
- Second Stage Inspection of four bucket trucks for PESCO.

**Table 3** gives the procurement plan, **Table 4** provides details of the procurements in process, and **Table 5** gives completed purchase orders.

**Table 3: Procurement Plan**

Item Description	Group	Estimated Amount (\$)	Estimated Start Date
Duty-Free Customs Clearance, Inland Transportation, and Transit Insurance	Procurement	50,000	March 15
Rapid Environmental Analysis of Transmission System for Golen Gol Hydropower Project	Component 1	30,000	May 15
Live-Line Maintenance Training for two DISCO's	Component 4	30,000	March 15
<b>Total</b>		<b>110,000</b>	

**Table 4: Details of Procurements in Process**

Description of Goods/Services	PRF Date	RFP/RFB Date	Bid Receipt Date	Technical Evaluations Completion Date	Commercial Evaluations Completion Date	Estimated Amount (\$)	Remarks/Status
Crane-Mounted Trucks	24-Sep-14	28-Jan-15	11-Feb-15	21-Feb-15	27-Feb-15	443,313	Request for consent sent to USAID
Legal Consultancy Services	14-Oct-14	3-Apr-15				50,000	Rebidding in Process. New RFP under review
Grounding Sets & PPE for PESCO	22-Jan-15	28-Jan-15	24-Mar-15	24-Mar-15	8-Apr-15	63,000	Financial Evaluation In Process
Installation of Twenty 132kV CBs in PESCO's network	3-Feb-15	24-Mar-15	6-Apr-15			55,000	RFP Floated
Training for NPCC Dispatchers	3-Feb-15	27-Mar-15	13-Apr-15			200,000	RFP advertised & Upload on website
Consulting Services for Shale / Oil Policy and Legal /Regulatory Framework	17-Feb-15	22-Feb-15	13-Mar-15	26-Mar-15		933,021	Financial Evaluation In Process
On-Site Thermal Operation and Maintenance Training	17-Feb-15	27-Mar-15	8-Apr-15			300,000	RFP advertised & Upload on website
Supply of Test Equipment for NTDC	25-Feb-15	8-Mar-15	31-Mar-15			2,204,000	RFP advertised & Upload on website
On-Site Hydel Operation and Maintenance Training	24-Mar-15	27-Mar-15	8-Apr-15			300,000	RFP advertised & Upload on website
Solar Irradiation	24-Mar-15					35,000	
Static Guarding & Mobile Security Services	16-Mar-15	21-Mar-15	6-Apr-15			1,000,000	RFP advertised & Upload on website
<b>Total</b>						<b>5,583,334</b>	

**Table 5: Completed Purchase Orders January 1, 2015 to March 31, 2015**

PO Approval/ Start Date	Performance Period/ Delivery Date	Description of Goods/Services	Supplier / Vendor Name	Purchase Order Value (\$)
24-Sep-14	24-Jan-15	Hotel accommodations and events for O&M Hydro Trainings	Islamabad Serena Hotel	140,104
10-Jul-14	31-Mar-15	O & M Training - Hydro	Energo consultant	136,000
6-Nov-14	16-Jan-15	Dismantling, transportation, and pre-repair joint inspection of two damaged autotransformers	Heavy Electrical Complex	104,000
18-Nov-14	31-Jan-15	Rehabilitation of capacitor banks at Tall, Banu, and Jahangira Grid Stations	Shine Power Technologies	28,600
12-Jan-15	27-Jan-15	Power Transformer Oil	Vega Lubrications (Pvt.) Ltd.	9,080
22-Jan-15	2-Feb-15	Short-term legal services for power sector	Jaffar Sibtain & Associates	3,500
3-Feb-15	17-Feb-15	Supply and delivery of toners for office	Powertech Solutions Company	19,662
18-Nov-14	18-Feb-15	Supply and installation of cooling fans	Shine Power Technologies	71,585
28-Jan-15	5-Feb-15	Supply and delivery of stationery for AEAI Office	Minhas Stationery Centre	5,515
27-Oct-14	28-Feb-15	Replacement, commissioning, and installation of 31.5/40MVA, 132/66kV Elta repaired PTF at Chakdara Grid Station with dismantling and placement of existing PTF at PESCO	Shine Power Technologies	18,500
18-Nov-14	28-Feb-15	Rehabilitation of capacitor banks at Tall, Banu, and Jahangira Grid Stations	Shine Power Technologies	28,600
22-Jan-15	1-Mar-15	Supply and delivery of stationery for AEAI Office	Minhar Stationary Centre	5,515
4-Feb-15	4-Mar-15	Full Mission Bridge Simulation Study	Siport XXI	103,500
15-Oct-14	28-Feb-15	Repair of damaged towers	Construction and Project Management Services	306,500
<b>Total</b>				<b>980,661</b>

# PROGRESS IN NUMBERS

**Table 6** below provides the EPP indicators, targets, and achievements for January through March 2015. **Table 7** presents EPP Indicators by component.

**Table 6: EPP Indicators and Achievement for January – March 2015**

Indicator	Unit	LOP Target	Achieved in Q2 FY2015	Total Achieved as of Q2 FY 2015	LOP % Achieved as of Q2 FY2015
I.a: GWh of energy sold	GWh	7880	457	9,084	115%
I.1.a: Number of beneficiaries with improved energy services due to United States Government assistance	Individuals	13,624,226	834,430	15,668,784	115%
I.1.b: GWh of energy availability	GWh	7880	457	9,084	115%
I.1.c: MW available to meet power sector demand as a result of USG assistance	MW	1,303	65.2	1,504.2	115%
I.1.1.a: MW of electrical power added or saved as a result of USG improvements	MW	875	2.1	1,025.2	117%
I.1.1.b: Efficiency of thermal power plant tests completed	No.	3	0	2	67%
I.1.1.c: Number of USG supported installations and operations and maintenance improvements	No.	181	24	150	83%
I.1.1.d: Number of transmission bottlenecks resolved	No.	121	20	116	96%
I.1.4.a: Public and private funds leveraged by the USG for energy infrastructure projects	\$	193.5 million	20 million	58.5 million	30%
I.2.1.a: Number of key policies and regulations in various stages	No.	12	7	26	217%
I.2.2.a: Number of policies following international best practices	No.	6	1	3	50%
I.2.2.b: Number of board recommendations following international best practices	No.	4	0	0	0%
I.2.3.a: Number of best practice-driven systems created, improved, and implemented	No.	10	1	6	60%
I.2.4.b: Number of public forums resulting from USG assistance in which government officials and citizens interact	No.	12	0	5	42%

Table 7: EPP Indicators by Component January – March 2015

Indicator	Unit	Component	LOP Target	Achieved in Q2 FY2015	Total Achieved as of Q2 FY 2015	LOP % Achieved as of Q2 FY2015
I.1.a: Number of beneficiaries with improved energy services due to United States Government assistance	Individuals	Total	13,624,226	834,430	15,668,784	115%
		I-Generation	7,993,106	0	9,382,406	117%
		IV-Transmission Throughput Capacity	5,477,544	807,554	6,130,242	112%
		IV – Transmission Added/Saved	153,576	26,876	156,136	102%
I.1.b: GWh of energy availability	GWh	I & IV	7880	457	9,084	115%
		I-Generation	4,796	0	5,642.29	118%
		IV-Transmission Throughput Capacity	2999.4	442	3,356.83	112%
		IV – Transmission Added/Saved	84	15	85.49	102%
I.1.c: MW available to meet power sector demand as a result of USG assistance	MW	I & IV	1,303	65.2	1,504.2	115%
		I-Generation	863	0	1,013	117%
		IV-Transmission Throughput Capacity	428	63.1	479	112%
		IV – Transmission Added/Saved	12	2.1	12.2	102%
I.1.1a: MW of electrical power added or saved as a result of USG improvements	MW	I & IV	875	2.1	1025.2	117%
		I-Generation	863	0	1,013	117%
		IV – Transmission Added/Saved	12	2.1	12.2	102%

# ANNEXES

# ANNEX I: SUCCESS STORY – SECURE METERS REDUCE ENERGY COSTS



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## SUCCESS STORY

### Secure Meters Reduce Energy Costs



*Secured Metering Panels provided to NTDC*



*EPP technical expert inspecting the secured metering panel*



*Storage Area Network servers installed at WAPDA house data center Lahore*

Metering power flows at every stage of a power system is both important and critical. In Pakistan, Independent Power Producers (IPPs) have lacked metering arrangements due to lack of funding. Secured Metering System (SMS) is the technology used for automatically collecting energy consumption data, specifically for billing purposes among different entities. It gathers consumption data from energy metering devices and transfers it to a central database. Metering is now a critical requirement for power sector institutions to manage their commercial and operational responsibilities. The extension of SMS generated data to distribution companies is meant to eliminate the possibility of disputes.

Through USAID's Energy Policy Program (EPP), two storage area networks, four servers, forty-five LCDs, and five laptops were supplied to the National Transmission and Despatch Company (NTDC) – Pakistan's central power dispatching organization – and to the individual power distribution companies at a cost of \$500,000. These were set up in the cities of Quetta, Hyderabad, Sukkur, Multan, Faisalabad, Lahore, Gujranwala, Islamabad, and Peshawar from November 2013 to November 2014.

The objective of strengthening the SMS is to keep the process of trading activities for buying and selling power fair and free of disputes. By installing an accurate SMS, NTDC is creating a historical database of meter data that will help it better manage load demands and carry out future systems expansion and planning studies.

Once USAID provided the SMS equipment consisting of various metering panels and data communication equipment to NTDC, training was provided to operators on site at each location. The panels and communication equipment have now been installed at the Nandi Pur Plant and WAPDA Town 220 kV Grid Stations.

The extension of SMS aids both NTDC and the distribution companies to accurately forecast power loads. Using the data available through SMS archiving will enable more accurate forecasting than the current conditions allow. The access to real-time information can help avoid overloading transformers and transmission lines and increase the life of the equipment. NTDC and the distribution companies will now accurately compare their losses against the industry benchmarks and be able to identify areas where theft and losses occur. In addition to figuring out the base load and peak load demands, the data made available through EPP's support of the SMS will help predict future load requirements and plan generation capacity in a systematic way.

# ANNEX II: SUCCESS STORY – NEW TOWERS REVIVE SMALL BUSINESS



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## SUCCESS STORY

### New Towers Revive Small Business



New 132 kV transmission line tower installed on Mardan Dargai Line at Mardan



New 132 kV transmission line tower installed at (Sardaryab) near Charsadda

U.S. Agency for International Development  
[www.usaid.gov](http://www.usaid.gov)

Pakistan's aging electrical grid had often resulted in long power outages caused by high demand, equipment failures, and fuel supply issues. Power sites needed to be actively monitored to provide service during power outages. Old circuits tripped during rain storms with 10-12 hours of power outages. The need for frequent maintenance and repair and the lengthy duration of the outages had been causing heavy financial losses to Peshawar Electric Supply Company (PESCO).

Nasir Iqbal, 40, runs a food business at the (Sardaryab) picnic spot near Charsadda where people come for boat rides and roadside eateries. A few years ago, a tower close to Iqbal's business was struck by floods and fell to the ground, where it remained. "This discouraged people from coming to the picnic area as it jeopardized their lives," he said. In January 2015, USAID rebuilt the 132 KV tower and built a protection wall around it, elevating the position of the tower so that was secure from future floods and natural disasters. The new higher tower also allows people to safely travel under it.

At the same picnic spot, Ehsanullah, 48, runs a stall selling fried fish. He says his business was also affected when the previous tower fell as people stopped coming. "Now that the tower has been placed securely at a good height, people have no problem in coming here and enjoying their time," he said.

To date, fifteen transmission line towers have been repaired on nine transmission line circuits. This has improved the reliability and safety standards of PESCO's grid stations. Raqib Shah, Assistant Engineer Transmission, Mardan Division, apprises that the previous tower in Mardan Dargai had a 132 KV line with a span that was precariously close to the ground. When a new road was built under the line and the population grew, the wire hung dangerously close to the people. Eventually, commuters were unable to cross the road in large trucks and other vehicles and had to take other longer routes. People living around the area felt unsafe and avoided being around the towers and power lines.

"USAID has now doubled the height of the tower making the lines taut and elevated," said Shah. In peak summer, power lines tend to heat up and expand, spanning lower than their original space. Now that the towers have been elevated to a greater height, the cables are not in the way of passenger or transport vehicles. Replacement and installation of the towers in the PESCO grid stations have translated into safety for the local inhabitants while also injecting new life into what had become the area's dying businesses.

## ANNEX III: LIST OF KEY MEETINGS

Table 8: List of Key Meetings Conducted during January – March 2015

Meeting with	Date	Location	Purpose	Outcome/Result
<b>Component I: Project Monitoring &amp; Implementation</b>				
WAPDA Member Power, Member Water & Member Finance	January 6	WAPDA House, Lahore	To discuss the progress on meeting the Conditions Precedents set forth in Activity Agreement for Tarbela Phase II, and also the procurement status of Mangla and Tarbela Phase I	<p>1. WAPDA has opened a separate account for operation &amp; maintenance and opening of assignment account is in progress. WAPDA was advised to meet the remaining condition at earliest.</p> <p>2. WAPDA/Tarbela will submit an invoice of \$300,000 against the installation of digital governors at all ten units as per FARA. Further procurement of remaining equipment is underway.</p> <p>WAPDA cancelled the tender for the turbine generator of Mangla project due to the bid security issue. WAPDA will revise the tender documents and tender will again open in Apr. 2015.</p>
CEO Jamshoro Mr. Iftikhar Aziz	January 9	Jamshoro Thermal Power Station	To discuss the progress on the installation of remaining items	EPP ensured that Jamshoro will complete the installation as per schedule.
CEO Guddu	January 20	EPP Office	To schedule the heat-rate testing at Guddu Thermal Power Station	Availability of units was discussed to schedule the heat-rate testing at Guddu.
Pakistan Engineering Services, CE Technical Director Muzaffargarh	January 28	Pakistan Engineering Services office, Lahore	To discuss the Muzaffargarh concerns about the heat-rate test report	Muzaffargarh concerns about the report have been resolved.
Chief Engineer, Tarbela	February 7	Tarbela Hydel Power Station	To discuss the progress on Tarbela Phase I & II and Condition Precedents of Tarbela Phase II	On Condition Precedents, WAPDA has opened a separate account for operation and maintenance and opening of an assignment account is in progress. WAPDA was advised to meet the remaining condition at the earliest possible time. WAPDA was advised to expedite the remaining procurements for Tarbela Phase I.

Meeting with	Date	Location	Purpose	Outcome/Result
Technical Director, Guddu	February 10	Guddu Thermal Power Station	To discuss the methodology & testing procedure before the heat-rate testing	Heat-rate test conducted by PES at Guddu and report is under preparation.
CEO Jamshoro	March 1	Jamshoro Power Plant	To discuss the progress and also on the planning of USAID visit to power plant	<ol style="list-style-type: none"> <li>1. Jamshoro was advised to expedite the installation of remaining equipment.</li> <li>2. Jamshoro requested ministry to coordinate with Japanese Embassy so that the Japanese experts will visit power plant and do the overhauling of unit 1. USAID visited the power plant to see the completed works.</li> </ol>
USAID project Manager for thermal projects	March 11	EPP office	To discuss the progress of the remaining equipment in Jamshoro, Muzaffargarh & Guddu.	<ol style="list-style-type: none"> <li>1. USAID conducted a visit to Muzaffargarh to expedite the installation of the remaining items.</li> </ol>
Member Power WAPDA	March 13	WAPDA House, Lahore	To discuss the progress on Tarbela Phase I & Phase II, and funding of Golen Gol	<ol style="list-style-type: none"> <li>1. WAPDA was advised to expedite the procurement of rotor poles under Tarbela Phase I and opening of account for Tarbela Phase II.</li> <li>2. WAPDA to agree a fast-track schedule with vendor to complete the installation by Dec. 2017.</li> <li>3. WAPDA submitted a letter to show the areas in which USAID funding is required.</li> </ol>
CEO Muzaffargarh, CE Tech Director Muzaffargarh	March 24	Muzaffargarh Thermal Power Station	To discuss the progress and also to finalize the plan for USAID visit to power station	<ol style="list-style-type: none"> <li>1. Muzaffargarh was advised to press the vendors to deliver the equipment early so that it will be installed by July 2015.</li> <li>2. USAID project manager conducted visit to Muzaffargarh power station.</li> </ol>
<b>Component 2: Policy and Reform</b>				
NTDC Board of Directors and Senior Management	January 1	NPCC Office	Presentation to Board on Strategic Planning Process	<ol style="list-style-type: none"> <li>1. Formation of committee to monitor this task and nomination of focal person to assist with this task.</li> <li>2. Meeting with NTDC senior management in Lahore during April to get their feedback and to begin data gathering</li> </ol>

Meeting with	Date	Location	Purpose	Outcome/Result
Mr. Vaqar Zakaria, Chairman NTDC BoD	January 5	Hagler Bailly Office	Briefing on Strategic Plan	<ol style="list-style-type: none"> <li>1. Discussion on key items of Strategic Plan moving forward</li> <li>2. Discussion on key action items</li> </ol>
Additional Secretary, MPNR & DGPC	January 5	MPNR, Block – A	Discussion on the provisions of the On-shore Model Supplemental Agreement	<ol style="list-style-type: none"> <li>1. Addl. Secretary, MPNR would seek the advice of the Secretary/Minister MPNR on issues raised (crude oil/condensate, pricing/windfall levy, international arbitration, application of conversion policy to oil and gas or just gas) in the draft document.</li> <li>2. If the Model Agreement is to be revised as suggested by DGPC, PPEPCA input would be sought before the document is submitted for GOP approval.</li> </ol>
Additional Secretary, Power	January 6	MWP	Introductory meeting with Additional Secretary	EPP's assistance to MWP on policy-related matters and continued support in future was discussed.
Joint Secretary, MWP	January 6	MWP	Review of NTDC & GENCO Performance Contracts	Update on action items required from MWP
Company Secretary, NTDC	January 8	NTDC, Lahore	Introductory meeting on Strategic Plan	<ol style="list-style-type: none"> <li>1. Discussion of key components of Strategic Plan</li> <li>2. Establishing contact points at NTDC to assist in preparation of plan</li> </ol>
General Manager Planning and his team	January 8	NTDC, Lahore	Introductory meeting on Strategic Plan	<ol style="list-style-type: none"> <li>1. Appointment of General Manager Planning as focal person for Plan</li> <li>2. Discussion with junior staff on major points</li> </ol>
NTDC BoD & Senior Management	January 9	NTDC, Lahore	Detailed review of Performance Contract	<ol style="list-style-type: none"> <li>1. Review of key items in Performance Contract</li> <li>2. Comments from NTDC's side incorporated into Performance Contract</li> </ol>
NTDC BoD and Senior Management	January 10	AVARI Hotel, Lahore	Introductory session on Strategic Plan development	<ol style="list-style-type: none"> <li>1. Discussion of key elements of the Strategic Plan</li> <li>2. Development of Vision and Mission Statement</li> </ol>
NTDC BoD	January 10	NTDC, Lahore	Short briefing to BoD on Introductory Session	<ol style="list-style-type: none"> <li>1. Discussion with Board on Strategic Planning Process</li> <li>2. Feedback on action plan and timetable moving forward</li> </ol>
Mr. Haseeb-ur-Rehman, Statistical Officer, Pakistan Bureau of Statistics	January 13	Statistics Division, Islamabad	To discuss the type of data that is available on energy demand.	<ol style="list-style-type: none"> <li>1. Discussed how to obtain the data from Statistical Division and the timelines to obtain the data.</li> <li>2. Discussed if any energy modelling attempts were made by Statistical Division.</li> </ol>

Meeting with	Date	Location	Purpose	Outcome/Result
Secretary, MPNR; Advisor, MPNR; DGPC, Director General-Oil, Director General-Gas & PPEPCA	January 14	MPNR, Block A	Discussion on the provisions of the On-shore Model Supplemental Agreement	<ol style="list-style-type: none"> <li>1. Issues regarding crude oil/condensate, pricing/windfall levy, international arbitration, and application of conversion policy to gas or both oil and gas were discussed. The Secretary desired that the financial impact on GOP due to inclusion of crude oil/condensate provisions in the Agreement may be worked out.</li> <li>2. Secretary also directed consideration of other issues regarding arbitration and Extended Well Test production bonus.</li> </ol>
NTDC Staff and Senior Management	January 17	PC Hotel, Lahore	Discussion on proposed Key Objectives	<ol style="list-style-type: none"> <li>1. Development of Proposed Objectives</li> <li>2. Discussion on Key Initiatives and corresponding KPIs</li> </ol>
Mr. Waseem Saadat, Manager Finance, NTDC Lahore	January 22 & 23	WAPDA House, Lahore	Gather baseline data on the operational processes of the department and the challenges they want addressed in the Strategic Plan	<ol style="list-style-type: none"> <li>1. Obtained the latest financial statement and the flow of accounts presentation</li> <li>2. Discussed the issues faced by the Finance Department and possible solutions to address those issues</li> </ol>
USAID, EPP	January 23	US Embassy, Islamabad	Progress update on LNG import program	<ol style="list-style-type: none"> <li>1. USAID was apprised of the current status of the LNG import program.</li> <li>2. Concerns related to negotiation of LNG Sales Purchase Agreement with LNG suppliers and non-compliance of Port Qasim with SIGTTO/PIANC guidelines under existing conditions, were brought to the attention of USAID.</li> </ol>
NTDC Board Planning Committee	January 24	NPCC Office, Islamabad	Briefing on Strategic Plan and Performance Contract to Board Planning Committee	Discussion on timelines of Strategic Plan; review of Final Performance Contract Draft

Meeting with	Date	Location	Purpose	Outcome/Result
Chairman PQA, EPP	January 27	EPP Head Office, Islamabad	Review of status and issues related to LNG import terminal at PQA	<ol style="list-style-type: none"> <li>EPP would support PQA in conducting a Full Mission Bridge Simulation study according to the scope of work requested by PQA and training its pilots/tug masters for safe maneuvering of LNG vessels to Port Qasim.</li> <li>PQA would revert to EPP with further information on the following issues: <ul style="list-style-type: none"> <li>Provision of EETPL Terminal Operating Manual to EPP port consultants;</li> <li>PQA compliance with OCIMF guidelines;</li> <li>Response to Conditions Precedent under LNG SPA; and</li> <li>Response to Gap Analysis conducted by EPP port consultants.</li> </ul> </li> </ol>
Dr Zia Ahmed, Engineering Advisor, Power	January 27	Federal Flood Commission, Islamabad	To discuss the tariff differential subsidy issues	Obtained the requested data on subsidies.
Mr. Khurram Lalani, Advisor MOF	January 28	Ministry of Finance	To discuss the Tariff Differential Subsidy issues at MOF.	Gained understanding of the Tariff Differential Subsidy procedures applied at MOF.
Mr. Hammad, Director Finance NTDC; Mr. Waseem Saadat, Manager Finance NTDC; Mr. Khalid Saleem, Manager Finance NTDC	January 28	NTDC, Lahore	To discuss their financial reporting mechanism	Obtained requested financial reports. Gained understanding of the delays in compilation of their annual financial report.
Gulzar Shaikh, Director HR NTDC; Hamid Moeen, Manager HR	January 29	NTDC, Lahore	To gather more information on the Human Relations (HR) issues and challenges	<ol style="list-style-type: none"> <li>Discussed issues HR faced regarding hiring and NTDC's sanctioned strength vs available strength.</li> <li>Discussion on technical evaluation of proposals for RFP.</li> </ol>

Meeting with	Date	Location	Purpose	Outcome/Result
Mr. Dilbar Ghouri, Company Secretary, NTDC	February 4	NTDC Office, Lahore	To discuss corporate governance, particularly as it relates to the Strategic Plan.	The Companies Ordinance, 1984 and the Corporate Governance Rules, 2013 to be reviewed by EPP as they relate to NTDC. Any questions will be forwarded to the Company Secretary for comments.
Mr. Razzaq Cheema, General Manager Grid System Construction	February 4	NTDC Office, Lahore	To review the strategic planning process and get feedback on the key issues for the Grid System Construction Department.	The Strategic Plan draft to be reviewed and comments and discussion to be held at next strategic planning meeting.
Mr. Sabzar Khan, General Manager Grid Systems Operation	February 4	NTDC Office, Lahore	To review the strategic planning process and get feedback on the key issues facing the GSO Department.	The Strategic Plan draft to be reviewed and comments and discussion to be held at next strategic planning meeting.
NTDC Board Planning Committee and Senior Management	February 5	NTDC Office, Lahore	To discuss the NTDC Strategic Plan to date and get feedback from Board Planning Committee and NTDC senior management.	The Strategic Plan will be edited to incorporate the comments and feedback from NTDC Board and Senior Management. The revised version will be discussed at the next Planning Committee meeting.
Mr. Nisar Akhtar, General Manager Projects	February 6	NTDC Office, Lahore	To review the strategic planning process and get feedback on the role of the PMU in execution of projects.	Gathered the required information for project development life-cycle. Further required information on projects can be presented as requested by EPP.
Mr. Gulzar Sheikh, HR Director	February 6	NTDC Office, Lahore	To review the strategic planning process and get further information on Human Resources (HR) related matters.	HR Director to provide copy of recruitment policy and departmental staff data.
Mission Director USAID, Director Energy Office USAID, EPP, WFW, FGE	February 6	EPP Office, Islamabad	To present highlights and issues of the LNG procurement process between GOP and Qatargas.	Current status was provided to Mission Director USAID.
Mr. Mansoor Nisar, Chief Engineer Procurement, CPPA and his team	February 12	NTDC Office, Lahore	To hold an introductory meeting with Chief Engineer, CPPA to discuss the strategic planning process and gather information based on the presentation made by CPPA department to the Board Planning Committee.	Follow-up meetings to be held to discuss CPPA key functioning and issues. Discussion of CPPA role moving forward at next strategic planning meeting

Meeting with	Date	Location	Purpose	Outcome/Result
Mr. Farooq Shaukhat, IT Director	February 12	NTDC Office, Lahore	To hold an introductory meeting with the IT Director to discuss the strategic planning process and gather information on the functioning of the IT Department along with the key challenges.	Follow-up meetings and discussion will be held to develop the IT strategy moving forward. Comments and feedback from meeting to be addressed in Strategic Plan, particularly the current baseline and the challenges moving forward.
Managing Director, ISGS; EPP; Granada Group of Companies	February 13	ISGS Office, Islamabad	To introduce PQA consultant to Managing Director, ISGS and discuss LNG procurement status.	Managing Director ISGS suggested the way forward for port and procurement consultants' support.
Mr. Waseem Saadat, Manager Finance	February 13	NTDC Office Lahore	To hold an introductory meeting with the Manager Finance and to gather information on the function of the Finance Department along with the key challenges.	Providing EPP with the financial model developed in-house. Comments and feedback from meeting to be addressed in Strategic Plan.
Mr. Rehan, General Manager Planning and his team	February 13	NTDC Office Lahore	To discuss the strategic planning process and discussion of the Expansion Plan template.	EPP to share template on Expansion Plan with Planning Department and to assist in development of Template. EPP to incorporate comments and feedback in Strategic Plan. Discussion of key planning issues at next Strategic Plan meeting.
Mr. Hamid Balghari, Chief Energy Finance & Economics Section and his team	February 18	Energy Wing, Islamabad	To discuss improvements in the 5-year plan	Discussed in detail the possible improvements in the plan.
NTDC Board Planning Committee and Senior Management	February 18	NTDC Office, Lahore	To discuss the NTDC Strategic Plan to date and get feedback from Board Planning Committee and NTDC senior management.	The Strategic Plan will be edited to incorporate the comments and feedback from NTDC Board and Senior Management. The revised version will be discussed at the next Planning Committee meeting.
Mr. Arshad, Managing Director, NTDC	February 19	NTDC Office, Lahore	To update the Managing Director about the developments on the Strategic Plan and seek his support for the Strategic Plan process	The Managing Director assured of his full support for the process and thanked USAID/EPP for their assistance on the Strategic Plan.

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Mr. Mansoor Nisar, Chief Engineer Procurement, CPPA and his team	February 19	NTDC, Lahore	To clarify certain issues pertaining to CPPA/WPPO, mainly the contracts with GENCOs and IPPs.	CPPA team clarified that the contracts mention what CPPA is doing on behalf of NTDC and normally a Board resolution authorizes CPPA to enter into the contract. A copy of one such contract was provided. CPPA team to work out the details about settlement as to what IPPs/GENCOs is being settled by CPPA.
Syed Shams, Lead Enterprise Resources Planning (ERP) advisor, EPP	February 19	EPP Office, Lahore	To learn about the proposed ERP and how it was formulated. This would help in the Strategic Planning process.	ERP advisor updated on the current status of ERP and the challenges.
Mr. Gulzar Shaikh, General Manager HR	February 19	NTDC Office Lahore	To get details about the staffing of NTDC per department and per cadre.	Obtained the required information.
NTDC Senior Management	February 20	PC Hotel, Lahore	To discuss the Strategic Plan and get input about the strategic objectives.	EPP provided an overview of the Strategic Plan and the changes made during the month, as the last such meeting took place on January 16. Groups were formed based on the expertise in departments for each of the strategic objectives. These groups brainstormed about the initiatives needed to meet the strategic objectives. Each group presented their findings and other participants discussed and gave feedback on the initiatives.
Mr. Dilbar Ghouri, Company Secretary NTDC	March 25	NTDC Office, Lahore	To discuss the latest updated Strategic Plan draft	Next Planning Committee meeting was scheduled. Approach to circulating the Strategic Plan to the Board of Directors for comments
NTDC Senior Management	March 12 & 13	Avari Hotel, Lahore	The Agenda for the meeting was to: <ol style="list-style-type: none"> <li>1. Obtain feedback from participants</li> <li>2. Finalization of the initiatives</li> <li>3. Review the Strategic Plan document</li> </ol>	<ol style="list-style-type: none"> <li>1. The initiatives finalized from the last Strategic Plan meeting were revisited.</li> <li>2. Few copies of the Strategic Plan were circulated among the participants for their feedback on it.</li> <li>3. A feedback questionnaire was handed out to each participant for their feedback on overall Strategic Plan process</li> </ol>

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Mr. Ghulam Murtaza, CE-I, Settlement, CPPA and his staff	March 11	NTDC Office, Lahore	Agenda of the meeting was to understand the CPPA's Settlement Department's function.	Understood the functions of CPPA Settlement Department in detail the payment process.
Mr. Waseem, Manager Finance NTDC	March 11	NTDC Office, Lahore	To discuss the budgeting function of NTDC	Budgeting process was discussed in detail and the procurement plan was discussed.
Mr. Sabz Ali Khan, GM, Grid Systems Operation	March 11	NTDC Office, Lahore	To understand how the maintenance carried out and maintenance plans.	Maintenance reports were reviewed and maintenance budgets were discussed and problems in carrying out the maintenance
Mr. Akhtar Ali, Member Energy Wing and Mr. Hamid Balghari, Chief Energy Finance and Economics	March 10 & 11	Energy Wing, Islamabad	To discuss improvements in the 5-year plan.	Discussed improvements in the 5 year plan.
Secretary Water and Power	March 16	MWP, Islamabad	Introductory meeting to brief Secretary on Energy Policy Program	<ol style="list-style-type: none"> <li>1. Discussion on key activities undertaken by EPP</li> <li>2. Follow-up meeting to be scheduled based with Secretary Water and Power</li> </ol>
Mr. Rehan, GM Planning, NTDC	March 26	NTDC, Office Lahore	To understand the planning function regarding the capital investment plan and obtaining latest generation plan and load forecast	The investment plans were discussed and obtained the generation plan and the Power Balances.
Mr. Mohsin, Board Member, NTDC	March 26	NTDC Office, Lahore	Review and comments on the Strategic Plan	The Strategic Plan draft was discussed in detail. Obtained comments.
Mr. Dilbar Ghouri, Company Secretary NTDC	March 25	NTDC Office, Lahore	To discuss the latest updated Strategic Plan draft	<ol style="list-style-type: none"> <li>1. Next Planning Committee meeting was scheduled.</li> <li>2. Approach to circulating the Strategic Plan to the board of directors for comments</li> </ol>
EPP, EETPL	March 4	EETPL LNG Terminal, PQA.	Progress update and site visit.	<ol style="list-style-type: none"> <li>1. CEO EETPL and his team gave a presentation on the project to EPP. EETPL raised concerns regarding delays by the GOP in confirming the Commissioning Cargo.</li> <li>2. Site visit was conducted following the presentation.</li> </ol>

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EPP, PQA, ECIL-Granada	March 4	Chairman Secretariat, PQA Karachi.	Presentation by ECIL-Granada on current status of support to PQA, debriefing by PQA pilots on FMBS simulation study at Siport21.	<ol style="list-style-type: none"> <li>1. EPP would request EETPL to provide the quality assurance and other documents related to the terminal design/construction to EPP's consultants so that they could provide their report to PQA regarding vetting of the terminal.</li> <li>2. Following a discussion between COP EPP and CEO EETPL, a series of meetings were held among EETPL, EPP consultants and EPP during which EETPL provided the requisite documents to EPP consultants for review.</li> <li>3. EPP provided support to PQA to draft a letter to MPNR regarding additional dredging and navigational instruments requirement.</li> </ol>
EPP, SSGC, ECIL-Granada	March 5	SSGC Head Office, Karachi.	Way forward for commissioning and Acceptance Tests Protocol.	<p>The following items were discussed:</p> <ol style="list-style-type: none"> <li>1. Assistance of EPP's LNG consultants for witnessing of Acceptance Tests and Terminal commissioning under LSA.</li> <li>2. Role of inspection agency being appointed jointly by Qatar Gas, EETPL and SSGC for performance verification under Acceptance Test Protocols and commissioning tests.</li> <li>3. Requirement of inspection of FSRU at Dry Dock and EETPL terminal after berthing.</li> <li>4. LNG Consultants' review of the Operations Manual and Emergency Response Procedures submitted by EETPL to SSGC.</li> </ol>
DGPC, World Bank, Ministry of Finance, PPEPCA, EPP	March 12	DGPC Office, Islamabad.	Status review in respect of execution of the Supplemental Agreement for policy conversions.	<ol style="list-style-type: none"> <li>1. World Bank desired to have a work plan by March 19, 2015 for execution of at least 120 Agreements.</li> <li>2. DGPC was requested by World Bank to impress upon the companies to submit the draft Supplemental Agreements on an urgent basis so that the Implementation Unit could initiate the review of these documents.</li> </ol>

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USAID, U.S. Consulate Karachi, PQA, EPP	March 20	PQA Office, Karachi	Update on LNG project.	PQA gave a briefing to the U.S. delegation on the EETPL LNG project as well as future LNG projects in planning stages at PQA.
USAID, World Bank, EPP	March 24	EPP Office, Islamabad.	Status review in respect of execution of the Supplemental Agreement for policy conversions.	<ol style="list-style-type: none"> <li>1. The meeting was requested by USAID Office of Energy to review the progress in execution of supplemental agreement by DGPC and E&amp;P companies. EPP understands that execution of these agreements is a conditionality in a WB loan.</li> <li>2. USAID requested EPP to allocate all possible resources to give priority to the execution of the Supplemental Agreements and to coordinate with DGPC to impress upon the companies to submit the draft Supplemental Agreements on an urgent basis to enable EPP to initiate the review and execution of these documents.</li> <li>3. It was preferred that the Supplemental Agreements executed within a week's time constituted a mix of public and private companies.</li> <li>4. Preference should be given to the Agreements covering the production (discoveries).</li> <li>5. A follow-up meeting will be held to review the status.</li> </ol>
EPP, EETPL	March 4	EETPL LNG Terminal, PQA.	Progress Update and site visit.	<ol style="list-style-type: none"> <li>1. CEO EETPL and his team gave a presentation on the project to EPP. EETPL raised concerns regarding delays by the GOP in confirming the Commissioning Cargo.</li> <li>2. Site visit was conducted following the presentation.</li> </ol>

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Director General, ERU	March 11	Ministry of Finance	To get the input of NEPRA on the draft report being prepared by ERU in pursuance of the directions of the CCI for Diagnostic Review of NEPRA.	NEPRA will send their views on the recommendation of the draft report which will be considered in the next meeting.
<b>Component 4: New Activities</b>				
SE Grid Systems Operation, SEPCO	January 13	Sukkur	To discuss upcoming live-line training program	List of trainees was finalized
XEN Dadu 500kV, NTDC	January 14	Jamshoro	Refurbishing and T&P checking	"Hot Sticks" were refurbished and T&P was checked. NTDC staff was also trained on refurbishing live-line T&P.
SE Grid Systems Operation, HESCO	January 15	Hyderabad	To discuss the refresher course and storage of live-line T&P	Contents of refresher course were finalized and storage requirements at HESCO were accessed. Storage space of HESCO is found to be satisfactory.
XEN 220kV Multan, NTDC	January 19	Multan	To brief NTDC operations staff on importance of live-line maintenance and latest practices	<ol style="list-style-type: none"> <li>1. NTDC staff was briefed – Staff needs training on importance of live-line maintenance, TDC intends to train their staff in future.</li> <li>2. Already available sticks with NTDC were refurbished and NTDC staff was trained on refurbishing techniques and stick testing.</li> </ol>
SE/XEN Grid Systems Operation, MEPCO	January 21	Multan	To discuss upcoming live-line training program	List of trainees was finalized

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Chief Engineer PMU, PESCO	January 28	Peshawar	To share status of ongoing projects; Getting acknowledgement letter on activities EPP has performed; Discussion on civil works required at Balakot and Garhi Habibullah Grid Stations	Arrange a follow-up meeting with EPP, NTDC, and PESCO to discuss the necessary grid station upgrades required to connect Patrind Hydro Project. Civil works required at Balakot and construction of Garhi Habibullah Grid Stations needs to be further discussed. Acknowledgement letter: PESCO will get work done verified from field staff and send the acknowledgement letter.
Managing Director NTDC; General Manager NPCC	March 2	Islamabad	Discussion of issues concerning operations and SCADA system	It was agreed that Managing Director will look into it and name accountable parties.
JICA	March 13	Islamabad	To discuss various ongoing and upcoming EPP activities	Discussed generation mix, schedule for generation, and getting information from planning.
General Manager NPCC	March 16	Islamabad	Shifting of traffic from old SCADA system to new SCADA system	Some of the IPPs report data on old Siemens installed SCADA system. The old system doesn't meet modern requirements and hence traffic is to be shifted onto new SCADA system. EPP is assisting NPCC in doing so.
NTDC Board; General Manager Telecom; General Manager NPCC; General Manager Grid System Construction	March 26	Lahore/Islamabad	To discuss status of SCADA system	NTDC committed to having SCADA system fully in service by end of 2015.
<b>Program Support Activities</b>				
Training for Pakistan	January 7	AEAI Office, Islamabad	Briefing Training for Pakistan on EPP's internship program.	Training for Pakistan was given a presentation on EPP's internship program selection process along with a briefing session on the hard and soft copies of documents given for reference.
PESCO	January 27-28	PESCO Office	Determine validity of PESCO MW and installation data for M&E	PESCO will process an acknowledgement letter to verify EPP's intervention.
Market Operation Exchange participants from NTDC - NPCC	February 25	EPP Office, Islamabad	Debriefing session for participants to share their experience with USAID and EPP regarding their exchange visit to the US.	EPP hosted a debriefing session to follow-up with the participants to formally share their experience with USAID and EPP regarding visits, action plan developments, and future plans.

Meeting with	Date	Location	Purpose	Outcome/Result
Market Operation Exchange participants from NTDC	March 2	EPP Office, Lahore	Debriefing session for participants to share their experience with USAID and EPP regarding their exchange visit to the US.	EPP hosted a debriefing session to follow-up with the participants to formally share their experience with USAID and EPP regarding visits, action plan developments, and future plans.
Commercial Operations Exchange Participants	March 3	EPP Office, Lahore	DS-160 for Visa paper work for all the nine participants of Commercial Operation exchange program started on March 22	Nine participants visited AEAI Lahore office to complete their DS-160 online Visa Interview Application form.
Storage Area Network Participants	March 4	EPP Office, Lahore	Focus Group Discussion with Storage Area Network participants	Second round of focus group discussions was conducted to monitor the progress made on the challenges highlighted by SAN training participants during its deployment at CPPA. Participants highlighted the improvements made after the successful deployment.
Director General, IT	March 4	WAPDA House, Lahore	SAN Post-deployment follow-up	EPP conducted a meeting with Director General (IT) for his feedback after the successful deployment of SAN at CPPA. EPP officials discuss the details about the SAN for future improvements.
USAID Gender Specialist	March 24	EPP Office, Islamabad	Discussion about the Gender Strategy and Assessment	EPP attended a conference call with USAID gender specialist in Washington, DC to discuss the gender strategy. EPP requested USAID to review with their gender specialist the next steps for the stakeholder forum.

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