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# **SIXTH QUARTERLY PROGRESS REPORT JANUARY-MARCH 2012**

*Produced by:*

**USAID POWER DISTRIBUTION  
PROGRAM**



# POWER DISTRIBUTION PROGRAM

## SIXTH QUARTERLY PROGRESS REPORT JANUARY-MARCH 2012

IRG, USAID contractor for the Power Distribution Program  
House 23, Street 19, F-6/2  
Islamabad, Pakistan

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# ACRONYMS

AMR	Automated Meter Reading
BOD	Board of Directors
CCN	Cooperating Country National
CPPA	Central Power Purchasing Agency
CEO	Chief Executive Officer
CIS	Customer Information System
CM	Change Management
COP	Chief of Party
COR	Contracting Officer's Representative
CPPA	Central Power Purchasing Agency
CPR	Cardiopulmonary resuscitation
CRM	Customer Relationship Management
DCOP	Deputy Chief of Party
DISCO	Power Distribution Company
EMG	Energy Markets Group
ENERCON	National Energy Conservation Centre
ERP	Enterprise Resources Planning
ESCO	Energy Service Company
FESCO	Faisalabad Electric Supply Company, a state-owned DISCO
GENCO	Generation Company
GEPCO	Gujranwala Electric Power Company
GIS	Geographic Information System
GOP	Government of Pakistan
HESCO	Hyderabad Electric Supply Company, a state-owned DISCO
HHU	Handheld Unit
HR	Human Resources
HT	High Tension
IESCO	Islamabad Electric Supply Company, a state-owned DISCO

IRG	International Resources Group
IT	Information Technology
KPA	Key Performance Area
KPI	Key Performance Indicators
KPMG	KPMG Taseer Hadi & Company
KVA	Kilo Volt Amperes
kW	Kilowatt
kWh	Kilowatt-Hour
LAN	Local Area Network
LESCO	Lahore Electric Supply Company, a state-owned DISCO
LNA	Learning Need Assessment
LOI	Letter of Intent
LT	Low Tension
LUMS	Lahore University of Management Sciences
LV	Low Voltage
MIS	Management Information System
MEPCO	Multan Electric Power Company, a state-owned DISCO
MW	Megawatt
MWP	Ministry of Water and Power
NEPRA	National Electric Power Regulatory Authority
NRECA	National Rural Electric Cooperative Association
NTDC	National Transmission and Dispatch Company
O&M	Operations and Maintenance
PCB	Punjab Cooperative Bank
PDD	Project Design Document
PDP	USAID Power Distribution Program
PEPCO	Pakistan Electric Power Company
PESCO	Peshawar Electric Power Company, a state-owned DISCO
PITCO	Pakistan Industrial Trading Company (Pvt.) Limited
PITC	Power Information System Company
PM	Project Manager

PMU	Project Management Unit
PPE	Personal Protective Equipment
QESCO	Quetta Electric Supply Company Limited, a state-owned DISCO
RF	Radio Frequency
RFP	Request for Proposal
RFQ	Request for Quotations
RTC	Regional Training Center
SEPCO	Sukkur Electric Power Company, a state-owned DISCO
TCN	Third Country National
TELCONET	TelcoNet Services (Pvt.) Limited
TORs	Terms of reference
TOT	Training of Trainers
US	United States
USAID	United States Agency for International Development
USN	United States National
WAPDA	Water and Power Development Authority

# I. OVERVIEW BY CHIEF OF PARTY

International Resource Group (IRG) under the USAID/IQC-funded Power Distribution Program, (the Program) Contract No. Task Order # AID-EPP-I-13-03-00006-00, is responsible for assisting the Government of Pakistan (GOP) in implementing improvements affecting the overall commercial performance of nine government-owned power distribution companies (DISCOs). The period of performance of the Program is from September 17, 2010 to March 31, 2015. The purpose of this report is to present the status and performance of the Program for the sixth quarter covering the period from January 1 to March 21, 2012.

The sixth quarter has seen the Program go through considerable change in staffing, scope, timelines and funding levels. January 7<sup>th</sup> saw the arrival of new Program Chief of Party (COP) Craig VanDevelde. Craig is an experienced program manager with over 20 years' international experience in energy sector reform and program management. Former COP Dick Dumford continues supporting the Program as new Engineering Team Leader and Senior Technical Advisor. Dick directly oversees all Program activities related to investments in physical infrastructure; an activity whose scope has widened recently due to the formal expansion of the Program under Contract Modification 7.

On March 30, 2012, USAID and IRG signed Contract Modification 7, considerably expanding the Program's scope, duration and budget. As described in the modification, the Program was extended by roughly 18 months, from September 16, 2013 to March 31, 2015. Working in close collaboration with USAID/Pakistan's Office of Energy and USAID/DC EGAT Office, a third component was added to the Program. Scheduled to start immediately (and in parallel with ongoing Component 2 activities) Component 3 activities include:

- **Preparing DISCOs for Privatization:** Through this activity, the Program will fully engage one or two large and relatively well-performing DISCOs in a performance improvement program as a precursor to government divestiture. The Program envisions working to build stakeholder consensus among government officials and DISCO senior managers in support of the concept of privatization, develop various privatization models for consideration by the GOP, pursue regulatory reform so as to allow for a privatization to move forward, and invest in DISCO staff and equipment so as to increase transparency and improve overall performance.
- **Energy Conservation/Demand Side Management (EC/DSM):** The EC/DSM activity will focus on (1) developing capacity at each DISCO to carry out utility energy audits of residential, commercial, and industrial customers; (2) working with ENERCON, MWP and other relevant ministries as well as Pakistan manufacturers and all DISCOs on the promulgation of appliance efficiency recommendations, standards, and regulations; and (3) working with a sub-set of DISCOs to design and execute DSM programs across service territories, including load management tariffs and programs for industrial customers. The outcome will be a reduction in technical and non-technical losses, improved conservation of energy and better load management with reduced drag on GDP from unscheduled power cut-offs to industrial customers.
- **Cost-Reflective Tariffs:** Work currently being delivered under Component 2 by the Cost of Service Team will be expanded to include all of the remaining DISCOs. In addition, the Program will enhance capacity at the regulator, NEPRA, by embedding legal and regulatory advisors there.

- **Power Factor Improvement and Loss Reduction:** The Program will expand current efforts to improve the power factor through capacitors installation at tubewells across the nation.
- **Feeder Optimization for Loss Reduction:** This activity will see the expansion of the Program’s current demonstration feeder optimization (which includes improved metering) and congested area strategies to additional high-loss feeders.

In parallel with planning activities for Component 3, the Program continued delivery of Component 2 work this quarter. On January 9, the Program held a media event at the Serena Hotel, Islamabad to sign collaboration arrangements with nine DISCOs. The event received coverage in approximately 30 newspapers and 10 TV channels. The Program also sponsored a one-week visit to the United States by 20 senior HR managers from DISCOs. A February 24 pre-departure event for trip participants resulted in 31 stories in both print and electronic media and on multiple TV channels.

Program advisors working at the Ministry of Water and Power (MWP) continue to provide invaluable support towards improving the environment in which DISCOs operate. With Program support, the MWP defeated a case filed in Sukkur to stop the dissolution of Pakistan Electric Power Company (PEPCO). The day after this decision, the Ministry requested a PEPCO board meeting to pass the declaration of solvency. This landmark decision is a necessary step towards paving the way for DISCO autonomy.

The Program expanded rollout of demonstration activities this quarter in various DISCOs as they work to 1) improve existing commercial procedures, 2) prepare clean consumer lists, and 3) establish model Integrated Commercial Offices. Eleven general consumer batches were issued using blind meter readings using a three implementation teams. A consumer census was completed for the high loss Allama Iqbal Town sub-division of the Lahore Electric Supply Company (LESCO) and a report was submitted advising how to remove identified discrepancies. As a result, customers receive more accurate billing and DISCOs realize a reduction in non-technical losses. Utility customers aware of the activity have voiced their support. As one Peshawar-based customer put it, “We are so happy we can finally have a correct meter reading. This is the kind of thing that USAID can do for us.”

“We are so happy we can finally have a correct meter reading. This is the kind of thing that USAID can do for us.”  
PESHAWAR  
CUSTOMER

Work continued this quarter on increasing internal controls and improving financial planning capacities within DISCO Finance Departments. The Program is working closely with DISCO Finance Directors and other key staff to review and improve accounting processes and internal audit procedures, develop and test 10-year financial forecasting tool, and prepare ERP design documentation. The coming quarter will see approval of revised accounting and internal audit manuals, placement of independent audit teams in various DISCOs, and pilot use of the 10-year financial model.

Field work on power system improvements continued with expansion of the power factor improvement work and implementation of a feeder optimization activities. By March 31, 912 capacitors had been installed in various DISCOs using a combination of Program funding and DISCOs’ own resources, and resulting in overall reduced demand on the system by 4,000 kilo volt amperes. This activity will continue into the future as DISCOs grow to understand and respect the impact power factor improvement has on overall system performance. In addition, Program engineers worked in partnership with LESCO staff to optimize the Nargis feeder serving over 2,500 customers. As part of the activity, damaged meters were replaced and new meters were installed where no meter existed. As a result of the work, customers on the feeder are experiencing improved service while LESCO sees a decline in technical and non-technical losses.

Capacity building work continues across all nine DISCOs as Program experts facilitate trainings and hold workshops on a variety of topics. This quarter saw:

- Continued delivery of linemen safety training,
- Holding of the first ever “CEO Forum” where DISCO CEOs were brought together to discuss challenges to DISCO management as well as share ideas,
- An intensive five-day training program for HR directors held at LUMS where HR magnet “international best practices” as well as lessons learned, and
- Twelve HR professionals traveled to the US for a one-week exchange program, visiting utilities in Baltimore and Washington, DC

Gender equity activities continued this quarter as consultation meetings were held at FESCO and MEPCO. The meetings were well-received as over 150 women employees for the first time had the opportunity to voice their issue. Attendees thanked PDP for arranging the events, indicating that they met a very real need. One participant commented on the need for such programs by saying, “I feel positive change in the attitude of our colleagues, and wish such a type of (gender) meeting would be held one a month.”

Following the outcomes of various consultation meetings, PDP’s initiatives and actions under gender strategy are progressing and are well received by the management as well as women employees. More than 150 enthusiastic mother employees of various DISCOs have submitted signed papers for the need of Day Care Facility in the premises of respective DISCOs. Response to requests for approval and allocation of identified sites are being followed up by gender team, MEPCO appears to be the first DISCO where this facility will be established. The ground breaking of works will begin early next quarter. Vendors for the works of day care facility have been short listed.

“I feel positive change in the attitude of our colleagues, and wish such type of (gender) meeting would be held once a month.”

FEMALE DISCO  
EMPLOYEE, PESCO

## I.I. PROGRAM FINANCIAL SUMMARY

Contract No:	EPP-1-00-03-00006-00, Task Order 13
Date of Issuance of Task Order:	September 17, 2010
Date of exercise of Task Order Component 2 Option:	March 30, 2011
Date of exercise of Task Order Component 3 Option:	March 30, 2012
Amount Obligated Under Task Order:	US\$29,499,409
Total Project Funds Expended to Date:	US\$17,224,270
Project Funds Expended During the Reporting Quarter:	US\$4,550,489

## I.2. KEY PERSONNEL

	Key Personnel Name	Designation	Employee Type			Employment Type		Contact Number	Email Address
			USN	TCN	CCN	Long-Term	Short-Term		
1	Craig R. VanDevelde	Chief of Party	X	<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>	0334-5644410	cvandavelde@pdip.pk
2	M. Saleem Arif	Deputy Chief of Party (DCOP)	<input type="checkbox"/>	<input type="checkbox"/>	X	X	<input type="checkbox"/>	0333-4088513	m.saleem.arif@pdip.pk
3	Cameron Macnish	Director Finance & Admin	<input type="checkbox"/>	X	<input type="checkbox"/>	X	<input type="checkbox"/>	0336-5135331	cmacnish@pdip.pk
4	Tahir Ali Khan	Senior Change Management (CM) Advisor	<input type="checkbox"/>	<input type="checkbox"/>	X	X	<input type="checkbox"/>	0300-8542300	tahir khan@pdip.pk
5	Robert Kolling	Senior Manager/Advisor Distribution	X	<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>	0300-8307691	rkolling@pdip.pk
6	Shahid Iqbal	DISCO Finance Management Accounting Team Lead	<input type="checkbox"/>	<input type="checkbox"/>	X	X	<input type="checkbox"/>	0300-8432770	siqbal@pdip.pk

# 2. HIGHLIGHTS FROM THE QUARTER

## 2.1. GOVERNANCE

- **Pakistan Electric Power Company (PEPCO) Status** – The Ministry of Water and Power (MWP), with assistance from the MWP advisors prepared the reply for the Sukkur writ petition. MWP awaits the court’s decision to continue with the dissolution of PEPCO.
- **Board of Directors (BOD) Chief Executive Officer (CEO) Interviews** – The DISCO Board of Directors interviewed internal and external candidates to find the best person for moving their companies forward in the coming years. Some existing CEOs filed stay orders to keep their positions in the organizations.
- **MWP Information Technology (IT) Program** – The server room has been completely updated to enhance organizational development of Ministry staff. New desktop units have been installed at MWP offices, who are now able to conduct their work in a more efficient and effective manner,
- **DISCO Board Development** – A board assessment checklist has been issued for all DISCO boards to complete and return to Program Advisors working in the Ministry. The advisors are using the results of the assessment checklist to determine areas where training and development will be required.
- **Institutional Development** – Program Advisors are developing data collection and monitoring requirements from PEPCO’s Commercial and Monitoring Department based on the blue book data. The Program is currently transferring DISCO’s billing and collection data to the MWP.

## 2.2. COMMERCIAL

- **Commercial Procedures Modifications (Blind Meter Readings (BMR) – Islamabad Electric Supply Company (IESCO) Pilot)** – Four seconded staff from MEPCO, HESCO and PESCO joined the Commercial Team during this quarter which provided good support to the Team for IESCO’s pilot implementation. The BMR process continued during this quarter, with more intensive monitoring which was also later coupled with re-read through follow-up procedure before processing of consumer’s bills for the March billing cycle. A useful database ([www.cp.pitc.com.pk](http://www.cp.pitc.com.pk)) was also made available for the officers of Westridge division which includes consumer profile data, consumption history, billing, payments and other imperative information.
- **BMR Implementation PESCO & MEPCO** – PESCO’s CEO and senior management participated in a BMR workshop conducted at WAPDA House in Peshawar. In support of the activity, the CEO of PESCO approved the allocation of 5,000 electronic meters for the City division. Furthermore, a quick impact meter reading course was conducted for PESCO, as well. A three-day BMR implementation training workshop was also conducted at MEPCO circle office in Multan for MEPCO’s implementation team and Musa-Pak division staff.

## 2.3. FINANCIAL

- **Trade Debt Receivables** – A meeting was held with Multan Electric Power Company (MEPCO) and Punjab Cooperative Bank to finalize a feasibility collection effort agreement which will include the provincial government Tehsildar. A meeting was held with Sindh government Special Finance Secretary to discuss resolution of provincial government’s billing and collection issues.
- **Internal Audit Process Optimization** – A workshop was held to finalize the new internal audit manual and schedule a date to begin implementation of internal audit co-sourcing.

- **10 Year Financial Forecast Model** – Comments were received regarding final model development. The model is scheduled to be beta tested at IESCO and LESCO in April, and model implementation to begin in mid-May.

## 2.4. COST OF SERVICE & TARIFF DESIGN

- **Cost of Service Model** – Spreadsheet based on Cost of Service Model was finalized in light of feedback received from DISCO middle management directly responsible for tariff and regulatory affairs. Stress testing of the model was performed in order to ensure its robustness. A user manual to accompany the model is also being prepared.
- **Data Collection and Analysis** – Members of the Cost of Service Team visited the Central Power Purchasing Agency (CPPA) in Lahore and collected data on power generation and dispatch. Data collection at IESCO, review, and analysis continued. Meetings were held with the Superintending Engineer, Grid Systems Operation IESCO in order to collect feeder level load data. The data collected is being digitized and analyzed. To date, data from over 600 feeders has been compiled. The correlation of this data with the system and DISCO peak is being analyzed.
- **Cost Allocation** – Analysis of current regulatory methodology for allocation of required revenue among consumer categories was conducted. Current power purchase cost allocation and alternative methodologies were reviewed.

## 2.5. ENGINEERING

- **Nargis Sub-Division Metering Improvement** – Project providing LESCO technical assistance to reinstall and re-fix all meters and replace damaged meters in LESCO’s Nargis Subdivision was completed. This effort included re-fixing all meters and replacing approximately 550 meters identified in a recent feeder combing survey conducted by the Program, with the new meters provided by LESCO while technical assistance, manpower, and service drops were provided by the Program. Initial reports for the low load period from September through January showed an 8.8% reduction in losses.
- **Power Factor Improvement at Multan Electric Power Company (MEPCO)** – Installation of LT capacitors on Multan Electric Power Company (MEPCO) rural farm tubewell pump motors continued this quarter as part of power factor improvements. A total of 737 tubewell customers have had capacitors installed. Before and after measurements showed that this activity reduced MEPCO losses and reduced demand by a total of 3,000 kilo volt amperes (KVA), releasing this power for serving additional load and increasing revenue. This demand reduction helps meet customer demand without adding generation to the system, avoiding the cost for new generation and its associated transmission and fuel. It also contributes to reduce load shedding and improves the quality of the power supply provided to customers through voltage and reliability improvements.
- **Power Factor improvement at Faisalabad Electric Supply Company (FESCO)** – The CEO of FESCO located existing stocks of capacitors and requested the Program to provide technical assistance to emulate MEPCO’s tubewell power factor improvement success. Program experts trained FESCO crews and work began on the first of three feeders with 174 large tubewell pumps in the range of 80 hp. The FESCO CEO was highly supportive and accompanied crews to sites as far as four hours from Faisalabad to witness the improvements firsthand. The capacitors to make these improvements had been on hand in various locations within FESCO for several years. The FESCO system saw reduction in demand of over 400 KVA. The Program anticipates assisting FESCO with up to 1,000 corrections over the next 12 months.
- **Power Factor Improvement Islamabad Electric Supply Company** – IESCO located 2,600 capacitors in their stores (since 2007) and requested technical assistance in installing these capacitors on tubewells. The Engineering Team met with the Chief Engineer – Planning & Engineering and feeders in IESCO’s Taxila sub-division in Attock Circle were selected. IESCO staff training will take place in April and capacitor installations will begin as previously done in MEPCO and FESCO.

- **Power Factor Expansion to All DISCOs** – As a follow-up to the workshop held in October 2011 attended by all nine DISCOs, on raising awareness about potential benefits of the power factor improvement technique, participants agreed on the scope of improvement this offered and agreed to evaluate their High Tension (HT) and Low Tension (LT) systems for implementation. DISCOs at large have adopted a common objective to repair and reinstate all installed HT capacitors by the summer.
- **Power Factor Assistance by National Energy Conservation Centre (ENERCON)** – ENERCON, the government-owned entity established in 1987, serves as a national focal point for energy conservation and efficiency activities across all sectors of the economy. ENERCON expressed keen interest in being involved with the power factor improvement project at the DISCOs. A concept paper was prepared within the MWP and endorsed by the Secretary-MWP to approve ENERCON’s involvement in making power factor improvements. By the end of the quarter, ENERCON had received internal approval to develop a field assessment plan to define the scope of their involvement suitable to solicit donor support. The Engineering Team is assisting in this effort. A meeting is scheduled for early April with the Program’s Engineering Team to discuss how this will be accomplished.
- **Geographic Information System (GIS) Mapping** – GIS mapping efforts continued to map demonstration subdivisions in five of nine DISCOs, including: FESCO, MEPCO, LESCO, Hyderabad Electric Supply Company (HESCO), and Peshawar Electric Power Company (PESCO). Work was started and completed in the two remaining DISCOs, HESCO and PESCO, during the quarter, completing all five DISCOs.
- **Procurement of Engineered Materials and Equipment** – The Automated Meter Reading (AMR)/RF system procurement progressed with the preferred bidder and the Program reached tentative agreement on its scope and cost during March and April clarification meetings.
- **Congested area Strategy for LESCO’s (Lahore) Naiz Baig Area** – A severely congested area is being improved to demonstrate the benefits of better design, new construction techniques, and materials in reducing losses, improving voltage, and reducing theft. The Project Design Team met with LESCO management and visited the field locations to develop design solutions. The design analysis for LT network reduction identified locations for 47 compact transformers, breaking up existing LT networks in the congested area by adding 2.4 kilometers of aerial HT cable and replacing LT conductors with insulated quadruplex cable to reduce feeder losses and theft.

## 2.6. HUMAN RESOURCES (HR) – TRAINING & CAPACITY BUILDING

- **Quick Impact Lineman Safety Training** – Quick impact linemen safety training was imparted to 415 line staff of HESCO. HESCO management has planned to extend this training to the remaining line staff (2,200 app.), using their own resources.
- **Project Management** – Twenty nine Project Management Unit (PMU) Officers in LESCO were given training on project management using MS Project 2010.
- **HR Management Workshop at Lahore University of Management Sciences (LUMS)** – The first central HR training and development sessions for senior DISCO HR managers concluded on March 19-20. CEOs of eight DISCOs participated and were presented with HR and change management proposals and best practices by their HR staff. The CEOs provided feedback to their respective HR teams and expressed strong support to the HR function.
- **CEO Forum** – The first meeting of eight of nine DISCO CEOs was held on March 19. The CEOs and Program leadership engaged in an open and productive dialogue which resulted in an agreement to continue such meetings on a regular basis.



*Human Resource Workshop at LUMS*

- **Organization Assessment & Restructuring** – Best and final offers from the selected bidders have been received. Assessment is being carried out.
- **Functional Trainings** – The HR & Change Management Team, working in collaboration with the Commercial Team, prepared curriculum materials for a one-day “quick impact” meter reading training program that was delivered three times for 62 of the PESCO commercial staff (meter readers, supervisors, and Sub-Division Officers) as part of the commercial optimization being implemented in the selected Division. The Team has identified potential training resources from the United States (US) to support development and delivery of engineering and operations programs for DISCOs. Engagement was initiated with the Office of the Auditor General of Pakistan to explore a potential collaboration for supporting the training of DISCO Internal Audit and Accounting personnel, through the Audit and Accounts Training Institutes operating in different cities throughout the country.
- **IT Skills Training** – The final two batches of IT skills training were conducted in MEPCO from March 5 -22. In total, over 1,000 DISCO officers in 53 batches have been trained.
- **Change Management Project at PESCO** – Recommendations based on a comprehensive analysis of existing processes at the Peshawar City Division, made by a joint committee of PESCO and Program staff for improvements, were completed. These cover among other operations, a maintenance program to reduce losses in three sub-divisions, establishing an operations room to control and monitor performance, and a program for checking theft and un-metered connections.
- **Utility Exchange Program** – All DISCOs were sent nominations request letters for Utility Exchange Program 2012. These programs cover engineering, commercial, and HR management. Utility Exchange Program on Change Manager, HR & Training from February 27–March 2 was completed. Twelve delegates from nine DISCOs participated in the US-based program.
- **Radio Talk Show** – The HR & Change Management Team participated in the radio talk show “Behtri ka Safar” on March 27, and discussed the HR training sessions that took place at LUMS and the change management initiatives being implemented at DISCOs. The 30-minute show was broadcast on FM 101, which has a national outreach of 120 million people.
- **Trainet** – At USAID’s request, training data was extracted and uploaded from June 2011 to March 2012 by all functional team leads. A total of 4,715 DISCO staff and students from local colleges / schools underwent various trainings, workshops, and seminars. IT skills enhancement, safety, project management, internal audit, meter reading, etc. were covered.
- **Training of Trainers (TOT)** – One-week First Aid and CPR certification TOT for 11 MEPCO and 12 LESCO was held at the Rescue 1122 training school in Rawalpindi from February 13–17.
- **Curriculum Development & Delivery** – Potential local training providers were identified for finance and accounting tasks including BO, KPMG, and Auditing & Accounts Training Institutes. In support for internal audit function training of DISCOs, suitable local DISCO staff members were identified and are in the process of being seconded for support on commercial programs. Coordination for planning and engineering training requirements continues with the Engineering Team. In addition, revisions were made to the quick impact meter reading curriculum material based on feedback from the three programs delivered at PESCO.
- **DISCO Seconded Staff** – 10 DISCO staff joined the Program on secondment in Engineering, Commercial, HR, and Coordination.



*Utility Exchange Program*

## 2.7. COMMUNICATIONS & OUTREACH

- **Documentaries** – A project documentary on interventions in all DISCOs and a documentary on meter checking and replacement in LESCO have been finalized currently awaiting final approval from USAID DOC office.

- **Radio Talk Show** – The 13-episode weekly radio talk show series began in February. Seven episodes were completed by the end of March. Themes included lineman safety, Utility Exchange Program, commercial and gender issues. Recordings are available at [www.pdip.pk](http://www.pdip.pk).
- **Media Events** – On January 9, the Program held a media event at the Serena Hotel, Islamabad to sign collaboration arrangements with nine DISCOs. The event received coverage in approximately 30 newspapers and 10 TV channels. The Program also sponsored a one-week visit to the United States by 20 senior HR managers from DISCOs. A February 24 pre-departure event for trip participants resulted in 31 stories in both print and electronic media and on multiple TV channels.



*Collaboration Arrangements  
Signing Ceremony*

## 2.8. GENDER

- The Gender Team concluded a successful campaign “Efficient Energy Saving Habits at Home” at IESCO, GEPCO and FESCO, involving 4,300 students and teachers. Five thousand flyers were distributed at the events, and young women were informed about job opportunities in DISCOs specifically, and the energy sector overall. The impact assessment report from IESCO revealed 90.5% improved awareness about the role and functions of IESCO. In addition, 86% of young women surveyed now have better insight into careers in the energy sector in general and power distribution companies in particular. A substantial number of students responded that they are willing to pursue a career in power distribution companies upon their graduation from college.
- Consultation meetings held at FESCO and MEPCO were well-received, where over 150 women employees had for the first time the opportunity to voice their concerns over gender discrimination. Following the course, women employees of FESCO decide to continue meeting on gender issues on a monthly basis.
- More than 150 enthusiastic female employees of various DISCOs have submitted signed papers for the need of Day Care Facility in the premises of respective DISCOs. Response to requests for approval and allocation of identified sites are being followed up by Gender Team.

# 3. PROGRAM STAFFING

	Employee Name	US Citizen/TCN/CCNI	Work Location in Country	Position Title	Type T or A2	Employment Term		Remarks
						From	To	
	(a)	(b)	(c)	(d)	(e)	(f)	(g)	(h)
<b>IRG DIRECT HIRE</b>								
1	Craig VanDevelde	US Citizen	Islamabad	Chief of Party	T	Jan-09-12	Sep-16-13	
2	Saleem Arif	CCN	Islamabad	Deputy Chief of Party	T	Oct-1-10	Sep-30-13	
3	Dick Dumford	US Citizen	Islamabad	Engineering Team Lead	T	Oct-21-10	Sep-30-13	
4	Cameron Macnish	TCN/UK Citizen	Islamabad	Director Finance & Admin	A	Jan-27-11	Jan-27-12	
5	Stephen Sutton	TCN/UK Citizen	Islamabad	Materials Control Manager	T	Jan-11-12	Sep-16-13	
6	Qurat ul ain	CCN	Islamabad	Project Manager Associate	A	Oct-18-10	Sep-16-12	
7	Javed Akhtar	CCN	Islamabad	Security Manager	A	Oct-29-10	Sep-16-12	
8	Makhdoom Umar	CCN	Islamabad	Accounting Manager	T	Oct-26-10	Sep-16-12	
9	Shoaib Zafar	CCN	Islamabad	IT Manager	T	Oct-11-10	Sep-16-12	
10	Zia ur Rehman	CCN	Islamabad	Communication Manager	T	Apr-1-11	Sep-16-12	
11	Nazir Chaudhery	CCN	Islamabad	Procurement Specialist	T	Jul-11-11	Sep-16-12	
12	Hamza Khalil	CCN	Islamabad	Project Coordinator	A	Aug-1-11	Mar-16-12	
13	Faiz Alam	CCN	Islamabad	Finance & Admin Office Manager	A	Apr-5-11	Sep-16-12	
14	Kishwar Mohsin	CCN	Islamabad	Receptionist	A	Nov-4-10	Sep-16-12	
15	Mahmood Aslam	CCN	Islamabad	HR & Capacity Building Expert	T	May-2-11	Sep-30-12	
16	Shaheer Ali	CCN	Islamabad	Planner & Scheduler	T	Jun-14-11	Sep-30-12	
17	Ch Abdul Ghafoor	CCN	Islamabad	DISCO Coord ( FESCO)	T	Aug-25-11	Aug-24-12	
18	Malik Khurram Shahzad	CCN	Islamabad	Admin Assistant	A	Nov-4-10	Sep-16-12	
19	Zahid Noor	CCN	Islamabad	Accounting Assistant	T	Jan-6-11	Sep-16-12	
20	Qasim Ali	CCN	Islamabad	Communication & Graphics Assistant	T	Aug-20-11	Aug-19-12	
21	Rizwan ul Haque	CCN	Islamabad	Procurement Associate	A	Apr-11-11	Sep-16-12	
22	Waseem Iftikhar	CCN	Islamabad	Admin Assistant	A	Jan-18-11	Sep-16-12	
23	Inam ullah Khan	CCN	Islamabad	IT Assistant	T	Jan-10-11	Sep-16-12	

<sup>1</sup> CCN – Cooperating Country National; TCN – Third Country National.

<sup>2</sup> T – Technical Position; A – Administrative position.

	Employee Name	US Citizen/TCN/CCNI	Work Location in Country	Position Title	Type T or A2	Employment Term		Remarks
						From	To	
	(a)	(b)	(c)	(d)	(e)	(f)	(g)	(h)
24	Nazia Nasar	CCN	Islamabad	Receptionist # 22 Hill Side Road	A	May-31-11	Sep-30-12	
25	Sarwat Shafique	CNN	Islamabad	Office Assistant	A	Nov-5-10	Sep-16-12	
26	Khursheed Muhammad	CCN	Islamabad	Cook # 22 Margalla Rod	A	Oct-21-11	Sep-16-12	
27	Waseem Soraya	CCN	Islamabad	Cook Assistant # 23	A	Oct-26-10	Sep-16-12	
28	Afzaal Gulzar Masih	CCN	Islamabad	Janitory Support	A	Oct-21-10	Sep-16-12	
29	Ghulam Jan	CCN	Islamabad	Gardener # 23 ST 19	A	Oct-26-10	Sep-16-12	
30	Zahid Malik	CCN	Islamabad	Chef Cook # 23	A	Jan-7-11	Sep-16-12	
31	Ijaz Muhammad	CCN	Islamabad	Janitory Support # 22	A	Dec-15-10	Sep-16-12	
32	Anees Ahmad	CCN	Islamabad	Chef Cook # 22, Hill Road	A	May-31-11	Sep-16-12	
33	Humanyun Fazal	CCN	Islamabad	Asst. Cook # 22, Hill Road	A	May-31-11	Sep-16-12	
34	Abdul Qadeer	CNN	Islamabad	Office Boy - # 22, Hill Road	A	May-31-11	Sep-16-12	
35	Imran Sadeer	CNN	Islamabad	Janitory support #, Hill Road	A	May-31-11	Sep-16-12	
36	Shahzada Umar Wahab	CCN	Islamabad	Assistant Coordinator	A	June-14-11	Sep-16-12	
37	Waqar Nisar	CCN	Islamabad	IT/IS/ERP Manager	T	Sep-12-11	Sep-16-12	
38	Omer Saeed Malik	CCN	Islamabad	Advisor Policy & Planning MWP	T	Sep-28-11	Feb-29-12	
39	Muhammad Bashir	CCN	Islamabad	Assistant Advisor Technical MWP	T	Ocr-03-11	Sep-16-12	
40	Asad Humayun Chohan	CCN	Islamabad	Assistant Monitoring & Evaluation MWP	T	Oct-03-11	Sep-16-12	
41	Mubbasher Gulzar	CCN	Islamabad	Assistant Advisor Policy & Planning MWP	T	Oct-03-11	Sep-16-12	
42	Abdullah Qasim Virk	CCN	Islamabad	Commercial Communication Manager	T	Oct-17-11	Sep-16-12	
43	Hammad Hashmi	CCN	Islamabad	Advisor Technical MWP	T	Oct-25-11	Sep-16-12	
44	Muhammad Naeem Babur	CCN	Islamabad	IT Administrator MWP	A	Oct-01-11	Jan-23-12	
45	Haroon Masih	CCN	Islamabad	Cleaner MWP	A	15-Dec-10	Sep-16-12	
46	Khan Adnan Ahmed	CCN	Islamabad	Application Developer	A	31-Oct-11	Jan-31-12	
47	Shahid Zareen Khattak	CCN	Peshawar	Business Process Analyst (HR)	T	Nov-21-11	May-20-12	
48	Imran Ullah Khan	CCN	Peshawar	Business Process Analyst (MIS)	T	Nov-21-11	May-20-12	
49	Muhammad Rehan ul Haq	CCN	Peshawar	Business Process Analyst	T	Nov-21-11	May-20-12	
50	Muhammad Zubair	CCN	Peshawar	Business Process Analyst (MIS)	T	Nov-21-11	May-20-12	
51	Muhammad Ashfaq	CCN	Peshawar	Business Process Analyst	T	Nov-21-11	May-20-12	
52	Taimur Shahid	CCN	Islamabad	Assistant Manager Accounts	A	Nov-22-11	Sep-16-12	
53	Naseer Ahmad	CCN	Islamabad	Application Developer	T	Dec-01-11	Sep-16-12	

	Employee Name	US Citizen/TCN/CCNI	Work Location in Country	Position Title	Type T or A2	Employment Term		Remarks
						From	To	
	(a)	(b)	(c)	(d)	(e)	(f)	(g)	(h)
54	Taimur Arshad	CCN	Islamabad	Application Developer	T	Dec-12-11	Sep-16-12	
55	Hassan Ali	CCN	Islamabad	Visual Media Specialist	T	Dec-19-11	Sep-16-12	
56	Ahmad Mian	CCN	Islamabad	CAD Specialist	T	Jan-4-12	Sep-16-12	
57	Zehra Akbar	CCN	Islamabad	Gender Coordination Associate	T	Jan-12-12	Sep-16-12	
58	Mubbasher Hussain Gill	CCN	Islamabad	Sr. Application Developer	T	Jan-17-12	Sep-16-12	
59	Humayun Parvez	CCN	Islamabad	MWP IT Systems Administrator	T	Feb-13-12	Sep-16-12	
60	Saleem Qazi	US Citizen	Islamabad	Sr. Distribution Engineering Advisor	T	Feb-21-12	Sep-16-13	
61	Hira Tahir	CCN	Islamabad	HR Associate	A	Feb-24-12	Sep-16-12	
62	Riaz Masih	CCN	Islamabad	Janitor	A	Feb-26-12	Sep-16-12	
63	Mariya Naseem Khan	CCN	Islamabad	Performance Measurement Manager	T	Mar-12-12	Sep-16-12	
64	Fahd Latif	CCN	Islamabad	Change Management Analyst	T	Mar-26-12	Jun-16-12	
<b>Subcontractor: Energy Markets Group (EMG)</b>								
1	Clare Novak	US Citizen	Islamabad	Advisor HR &MWP	T	6-Nov-11		
<b>Subcontractor: National Rural Electric Cooperative Association (NRECA) International Limited</b>								
1	Gary Bartlett	US Citizen	Islamabad	Finance Management Accounting Expert	T	1-Nov-10	30-Sep-13	NRECA
2	Janet Kauffman	US Citizen	Islamabad	Commercial Ops Billing Cycle Expert	T	21-Oct-10	30-Sep-13	
3	Robert Kolling	US Citizen	Islamabad	Sr. Manager/ Advisor Distribution	T	15-Dec-10	30-Sep-13	Advisory Group, MWP
4	Ray Thayer	US Citizen	Islamabad	Sr. Distribution Systems Specialist	T	15-Jul-11	02-Apr-12	
5	Robert William Dalton	US Citizen	Islamabad	Lineman Training Specialist	T	26-Oct-11		
6	James M. Ford	US Citizen	Islamabad	Training Specialist	T	26-Oct-11		
9	Nazrul Islam	TCN/Bangladesh	Dhaka, Bangladesh	GIS Specialist	T	29-Dec-11	25-Jan-12	
<b>Subcontractor: PITCO (Pakistan Industrial Trading Company)</b>								
1	Usman Malik	CCN	All DISCOs' cities	Field Project Manager	T	18-Sep-10	17-Sep-11	
2	Tahir Khan	CCN	Islamabad	Director Change Management - PDIP	T	8-Nov-10	31-Jan-11	
3	Tehseen Chohan	US citizen	Islamabad	HR Team Lead	T	1-Oct-10	3--Sep-11	
4	Noor Mengal	CCN	Islamabad	Sr Distribution Systems Construction Planner	T	1-Oct-10	3--Sep-11	

	Employee Name	US Citizen/TCN/CCNI	Work Location in Country	Position Title	Type T or A2	Employment Term		Remarks
						From	To	
	(a)	(b)	(c)	(d)	(e)	(f)	(g)	(h)
5	Kamran Riaz	CCN	Islamabad	Sr Cost of Service and Tariff Design	T	25-Oct-10	24-Nov-11	
6	Fazal-e-Khaliq	CCN	Islamabad	Customer Accounts/Record Specialist	T	23-Nov-10	21-Nov-11	
7	Rehan Hameed	CCN	Islamabad	HR Specialist	T	22-Nov-10	22-Mar-11	
8	Shahid Iqbal	CCN	Islamabad	Disco Financial Management Accounting Director	T	1-Nov-10	30-Oct-11	
9	Shoaib Cheema	CCN	Islamabad	Change Management Specialist	T	2-May-11	30-Sep-11	
10	M. Zaheer	CCN	Islamabad	Project Implementation Manager	T	23-May-11	30-Sep-11	
11	Ammir Naqvi	CCN	Islamabad	Cost of Service Specialist	T	23-May-11	30-Sep-11	
12	Hafiz Muhammad Nabeel Ishaque	CCN		GIS/ Mapping Specialist	T	28-Feb-11	17-Sep-11	
13	Hasnain Gohar	CCN		GIS/ Mapping Specialist	T	28-Feb-11	17-Sep-11	
14	Jamshaid Akhtar	CCN		GIS/ Mapping Specialist	T	28-Feb-11	17-Sep-11	
15	Muhammad Sikandar	CCN		GIS/ Mapping Specialist	T	28-Feb-11	17-Sep-11	
16	Sohail Rehman Khan	CCN		GIS/ Mapping Specialist	T	28-Feb-11	17-Sep-11	
17	H. Hammad-ur-Rehman	CCN		Data Entry Operator	T			
18	Rizwan Aslam	CCN		Data Entry Operator	T			
19	Usman Hafeez	CCN		GIS Survey Engineer	T			
20	Irfan Rasheed	CCN		GIS Survey Engineer	T			
21	Zeeshan Haider	CCN		GIS Survey Engineer	T			
22	M. Adeel	CCN		GIS Survey Engineer	T			
23	Rayyan Niaz	CCN		GIS Survey Engineer	T			
24	Muhammad Iqbal	CCN		GIS Field Coordinator	T			
25	Muhammad Awaise	CCN		GIS Specialist	T			
26	Muhammad Gulraiz Khan	CCN		GIS Specialist	T			
27	M. Jarjaish Hussain	CCN		GIS Specialist	T			
28	Muhammad Iqbal	CCN		GIS Coordinator	T			
29	Hafiz Rehman	CCN		Data Entry Operator	T			
30	Manzar Ali	CCN		Data Entry Operator	T			
31	Muhammad Khan	CCN		GIS Technician	T			
32	Mohammad Hussain	CCN		GIS Technician	T			
33	Adeel Rehman	CCN		GIS Survey Engineer	T			
34	Fahad Jamal	CCN		GIS Survey Engineer	T			
35	Gulraiz Shaukat	CCN		GIS Survey Engineer	T			

	Employee Name	US Citizen/TCN/CCNI	Work Location in Country	Position Title	Type T or A2	Employment Term		Remarks
						From	To	
	(a)	(b)	(c)	(d)	(e)	(f)	(g)	(h)
36	Hammad Iftakhar	CCN		GIS Survey Engineer	T			
37	Mirza Ijaz	CCN		GIS Survey Engineer	T			
38	Muhammad Haider	CCN		GIS Survey Engineer	T			
39	Muhammad Shahid	CCN		GIS Survey Engineer	T			
40	Muhammad Sharif	CCN		GIS Survey Engineer	T			
41	Muhammad Hashmi	CCN		GIS Survey Engineer	T			
42	Zulfiqar	CCN		Electrician	T			
43	Muhammad Ahmad	CCN		Electrician	T			
44	Hafiz Faisal	CCN		Electrician	T			
45	Allah Rakha	CCN		Electrician	T			
46	Muhammad Ayub	CCN		Electrician	T			
47	Muhammad Niaza	CCN		Electrician	T			
48	Munawar Hussain	CCN		Lineman	T			
49	Muhammad Siddique	CCN		Lineman	T			
50	Madad Nagarah	CCN		Lineman	T			
51	Hameed Rehman	CCN		Lineman	T			
52	Muhammad Saeed	CCN		Test Inspector	T			
53	Muhammad Awan	CCN		Test Inspector	T			
54	Muhammad Akram	CCN		Data Assistant	T			
55	Nasir Mehmood	CCN		Project Coordinator	T			
56	Arif Kundi	CCN	Islamabad	Project IT Specialist	T	5-Mar-12		
<b>Subcontractor: HKN</b>								
1	Jaffar Sibtain	CCN	Islamabad	MWP Legal Advisor	T	10-Oct-11	16-Sep-12	Advisory Group, MWP
<b>Subcontractor: SMC Private Limited</b>								
1	Dr. Zahir Fikri	CCN	All DISCO cities	Quality Manager	T	Oct-2-10	Mar-31-12	Mobilized
2	Shafique ur Rehman	CCN	as above	Sr. Distribution Planning Advisor	T	Dec-6-10	Sep-30-13	
3	Akhlaq Ahmed	CCN	as above	Sr. Tariff & Cost of Service Specialist	T	Nov-1-10	Sep-30-13	
<b>Subcontractor: TELCONET Services Private Limited</b>								
1	Khurram Ehtesham	CCN	All DISCO cities	Metering Sys. Advisor	T	Nov-1-10	Sep-30-12	
2	Ahmad Kamal Janjua	CCN	as above	HR Specialist	T	Nov-22-11	Sep-30-12	
3	Naveed Akhtar	CCN	As above	Census Manager	T			
<b>Seconded Staff from DISCOs</b>								

	Employee Name	US Citizen/TCN/CCNI	Work Location in Country	Position Title	Type T or A2	Employment Term		Remarks
						From	To	
	(a)	(b)	(c)	(d)	(e)	(f)	(g)	(h)
1	Tufail Sheikh	CCN	Islamabad and HESCO	Member of HR Team				Seconded from HESCO
2	Omer Haroon Malik	CCN	Islamabad	Chief of Staff - Coordination				Seconded from LESCO
3	Atif Jawad	CCN	Islamabad	Commercial Operations Team Member		23-Jan-12		Seconded from PESCO
4	Sohail Khan	CCN	Islamabad	Engineering, Operations & Planning Team Member		25-Jan-12		Seconded from PESCO
5	Adnan Iqbal	CCN	Islamabad	Commercial Operations Team Member		30-Jan-12		Seconded from MEPCO
6	Farhana Rasheed	CCN	Islamabad	Information Management & IT Team Member		30-Jan-12		Seconded from MEPCO
7	Humayoon Zafar	CCN	Islamabad	Information Management & IT Team Member		30-Jan-12		Seconded from MEPCO
8	Khursheed Bano	CCN	Islamabad	Commercial Operations Team Member		27-Feb-12		Seconded from HESCO
9	Mian Ansar Mahmood	CCN	Islamabad	Financial Management Team Member		1-Mar-12		Seconded from MEPCO
10	Abdul Haq Sheikh	CCN	Islamabad	Procurement & Material Management Team		12-Mar-12		Seconded from HESCO

# 4. PROGRESS AND ACCOMPLISHMENTS

## I. GOVERNANCE

#	Activity	Description/ Results to Date / Future Results
1.	<b>DISSOLUTION OF PEPCO</b>	<p><b>NEED:</b> A key action in the President of Pakistan’s power sector reform program is the dissolution of PEPCO. This action has suffered many delays and is impacting the establishment of independent DISCOs. The MWP has requested USAID Power Distribution Programs assistance through the assigned distribution and legal experts to achieve this goal.</p> <p><b>RESULTS TO DATE:</b></p> <p><b>January:</b> Filed replies to Sukkur case, stopping the dissolution of PEPCO.</p> <p><b>February:</b> First hearing date.</p> <p><b>March:</b> Two further hearings and decision by the judge to dismiss the case.</p> <p><b>FUTURE RESULTS:</b> Dissolution completed.</p> <p><b>KEY PERFORMANCE INDICATORS (KPIs) IMPACTED:</b> All governance.</p>
2.	<b>BOARD OF DIRECTOR ASSISTANCE</b>	<p><b>NEED:</b> Provide MWP requested training and mentoring of the new DISCO BOD, assist the BODs to adopt proper operating policies and assist the BODs Audit Committees to be in control of DISCO’s internal audit process.</p> <p><b>RESULTS TO DATE:</b></p> <p><b>January:</b> Had second meeting with MWP and DISCO Chairman. Passed out governance policies for all to circulate in their board meetings.</p> <p><b>February:</b> Passed out the “Board Assessment” Checklist form to be completed and returned to MWP advisors to start evaluation process.</p> <p><b>FUTURE RESULTS:</b> CEOs for remaining DISCOs to be selected.</p> <p><b>KPIs IMPACTED:</b> Board members trained, Board effectiveness and in general all others under governance.</p>
3.	<b>PROVIDE EMBEDDED SPECIALISTS TO MWP</b>	<p><b>NEED:</b> The MWP requested embedded technical assistance with power sector reform.</p> <p><b>RESULTS TO DATE:</b></p> <p><b>January:</b> Technical assistance staff has been assigned a number of projects from the Joint Secretary of Power. Initiated an Economic Dispatch Model to the financial issues in the power sector. MWP assigned an advisor to assist the CASA 1000 project. MWP has also assigned an advisor to work directly with the Ministry.</p> <p><b>February:</b> Advisors met with the Minister to present results of the Economic Dispatch model and other items that can save the power sector</p>

		<p>\$140 billion a year.</p> <p><b>March:</b> Advisor positions developed for assisting in PEPCO department functions and its tasks related to the MWP.</p> <p><b>FUTURE RESULTS:</b> Advisors will work with the MWP to improve efficiency and provide technical assistance.</p> <p><b>KPIs IMPACTED:</b> Effectiveness of MWP reform.</p>
4.	<b>MWP IT PROGRAM</b>	<p><b>NEED:</b> To implement IT improvements within the MWP.</p> <p><b>RESULTS TO DATE:</b></p> <p><b>January:</b> Rollout continues, but slows due to server room being unready for new connections.</p> <p><b>February:</b> Server room remodeling begins</p> <p><b>March:</b> Server room completed and desktop rollout is back on track.</p> <p><b>FUTURE RESULTS:</b> Installation of server in MWP for Electronic Government Directorate.</p> <p><b>KPIs IMPACTED:</b> Effectiveness of the MWP.</p>

## 2. COMMERCIAL

#	Activity	Description/ Results to Date / Future Results
5.	<b>NEW CUSTOMER INFORMATION SYSTEMS (CIS)</b>	<p><b>NEED:</b> The worst performing functional area in each DISCO visited is the commercial area, including the process from meter reading through bill collection. The current electronic system used for this process consists of 1980's technology COBOL-based customer databases. The existing system has many drawbacks and limitations including being subject to manipulation, known to occur. A modern IT-based system replacement is instrumental for smoother functionality.</p> <p><b>RESULTS TO DATE:</b></p> <p><b>January:</b> The application development team shifted to Dhaka to continue working with the lead developer.</p> <p><b>February:</b> Work on USAID Bangladesh CIS customization continued. Fourth draft of User Requirements Document was completed and reviewed with PITC.</p> <p><b>March:</b> Continued development of software and documentation of the legacy system as baseline user requirements document.</p> <p><b>FUTURE RESULTS:</b> Software development should be completed in late spring or early summer 2012. User requirements documentation to be completed early April 2012 and PITC; DISCO approval obtained.</p> <p><b>KPIs IMPACTED:</b> Increased revenue and reduced non-technical loss including theft.</p>
6.	<b>Integrated Commercial Office</b>	<p><b>Need:</b> Locating all commercial functions in a single location will allow DISCOs to streamline commercial operations; the addition of technology will reduce opportunities for data manipulation. The CIS is part of the integrated commercial office.</p> <p><b>RESULTS TO DATE:</b></p> <p><b>January:</b> Provide MEPCO with project overview, monitor progress of building construction, and discuss space requirements of commercial</p>

		<p>office, possible locations for computer room, and networking requirements. Request identification of future CIS users in need of basic computer training.</p> <p><b>February:</b> Continued monitoring progress of MEPCO office construction.</p> <p><b>March:</b> Basic computer training for future CIS users conducted in Multan.</p> <p><b>FUTURE RESULTS:</b> Finalize layout of commercial office space at the Musa Pak Division/Bosan Road Sub-Division and install local area network (LAN).</p> <p><b>KPIs IMPACTED:</b> Increased revenue and reduced non-technical loss, including theft.</p>
7.	<b>IMPROVED METER READING</b>	<p><b>NEED:</b> Improve effectiveness of current meter reading process and reduce inaccurate billing and revenue loss.</p> <p><b>RESULTS TO DATE:</b></p> <p><b>January:</b> Meter readers from the Tench Bhata and Kamalabad subdivisions continued using blind meter reading procedures. Although Management continues to read the large industrial customers, they use the revised meter reading routes.</p> <p><b>February:</b> All subdivisions used the blind meter reading process. The follow-up reading procedures were partially implemented. One batch selected at random had 873 (17%) reading anomalies. Of the anomalies, 37% were caused by the current reading being less than last month's read, 6% were missing readings, and the remainder were outside the tolerance levels for expected consumption based on historical usage.</p> <p><b>March:</b> Performance monitoring continued. Two additional meter readers were added to overcome the shortage of readers at the Tarnol Sub-Division. Data processing and printing requirements at the Revenue Office of Westridge Division were assessed by the Commercial Team and procurement action was initiated by the Program. Web database was installed to replace manual customer history records with automated consumer profile data.</p> <p>Implementation workshops were conducted for PESCO and MEPCO. Assistance in redressing route anomalies and evenly distributing reader's work load.</p> <p><b>FUTURE RESULTS:</b> Monitoring of blind meter reading will continue and meter discrepancy procedures will be implemented in April. Final software changes for the blind meter readings will also be completed. The planning and preparation for the roll out of blind meter reading process will also continue. Commence developing procedures for service order process.</p> <p><b>KPIs IMPACTED:</b> Reduced non-technical losses including theft, increased revenue and improved employee attitude.</p>
8.	<b>DEFECTIVE METERS REPLACEMENT</b>	<p><b>NEED:</b> A large portion of DISCO losses are due to faulty meters. A simple survey of customer meters can identify those that need replacing or re-fixing.</p> <p><b>RESULTS TO DATE:</b></p> <p><b>January:</b> As a result of a high loss feeder survey, the Program began replacing and re-fixing meters on the Nargis Feeder located in a high loss</p>

		<p>LESCO subdivision. LESCO provided new meters and material to correct the problems identified.</p> <p><b>February:</b> Completion report preparation. From the 2,855 meters surveyed, 580 were replaced and 1,819 were re-fixed during November to January.</p> <p><b>March:</b> Impact of project monitoring. Progressive losses for the Nargis feeder dropped from 33.8% during the period of September 2010-Mar 2011 to 21.6% for the same period ending Mar 2012.</p> <p><b>FUTURE RESULTS:</b> Meter checking intervention expected to be complete by February.</p> <p><b>KPIs IMPACTED:</b> Reduction of non-technical losses and increased revenue.</p> <p><b>OTHER AREAS INVOLVED:</b> Engineering.</p>
9.	<b>CENSUS SURVEY</b>	<p><b>NEED:</b> The customer database contains errors or is missing information. The survey will verify or provide missing information to be used while updating the customer billing database. The revised data will be used to populate the database for loading into the new CIS.</p> <p><b>RESULTS TO DATE:</b></p> <p><b>January:</b> Data collection form that will be used in future consumer surveys, prepared.</p> <p><b>February:</b> Census form was tested in MEPCO to determine time and resource requirements for completion. Completion must be two months before CIS parallel testing begins, to allow for reconciliation and legacy database update.</p> <p><b>March:</b> Form test was completed and adequacy of methodology discussed. An enumerator can complete approximately 14 forms per day.</p> <p><b>FUTURE RESULTS:</b> Provide technical assistance to LESCO for implementation of recommendations.</p> <p><b>KPIs IMPACTED:</b> Non-technical loss, theft reduction and increased revenue.</p>
10.	<b>IMPLEMENTATION OF HAND HELD UNITS (HHU)</b>	<p><b>NEED:</b> Improve efficiency of current meter reading process and reduce inaccurate billing and revenue loss through transcription and data entry errors.</p> <p><b>RESULTS TO DATE:</b></p> <p><b>January:</b> Developed plans for HHU implementation at non-CIS sites. Developed Request for Quotations (RFQ) for procurement of additional units.</p> <p><b>February:</b> Bids received for the procurement of HHU. PITC added snapshot capability to their HHU software application.</p> <p><b>March:</b> Potential vendors were shortlisted and asked to present proposed handhelds. Additional features are required and vendors to provide revised quotes in April.</p> <p><b>FUTURE RESULTS:</b> Creation of meter reading audit team to monitor accuracy of meter reader data entry. If consent from IESCO for USAID Power Distribution Program's involvement in the project not obtained, another site will be selected.</p> <p><b>KPIs Impacted:</b> Increased revenue and reduced non-technical loss including theft.</p>

### 3. FINANCIAL

#	Activity	Description/ Results to Date / Future Results
13.	<b>DISCO INTERNAL AUDIT PROCESS IMPROVEMENT</b>	<p><b>NEED:</b> DISCO audit improvements are seriously needed as current procedures are inadequate by all accounts. Internal control audits are not required and government auditors report that DISCO audits are not reporting corrupt acts known to be occurring.</p> <p>Deficiencies identified include the following:</p> <ul style="list-style-type: none"> <li>- Failure to maintain an updated audit manual.</li> <li>- Failure to include certain testing of compliance with laws, regulations, and critical organizational policies and procedures and internal controls over financial reporting.</li> <li>- Lack of competence in DISCO internal audit staff.</li> <li>- Lack of independence of the internal audit function.</li> <li>- Corruption within the internal audit function.</li> </ul> <p><b>RESULTS TO DATE:</b></p> <p><b>January:</b> A draft of the new internal audit manual was sent to DISCOs' Heads of Internal Audit for review and comment.</p> <p><b>February:</b> Internal audit co-sourcing was presented to DISCO BOD Chairmen by the MWP. Presentation made to MEPCO BOD on internal audit co-sourcing; MEPCO BOD Chairman called the concept "brilliant."</p> <p><b>March:</b> Workshop held to finalize the revised and updated internal audit manual and introduce co-sourcing. Participants included DISCOs' Heads of Internal Audit and BOD Audit Committee members. Presentation made to IESCO BOD Audit Committee on co-sourcing.</p> <p><b>FUTURE RESULTS:</b> Final internal audit manual scheduled to be issued on April 30. Implementation of co-sourcing scheduled to begin at MEPCO on May 2.</p> <p><b>KPIs IMPACTED:</b> All commercial, financial and governance.</p>
14.	<b>DISCO's BUSINESS PLANS (10-YEAR FINANCIAL FORECAST)</b>	<p><b>NEED:</b> Provide DISCOs with a tool to improve their business planning processes.</p> <p><b>RESULTS TO DATE:</b></p> <p><b>January:</b> Prototype Model was approved by PDP and further development will be undertaken at IESCO and LESCO.</p> <p><b>February:</b> Model sent to DISCO FDs for comments.</p> <p><b>March:</b> Comments received from DISCO FDs.</p> <p><b>FUTURE RESULTS:</b> Model will be beta tested at IESCO and LESCO. Final Model will be presented at a workshop scheduled for April. DISCO implementation scheduled to begin May 15.</p> <p><b>KPIs IMPACTED:</b> Financial.</p>
15.	<b>DISCO ACCOUNTING MANUAL AND PROCEDURES UPDATE</b>	<p><b>NEED:</b> Develop accounting procedures to supersede the outdated Water and Power Development Authority (WAPDA) legacy procedures.</p> <p><b>RESULTS TO DATE:</b></p> <p><b>January:</b> Workshop held to perform technical review and develop a strategy to customize manual contents for each DISCO.</p>

		<p><b>February:</b> Draft manual sent to each DISCO for comments. Visits made to individual DISCOs to review manual contents, solicit comments and obtain buy-in.</p> <p><b>FUTURE RESULTS:</b> Workshop for technical review of open items and scheduling of final review dates scheduled. Final contents for accounting manual to be completed by May 24.</p> <p><b>KPIs IMPACTED:</b> Distribution losses and collection efficiency, aggregate losses reduced, profitability, and operations and maintenance (O&amp;M) Cost.</p>
16.	<p><b>PROGRAM TO RECOVER TRADE DEBT RECEIVABLES</b></p>	<p><b>NEED:</b> DISCOs have a tremendous backlog of uncollected receivables, equivalent of up to 750 days billing in some cases. These receivables, known as “Trade Debt Receivables,” have two sources: government and private. USAID Power Distribution Program’s assistance is needed to improve these debts, currently severely impacting the Government of Pakistan (GOP) circular debt problem. Government agencies contribute the most to this problem with the Sindh provincial government, which owes HESCO approximately \$300 million, being the worst. A primary issue in Sindh is reported to be a lack of confidence in HESCO’s billing.</p> <p><b>RESULTS TO DATE:</b></p> <p><b>February:</b> An impasse was reached between IFI Consultants and MEPCO regarding an agreement for a feasibility collection effort. However, Punjab Cooperative Bank (PCB) was identified as a potential partner. A letter was sent to Sindh government Secretary of Finance and Secretary of Power for a meeting to discuss issues regarding DISCO billings and collections.</p> <p><b>March:</b> Meetings were held with MEPCO and PCB regarding feasibility collection effort. Discussed involvement of provincial government Tehsildar. All parties agreed in principle to move forward with drafting an agreement which would include Tehsildar.</p> <p><b>FUTURE RESULTS:</b> Collection agreement between MEPCO and PCB.</p> <p><b>KPIs IMPACTED:</b> Revenue and collection efficiency.</p>
17.	<p><b>ENTERPRISE RESOURCES PLANNING (ERP)</b></p>	<p><b>NEED:</b> All DISCOs except for LESCO have manual financial systems. ERP is the automation solution for their financial and other organizational functional areas’ processes. The Program designed an ERP documentation and preparation project to demonstrate ERP’s impact on the financial operational efficiencies and its effectiveness for the organization. The project will model a business blueprint for implementation of all ERP application processes.</p> <p><b>RESULTS:</b></p> <p><b>January:</b> Project commenced on January 2 at FESCO. Initial review of business processes was completed on January 11.</p> <p><b>February:</b> Review and mapping of current business processes for all module components at FESCO has been completed. Payroll was added to the scope of the project.</p> <p><b>March:</b> Each DISCO was visited to inform and discuss results witnessed</p>

	<p>at FESCO. Scope of functionality and organizational orientation to ERP implementation completed. Work is continuing on the review and mapping of payroll business processes.</p> <p><b>FUTURE RESULTS:</b> Blueprint for ERP, review and mapping of payroll business processes are scheduled to be completed in May. Final workshop and rollout are scheduled for June.</p> <p><b>KPIs IMPACTED:</b> Improved business processes.</p>
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## 4. ENGINEERING

#	Activity	Description/ Results to Date / Future Results
19.	<b>POWER FACTOR IMPROVEMENT – MEPCO (MULTAN)</b>	<p><b>NEED:</b> The DISCOs poorly monitor and correct the power factor on their feeders, particularly feeders with large motor loads such as tubewell pumps, or small industrial and commercial enterprises.</p> <p><b>RESULTS TO DATE:</b></p> <p><b>January:</b> Installation of LT capacitors on MEPCO’s rural farm tubewell pump motors as part of power factor improvements continued.</p> <p><b>February:</b> At MEPCO, by the end of February, five rural tubewell feeders including 737 tubewell customers had been completed by MEPCO crews trained by Program engineers to use power analyzer equipment provided by the Program to size the capacitors and then make proper installations. Before and after measurements showed that this activity reduced MEPCO losses and reduced demand by a total of 3,000 KVA, releasing this power to serve additional load and increasing revenue. This demand reduction helps meet customer demand without adding generation to the system, avoiding the cost for new generation and its associated transmission and fuel. It also contributes to reduced load shedding and improves quality of the power supply to customers through voltage and reliability improvements.</p> <p>Quality control checking of the capacitor installation work done under direct MEPCO supervision was carried out to ensure the trained MEPCO personnel were accurately sizing and correctly installing tubewell capacitors, without direct technical assistance from Program experts. Results showed some capacitor sizing was incorrect and required correction, and crew re-training was provided with good results. Along with Engineering Team experts, the seconded engineer from PESCO, Sohail Khan, assisted in carrying out this exercise and became well versed in both technical and non-technical aspects of tubewell capacitor installations.</p> <p><b>March:</b> Work continued at MEPCO on two additional feeders resulting in the completion of 100 out of 160 tubewells, reducing demand by another 240 KVA.</p> <p>A proposal by the Engineering Team that MEPCO Management to establish a permanent power factor monitoring engineering unit to continuously monitor and correct power factors was accepted with enthusiasm. However, the Chief Engineer Planning retired during the Third</p>

		<p>Quarter, delaying implementation. The team continues to follow up on this issue.</p> <p>Concurrently, MEPCO is moving forward with ordering new power factor (KVAR) meters for all feeders which will provide the necessary power factor data to MEPCO engineers for power factor monitoring</p> <p><b>FUTURE RESULTS:</b></p> <p>The USAID Power Distribution Program will continue to monitor MEPCO's tubewell capacitors installation and provide technical assistance as needed. The Program will also procure and provide MEPCO with 2,000 capacitors. A Power Factor Correction Unit will be established at MEPCO.</p> <p><b>KPIs IMPACTED:</b> Reduced demand on MEPCO system, reduced losses, improved voltage, greater reliability, and increased customer satisfaction.</p>
20.	<b>PERFORMANCE IMPROVEMENT – FESCO (FAISALABAD)</b>	<p><b>January:</b> CEO FESCO located existing stocks of capacitors and requested the USAID Power Distribution Program for technical assistance to emulate MEPCO's successful tubewell power factor improvement.</p> <p><b>February:</b> Program experts trained FESCO crews and work started on the first of three feeders with 174 large tubewell pumps in the range of 80 hp. The FESCO CEO was highly supportive and accompanied crews to sites as far as four hours from Faisalabad to witness the improvements firsthand. The capacitors to make these improvements had been on hand in various locations within FESCO for several years.</p> <p><b>March:</b> Demand on the FESCO system was reduced by over 400 KVA. Work substantially delayed due to extensive load shedding in FESCO's service territory.</p> <p><b>Future Results:</b> The Program anticipates assisting FESCO with up to 1,000 corrections over the next 12 months.</p> <p><b>KPIs impacted:</b> Reduced demand on FESCO system, reduced losses, improved voltage, greater reliability, increased customer satisfaction.</p>
21.	<b>POWER FACTOR IMPROVEMENT: IESCO (ISLAMABAD)</b>	<p><b>March:</b> IESCO located 2,600 capacitors in their stores (since 2007) and requested technical assistance in installing these capacitors on tubewells. The Engineering Team met with the Chief Engineer of Planning &amp; Engineering, and feeders at IESCO's Taxila Sub-division in Attock Circle were selected. IESCO staff training will take place in April and capacitor installations will begin, as previously done at MEPCO and FESCO.</p> <p><b>FUTURE RESULTS:</b> IESCO has 2,600 capacitors in stock which will provide a significant reduction in demand on the system if installed</p> <p><b>KPIs IMPACTED:</b> Reduced demand on IESCO system, reduced losses, improved voltage, greater reliability, and increased customer satisfaction.</p>
22.	<b>POWER FACTOR IMPROVEMENT– SMALL COMMERCIAL AND BUSINESS CUSTOMERS</b>	<p><b>January:</b> Concurrent with the tubewell power factor improvement, an assessment for LT capacitor intervention on commercial customers was carried out by Program engineers at MEPCO and LESCO. The purpose of this assessment was to determine what benefits from power factor improvement were available from these customers. The assessment concluded that benefits are available, although they will not be as great as those on the tubewells.</p> <p><b>February:</b> The government agency for energy conservation, Enercon</p>

		<p>(constituted under the MWP), was informed of the opportunity and expressed interest in participating. In February, a concept paper was prepared within the MWP and endorsed by the Secretary MWP to involve Enercon in making power factor improvements.</p> <p><b>March:</b> By the end of the quarter, Enercon received internal approval to develop a field assessment plan to define the scope of their involvement suitable to solicit donor support. The Engineering Team is assisting in this effort. A meeting is scheduled for early April to discuss how this will be accomplished.</p> <p><b>FUTURE RESULTS:</b> Depending on the results of this assessment, Enercon will seek donor support for power factor improvements.</p> <p><b>KPIs IMPACTED:</b> Reduced demand on IESCO system, reduced losses, improved voltage, greater reliability, increased customer satisfaction.</p>
23.	<b>DISCO HT POWER FACTOR IMPROVEMENT</b>	<p><b>January:</b> As a result of a Power Factor Workshop sponsored by the Program in 2012's first quarter to increase awareness of DISCO management to the benefits of power factor correction, and the demonstrated positive effects of the low tension tubewell capacitors, the DISCOs as a group adopted a common objective to repair and reinstate all installed HT capacitors to operate by Summer 2012.</p> <p><b>February:</b> The Program is sponsoring periodic one-day workshops to discuss progress toward this goal and related issues. These have been well attended by Chief Engineers of all nine DISCOs.</p> <p><b>March:</b> In addition to reinstating the HT capacitor banks, DISCOs have agreed to provide power factor metering on all 6,800 feeders in the system. MEPCO has issued a Letter of Intent (LOI) for the purchase of 1,000 high accuracy digital meters to be installed on 11 KV feeders at the grid stations. A formal purchase order will be issued in two weeks and delivery is expected to be completed within 180 days thereafter.</p> <p><b>FUTURE RESULTS:</b> If DISCOS achieve their collective objective of placing all HT capacitors into normal service there will be less load shedding, improved voltage and greater reliability during the high load summer months.</p> <p><b>KPIs IMPACTED:</b> Reduced demand on IESCO system, reduced losses, improved voltage, greater reliability, increased customer satisfaction.</p>

24.	<b>GIS FIELD TEAM SURVEY AND ENGINEERING ANALYSIS USING GIS SURVEY DATA</b>	<p><b>NEED:</b> To provide requisite data for building engineering analysis models and maps.</p> <p><b>RESULTS TO DATE</b></p> <p><b>January:</b> The GIS Survey Team started field inventory and mapping of HESCO Qasimabad Sub-Division in Hyderabad and PESCO Kohat Road Sub-Division in Peshawar.</p> <p><b>February:</b> GIS survey of Qasimabad Sub-Division and Kohat Road Sub-Divisions completed.</p> <p><b>March:</b> Check and finalization of LESCO Naim Baig and MEPCO Bosan Road Sub-Divisions completed.</p> <p>Engineering power flow analysis using GIS data was completed for all eight feeders in MEPCO's Bosan Road Sub-Division. This completes feeder modeling for the Sub-Divisions in Multan (MEPCO), Lahore (LESCO), and Faisalabad (FESCO). Sub-Division feeder modeling is continuing in Hyderabad (HESCO) and Peshawar (PESCO). Detailed design is underway using data from completed models.</p> <p><b>FUTURE RESULTS:</b> The GIS Team will continue providing GIS mapping for Sub-Divisions in GEPCO, IESCO and SEPCO.</p> <p><b>KPIs IMPACTED:</b> Distribution losses, collection efficiency, aggregated technical &amp; commercial losses.</p>
25.	<b>CONGESTED AREA STRATEGY: LESCO (LAHORE)</b>	<p><b>NEED:</b> A severely congested area in the LESCO area will be improved to demonstrate the benefits of better design and new construction techniques and materials in reducing losses, improving voltage and reducing theft.</p> <p><b>February:</b> The Project Design Team met with LESCO management and visited field locations of the jointly selected Naiz Baig congested area in Lahore to develop design solutions.</p> <p><b>March:</b> The design analysis for LT network reduction has identified locations for 47 compact transformers, breaking up existing LT networks in the congested area by adding 2.4 kilometers of aerial HT cable and replacing LT conductors with insulated quadruplex cable in order to reduce feeder losses and theft.</p> <p><b>FUTURE RESULTS:</b> Loss reduction, improved voltage, increased customer satisfaction.</p> <p><b>KPIs IMPACTED:</b> Technical and commercial losses, voltage improvement, reliability, and customer satisfaction.</p>

26.	<b>ENGINEERING PLANNING: ALL DISCOS</b>	<p><b>January:</b> Alternative methodologies for providing Planning and Engineering capacity building improvement to DISCOs were explored and evaluated.</p> <p><b>February:</b> Classroom training to all DISCOs followed by in situ mentoring provided technical assistance in developing GIS geo-database systems and engineering analysis capabilities to produce technically sound cost optimized project designs.</p> <p><b>March:</b> Briefings were given by the Engineering Team to MEPCO, LESCO, and FESCO Planning and Engineering professionals on distribution system planning concepts and the development of comprehensive work plans included in the Planning and Engineering Capacity Building project.</p> <p><b>FUTURE RESULTS:</b> DISCOs will have the capacity to establish and maintain a GIS geo-database in addition to the tools and trained personnel to use this database for creating optimum, cost-effective plans. This will reduce their annual costs for system augmentation by up to 15%.</p> <p><b>KPIs IMPACTED:</b> Reduced technical losses and annual augmentation program costs, improved reliability and improved customer satisfaction.</p>
27.	<b>COMMITTEE FOR STANDARDS REVIEW</b>	<p><b>NEED:</b> There are no standards for the new procedures and equipment being provided by the Program on demonstration projects such as spacer cable, construction of AMR meters, low loss transformers, congested area strategies, etc. DISCOs improvise in situations where the standards stated in the outdated National Transmission and Dispatch Company (NTDC)-generated book in use for equipment/construction standards do not apply.</p> <p><b>February:</b> The second meeting of the Program-coordinated Standards Review Committee was held. This committee is comprised of all DISCO Chief Engineers, other senior personnel from DISCOs and NTDC's Design and Standards engineering personnel. The committee continues to gain membership and enthusiastic participation. The Engineering Team's senior consultant presented a proposed standard for improved efficiency low loss transformers. Twenty computer-aided drafting electronic drawings were submitted for review, including conversions of old manual standard drawings and new equipment installation drawings. The Engineering Team is converting the existing construction standard drawing to electronic media as assistance to DISCOs. The next meeting will be held in April.</p> <p><b>FUTURE RESULTS:</b> The Committee is anticipated to become a permanent standing committee with all DISCOs as members, providing a common forum where technical standards can be discussed, evaluated and approved.</p> <p><b>KPIs IMPACTED:</b> Reduced technical losses, updated technology standards, improved technical performance, and standardized methods at DISCOs.</p>

28.	<b>AUTOMATIC METER READING (AMR)</b>	<p><b>January:</b> The Engineering Team visited two AMR vendor facilities in Lahore during this month.</p> <p><b>February:</b> The Program’s Evaluation Team determined the preferred vendor for the AMR systems and held a meeting at their Pakistani partner’s location in Lahore on February 23. The international vendor agreed to be the prime vendor for all aspects of the system, including in-country partner aspects.</p> <p><b>March:</b> Adjusted vendor proposal was received in early March; intense discussions followed and by March 22, the technical and budget framework for the program was agreed. Final detailing of contract specifications and terms is currently in process.</p> <p><b>FUTURE RESULTS:</b> The AMR systems will install 16,357 full AMR meters and 6,619 RF (Radio Frequency) meters on 5 DISCOs.</p> <p><b>KPIs IMPACTED:</b> Commercial (non-technical) loss reduction, increased revenue and reduced theft.</p>
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## 5. HUMAN RESOURCES & CHANGE MANAGEMENT

#	Activity	Description/ Results to Date / Future Results
29.	<b>SAFETY TRAINING PROGRAM (TRAINING OF TRAINERS)</b>	<p><b>NEED:</b> With DISCOs experienced 18 linemen fatalities in June 2011 alone, both short- and long-term safety trainings are needed.</p> <p><b>RESULTS TO DATE:</b></p> <p><b>January:</b> 171 line staff were given safety training at HESCO.</p> <p><b>February:</b> 157 line staff were trained on safety measures at HESCO.</p> <p><b>March:</b> 45 line staff were trained on safety in HESCO. At the Program’s completion, 415 HESCO staff were trained.</p> <p><b>FUTURE RESULTS:</b> HESCO management plans on training all line staff on safety using their own resources. The Program will monitor these activities; the same activity is planned for MEPCO.</p> <p><b>KPIs IMPACTED:</b> Number of fatal and non-fatal accidents.</p> <p><b>OTHER AREAS INVOLVED:</b> Engineering and communications.</p>
30.	<b>BASIC IT TRAINING</b>	<p><b>NEED:</b> Basic IT training programs at DISCOs needs to be enhanced. Special emphasis on training of female staff from IESCO is also planned.</p> <p><b>RESULTS TO DATE:</b></p> <p><b>January:</b> In total 1,000 staff members from 8 DISCOs (excluding SEPCO) have been given basic IT skills training.</p> <p><b>February:</b> Training was provided to two batches of MEPCO’s commercial staff.</p> <p><b>March:</b> A refresher course was conducted for MEPCO’s commercial staff.</p> <p><b>FUTURE RESULTS:</b> Imparting advanced MS Excel training at all DISCOs.</p> <p><b>KPIs IMPACTED:</b> All Commercial &amp; Operations.</p> <p><b>OTHER AREAS INVOLVED:</b> Communications and Change Management.</p>

31.	<b>LINEMAN SAFETY EQUIPMENT</b>	<p><b>NEED:</b> Linemen do not have proper Personal Protective Equipment (PPE) a factor in rising death rates. The Program will provide proper safety equipment and familiarization with its use at HESCO (as the demonstration DISCO) as an intervention.</p> <p><b>RESULTS TO DATE:</b></p> <p><b>January:</b> Bids reviewed and contracted awarded to the successful bidder.</p> <p><b>March:</b> Fast track order received. Stocked in warehouse in Lahore. Balance expected to be received in June.</p> <p><b>FUTURE RESULTS:</b> Distribute the procured equipment to DISCO Regional Training Center (RTCs).</p> <p><b>KPIs IMPACTED:</b> Safety.</p>
32.	<b>LINEMAN APPRENTICESHIP PROGRAM</b>	The program is on hold until further funds are pledged.
33.	<b>SECONDED DISCO EMPLOYEES</b>	<p><b>NEED:</b> DISCO employees are to be seconded to the Program team for gaining experience in capacity building and to be agents of future sustainable change.</p> <p><b>RESULTS TO DATE:</b></p> <p><b>January:</b> Four seconded staff from various DISCOs joined the Program in January.</p> <p><b>February:</b> One seconded staff joined the Program in February.</p> <p><b>March:</b> Two seconded staff joined the Program in March.</p> <p><b>FUTURE RESULTS:</b> Six seconded staff are expected to join the Program during April and May.</p>
34.	<b>UTILITY EXCHANGE PROGRAM</b>	<p><b>NEED:</b> To expose DISCO employees to the best modern-day practices implemented at efficiently run utilities in developed countries.</p> <p><b>RESULTS TO DATE:</b></p> <p><b>February:</b> Utility Exchange Program (Change Management, HR &amp; Training) ran from February 27 to March 2; Twelve delegates from nine DISCOS visited the US through this program.</p> <p><b>FUTURE RESULTS:</b> Ten additional batches are planned for utility exchange, bringing the total number of project beneficiaries to 160.</p> <p><b>KPIs IMPACTED:</b> All.</p>
35.	<b>REVIEW AND DEVELOPMENT OF ORGANIZATIONAL, PROCESS, AND PROCEDURE IMPROVEMENTS – PESCO</b>	<p><b>NEED:</b> Operations at PESCO’s City Division must be brought at par with modern day utilities in terms of practices, infrastructure and efficiency.</p> <p><b>RESULTS TO DATE:</b></p> <p><b>January:</b> The analysis of six Sub-Divisions was completed and recommendations for improvements formulated.</p> <p><b>February:</b> Due to a labor strike at the Sub-Divisions, no project activities were conducted.</p> <p><b>March:</b> Project activities resumed on March 10, after an agreement with the labor union. The Joint Committee of the Program and PESCO defined the implementation of improvements as:</p> <ol style="list-style-type: none"> <li>1. Pooling of resources</li> <li>2. Preventive maintenance</li> </ol>

		<p>3. Divisional Ops Room</p> <p>4. Model complaint center and process.</p> <p><b>FUTURE RESULTS:</b> Internet facilities and telephone landlines will be installed.</p> <p><b>KPIs IMPACTED:</b> Collection efficiency, aggregate technical and commercial losses, billing and customer relations.</p>
36.	<b>HR MANAGEMENT WORKSHOP</b>	<p><b>NEED:</b> The workshop will give the HR function at DISCOs a detailed orientation to modern HR practices that help in meeting current managerial challenges being faced by power distribution companies in Pakistan.</p> <p><b>RESULTS TO DATE:</b></p> <p><b>January:</b> On January 25-27, the first phase of the “Learning Need Assessment” workshop commenced at LUMS. Twenty-five senior HR managers from all DISCOs participated. Participants were each given an assignment on the future role of HR at DISCOs to present before their CEOs during the workshop’s second phase planned for March.</p> <p><b>March:</b> The 2nd phase was conducted between March 19-20 at LUMS. On the second last day of the workshop, CEOs attended the session and the HR managers of all DISCOs presented their HR plans. This was the first time that eight CEOs and senior HR management of DISCOs sat together to discuss the future role of HR in power distribution companies.</p> <p><b>FUTURE RESULTS:</b> The workshop was successful in introducing management development programs and other capacity building initiatives to DISCOs. The DISCOs’ current HR managers will continue to participate in this activity to make the HR Development Plan sustainable.</p>

37.	<b>TRAINING AND CAPACITY BUILDING</b>	<p><b>NEED:</b> DISCOs have not given much importance nor contributed towards acquiring the right resources for developing their human capital in terms of training and capacity building. This ultimately results in low productivity, increased accidents, and poor customer services. The absence of a skill-oriented learning culture has also contributed towards the demotivation of their employees. This is as true for CEOs as it is for the frontline staff. Top leaders have not availed themselves of consulting or coaching to gain perspective, learn best practices, nor have they participated in problem solving sessions to address corporatization challenges.</p> <p><b>RESULTS TO DATE:</b></p> <p><b>January:</b> Continued with support and input for training requirements as part of PDD preparation for Planning and Engineering. Initiated efforts to identify potential sources of training programs from the US for Engineering &amp; Operations personnel. Initiated work in collaboration with the Commercial Team for the development of a revised Meter Reading training program curriculum.</p> <p><b>February:</b> Prepared curriculum materials for a one-day “quick impact” Meter Reading program for PESCO Commercial staff (meter readers, supervisory staff and officers) which was then delivered to 62 participants. Initiated work with the Finance Team regarding training requirements for revised Internal Audit Manual which is scheduled for rollout during 2012’s second quarter. Previously prepared PDDs on Functional Training, Management Development, Training of Trainers, and RTC Upgrade were merged into a single PDD entitled “Training and Capacity Building.”</p> <p><b>March:</b> Initiated engagement with Auditor General’s Office in support of a potential collaboration with Audit and Accounts Training Institutes for training Internal Audit personnel as an option for providing sustainability for training and capacity building.</p> <p><b>FUTURE RESULTS:</b> Meetings of HR Representatives and RTC Principals to obtain concurrence on PDP plans for training and capacity building including formation of Joint Task Force, Curriculum Committees for Functional area, and nomination of candidates for “Adult Learning – Training of Trainers.” Delivery of “quick impact” Meter Reading training to Commercial staff in MEPCO. Support and collaboration with KPMG and BDO for training and development of Internal Audit personnel in regard to the revised Internal Audit Manual scheduled for roll out in 2<sup>nd</sup> quarter 2012. Initiate training for LT Capacitor Installation for DISCOs implementing initiatives for Power Factor Improvement. Design and development of curriculum materials for the following: Revised five-day program for Meter Readers and Customer Awareness/Customer Service. Delivery of Initial “Adult Learning” Training of Trainers program is planned for May. The second CEO Forum is scheduled for late May.</p> <p><b>KPIs IMPACTED:</b> Hours spent on preventive maintenance; number of processes improved; number of complaints reported.</p>
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## 6. COMMUNICATION & OUTREACH

#	Activity	Description/ Results to Date / Future Results
38.	<b>UPGRADE DISCO WEBSITES</b>	<p><b>NEED:</b> The websites of established DISCOs like QESCO (Quetta) are obsolete and outdated, while newly created Sukkur Electric Power Company (SEPCO) has no official website at all. There is an obvious need to create websites through which DISCOs can provide customers with relevant information while also serving as recruitment tools for new hires.</p> <p><b>RESULTS TO DATE:</b></p> <p>PDP's Communication Team has been working on both SEPCO and QESCO websites; both will be completed by April and launched in May. Updated websites will help customers in gaining easy access to important information including duplicate bills, while DISCOs will be able to run recruitment through online application systems.</p> <p><b>FUTURE RESULTS:</b> Websites for the remaining DISCOs will be developed and improved with registering and hosting services to be provided where necessary. Websites for PESCO and HESCO are next in line.</p> <p><b>KPIs IMPACTED:</b> An increase in email / website usage, proportionate increase in number of website hits per day.</p>
39.	<b>DISCO RADIO PROGRAMS</b>	<p><b>NEED:</b> In an attempt to connect DISCO management to their customer base the Communications Team is launching related radio programs on high impact radio frequencies.</p> <p><b>RESULTS TO DATE:</b></p> <p>Weekly broadcasting of the Program's weekly radio talk show program began in February. A special program on disabled linemen and linemen safety was aired including interviews with disabled linemen. By end March, seven episodes had been broadcast.</p> <p><b>January:</b> Outcomes of the Quick Impact Safety Program at HESCO were broadcasted by the HR &amp; Change Management Team.</p> <p><b>February:</b> Details regarding the Utility Exchange Program were explained and communicated.</p> <p><b>March:</b> The HR &amp; Change Management Team participated in the radio talk show "Behtri ka Safar" and discussed the HR training sessions held at LUMS along with change management initiatives at DISCOs.</p> <p><b>FUTURE RESULTS:</b> DISCOs will be encouraged to start their own radio shows so that their outreach to consumers may be increased.</p> <p><b>KPIs IMPACTED:</b> Number of radio programs conducted for DISCOs.</p>
40.	<b>USAID POWER DISTRIBUTION PROGRAM DOCUMENTARY</b>	<p><b>NEED:</b> To create awareness among stakeholders and consumers about the USAID Power Distribution Program and its projects for DISCOs.</p> <p><b>RESULTS TO DATE:</b></p> <p>Documentary on program activities and success stories has been finalized and submitted to USAID for final approval.</p> <p><b>FUTURE RESULTS:</b> Work is in progress on documentaries on Linemen Training, Utility Exchange Program and other interventions.</p> <p><b>KPIs IMPACTED:</b> Improvement in DISCOs' branding.</p>

41.	<b>MEDIA EVENTS</b>	<p><b>NEED:</b> To publicize USAID’s assistance to Pakistan power sector and support to GOP in Power sector reforms.</p> <p><b>RESULTS TO DATE:</b></p> <p><b>January:</b> PDP held a media event on January 9 to sign collaboration arrangements with all nine DISCOs, which received coverage in approximately 30 newspapers. A three-day workshop for senior DISCO HR managers was organized on January 25 at LUMS; the launch by Gail Spence, Deputy Director USAID Punjab was covered by both print and electronic media. Press releases appeared in more than 10 English and Urdu newspapers, including Dawn, The News, and The Express Tribune.</p> <p><b>February:</b> 20 senior HR managers from DISCOs participated in a PDP-sponsored one-week visit to the US, for which the February 24 pre-departure event resulted in 31 stories in print and electronic media and coverage on multiple TV channels.</p>
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## 7. GENDER

#	Activity	Description/ Results to Date / Future Results
42.	<b>AWARENESS “ EFFICIENT ENERGY SAVING HABITS AT HOME AT WORKPLACES”</b>	<p>Awareness campaigns “Efficient Energy Saving Habits at Home at Workplaces” were delivered in IESCO, GEPCO and FESCO involving 4,300 students and teachers. Five thousand flyers were distributed as young women were informed about job opportunities in DISCOs specially and the energy sector as a whole.</p> <p>Impact Reports were submitted to each DISCO following each campaign.</p> <p><b>Day Care Facility</b> at IESCO/FESCO/MEPCO and HESCO: Interactions and discussions were held with the respective managements regarding availability of space within the vicinity of respective DISCO’s headquarters.</p> <p><b>CSC Environment Improvement:</b> The Gender Team is visiting potential customer service center site locations in IESCO, GEPCO, FESCO and MEPCO for the identification of suitable centers to carry out infrastructure improvements.</p> <p><b>Gender Equity Training:</b> The Gender Team has identified few gender specialists within the country; TORs have been drafted for the training curriculum. A short needs assessment survey as a precursor to designing the gender equity training.</p> <p>The Gender Team is preparing a survey to support development of customer service training program. The survey will include the inputs of customers as well as the staff and employees, which will be used to tailor the curriculum for the training.</p> <p><b>NEED:</b> Strengthen Gender Strategy within DISCOS through all action plans of USAID Power Distribution Program.</p> <p><b>RESULTS TO DATE:</b></p> <p>Women focal persons nominated to interact with USAID PDP on gender issues; Five Consultation meetings held with champions on gender issues and women employees involving above 100 women from various DISCOs. The meetings helped to identify gender related issues and problems at</p>

		<p>DISCOs; Based on findings afore mentioned projects have been designed to involve maximum participation of women and to improve their work performance and efficiency.</p> <p><b>PROBLEMS AND OBSTACLES:</b> Champions are proactive; however, may not have the necessary decision-making authority to allow project activities to move forward. As a result, delays occur in project delivery.</p>
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## DELIVERABLE REPORTS

Deliverables are classified under a respective Key Performance Area (KPA) wherever applicable.

<b>Component 2 Deliverable I</b>	<b>KPA (where applicable)</b>	<b>USAID Contracting Officer letter of March 07 provided guidance that final delivery of Component I deliverables are now Deliverable I under Component 2.  DISCO Operational Audit Reports, Performance Improvement Action Plans including Project Improvement Projects are USAID-approved.</b>
<b>Deliverables 1-8, 9, 11-16, 20, 23, 24</b>		Submitted and approved by USAID.
<b>Deliverable 10</b>		Report with recommendations for joint USAID Power Distribution Program Implementation Task Force will be prepared under Component 2. Dependent on USAID final direction regarding DISCO Collaboration Arrangement.
<b>Deliverable 17</b>		MWP Action Plan was completed. NEPRA Participation Action Plan on hold.
<b>Deliverable 18</b>		Draft Program Agreements with MWP and DISCOs completed and each DISCOs Board of Directors endorsed it for signature by their CEO. USAID provided the language. USAID is finalizing the language and arrangement.
<b>Deliverable 19</b>		Final Program Agreements with MWP and DISCOs will be finalized based upon USAID direction in Deliverable 18.
<b>Deliverable 21</b>	6.4.2.3.3.5	Comprehensive Human Resource Report and Work Plan. Completed and submitted to USAID for final approval August 25, 2011.
<b>Deliverable 22</b>	6.4.2.3.3.2	Comprehensive report with options for DISCO Governance Reform – delivery pending

<b>Component 2 Option to Task Order 13 was executed as of March 30, 2011. In addition to the Component 1 deliverables noted above, the following new deliverables are included in the option.</b>		
<b>Deliverable #</b>	<b>KPA (where applicable)</b>	<b>Description and Status</b>
<b>Component 2 Deliverable 2</b>		A USAID Power Distribution Program Implementation Task Force Organization and Staffing Plan with planned timelines. This deliverable, incorporating COR review comments, was transmitted under cover letter to USAID COR for final approval on April 23, 2011.
<b>Component 2 Deliverable 3</b>		DISCO Equipment and Commodity Plan with Timeline. Approved by USAID.  Strategy to advise and support selected DISCOs in design, arrangement of funding and implementation of large scale and replicable Performance improvement projects. Submitted to and approved by USAID COR.
<b>Component 2 Deliverable 4</b>		Strategy to advise selected DISCOs in the design, arrangement of funding, and implementation of large scale and replicable performance improvement projects.  Submitted to and approved by USAID COR.
<b>Component 2 Deliverable 5</b>	6.4.2.3.3.4	An overall strategy to segregate and reduce technical and non-technical losses. Submitted to USAID for approval on May 25, 2011.
<b>Component 2 Deliverable 6</b>	6.4.2.3.3.5	A USAID Power Distribution Program wide Change Management-focused Human Resource Management improvement Strategy. Complete, the final version is under review.
<b>Component 2 Deliverable 7</b>	6.4.2.3.3.2	An overall DISCO Governance Improvement Strategy. Submitted to USAID on July 6, 2011.
<b>Component 2 Deliverable 8</b>		Overall DISCO Stakeholder Focused Outreach and Communications Strategy. Plan submitted to USAID under Component 1 and approved with conditions. Final USAID approved Branding Plan included in Task Order's amendment 5.
<b>Component 2 Deliverable 9</b>	6.4.2.3.3.3	An overall DISCOs-wide Revenue Management Improvement Strategy. Submitted to USAID for approval on 2 July, 2011.
<b>Component 2 Deliverable 10</b>		Develop a competitive and well publicized DISCOs Performance Improvement Program Strategy. Evaluation and identification of Key Performance Indicators for DISCOs. COR comments received on presentation. Submitted to USAID for final Approval on July 21, 2011.

<b>Component 2 Deliverable 11</b>	6.4.2.3.3.5	An overall power Distribution Capacity Building and Training Strategy. Submitted to USAID for final Approval Aug 16, 2011.
<b>Component 2 Deliverable 12</b>		Integrated Component 1 and 2 Work Plan – no more than 10-page support plans for individual elements being combined into overall plan. Submitted to USAID for final Approval July 31, 2011.
<b>Component 2 Deliverable 13</b>		Project design and due diligence reports on first of two large-scale DISCO Performance Improvement Projects. First report for HESCO in final review. Second report (PESCO) submitted to USAID August 31, 2011. Third and fourth report (LESCO and MEPCO) submitted to USAID.
<b>Component 2 Deliverable 14</b>		USAID-funded activities Completion/Turnover Strategy and Plan – will be submitted in Sept 2013.

# 5. KEY EVENTS AND MEETINGS

Event/Meeting	Date	Purpose	Outcome/Result Achieved
(a)	(b)	(d)	(e)
Accounting Process Optimization Workshop	January 18	Technical review on progress of accounting manual.	Strategy developed to visit each DISCO to confirm accounting manual contents.
Meeting with Sindh Government	February 17	Introductory meeting to discuss and understand issues and concerns regarding DISCO billings and collections in order to formulate a solution.	Good meeting, however, there has been no follow-up response from Sindh government to PDP's requests.
Meeting with MEPCO and Punjab Cooperative Bank	March 9	Discuss agreement for feasibility collection effort of private receivables.	Successful meeting. Punjab Cooperative Bank has agreed to partner with MEPCO in this effort.
Internal Audit Process Optimization Workshop	March 27	Finalize the new internal audit manual and introduce co-sourcing to Heads of Internal Audit and BOD Audit Committees.	Manual to include certain provisions of the March 22 <sup>nd</sup> draft of Public Sector Companies Code of Governance Regulations. Rollout of co-sourcing will begin at MEPCO on May 2 <sup>nd</sup> , 2012.
Accounting Process Optimization Workshop	January 18	Technical review on progress of accounting manual.	Strategy developed to visit each DISCO to confirm accounting manual contents.

<b>Event/Meeting</b>	<b>Date</b>	<b>Purpose</b>	<b>Outcome/Result Achieved</b>
<b>(a)</b>	<b>(b)</b>	<b>(d)</b>	<b>(e)</b>
Power Factor Workshop	January 17	To re-emphasize the value of power factor improvement and confirm DISCO commitments to install new power factor meters and put all HT capacitors into service.	The DISCOs have endorsed the concept and taken positive action. New meters have been installed on 3,111 of the 6,847 feeders. HT capacitors still out of service are 4% on Grid Stations and 8% on 11 kV feeders versus Oct 2011 reported 21% and 28%, respectively.
Standardization Committee Review	February 14	Improve standards.	Presented proposals for improved efficiency low loss transformers and 20 computer aided electronic drawings.
Engineering and Planning Meetings	March	To brief Engineering and Planning professionals on distribution system planning concepts and comprehensive work plan development.	Briefings held at MEPCO, LESCO and FESCO.
LESCO AMR Coordination	February 13	To brief the CEO and senior management on the scope of the AMR system and to visit the selected Naiz Baig subdivision.	LESCO appointed a 3 man team to coordinate AMR with PDP. The LESCO CEO evidenced dissatisfaction with the scope of doing only two feeders in his DISCO.
AMR Vendor Visits	January 18, February 23	To finalize AMR vendor.	International vendor selected.
AMR Vendor Proposal Clarification	March 22	Finalizing technical and budget framework.	Detailing of contract specifications and terms in progress

# 6. PROBLEMS AND OBSTACLES

#	Problems/Obstacles/Issues	Steps Taken to Remedy Them
	(a)	(b)
1	Unavailability of direct interface with NEPRA	Working level arrangements made through third parties, DISCO or MWP.
2	Reluctance of management to allow the re-routing of large customers	Meter routes were designed by the DISCO staff. It is anticipated that good results with general consumers will encourage management to adopt the changes for large customers.
3	Management desires to impede the full implementation of blind readings	Compromised with temporarily halting the procedures in two subdivisions. Full implementation is anticipated to begin February 1.
4	No response from Sindh Government after meeting to discuss issues and concerns regarding DISCO billings and collections.	Have gotten no response on initial requests and subsequent follow up.
4	Pakistan court system allows anyone to file a case on frivolous reasons and delays	Increase communication on issues with ministry and its entities. Check court docking system to find these cases before court date.

# 7. SECURITY RISKS

Security Risks	Steps Taken to Overcome Them	Progress
<p>The security situation in Pakistan has remained largely unchanged in the last three months. Rather than detail specific incidents, it is worth noting that the kidnapping threat seems to be rising against expats and the constant need for vigilance remains.</p>	<p>The program’s already mature security systems worked well with a regular flow of security-focused information coming from USAID that was passed, where appropriate, to staff.</p>	<p>The USAID Power Distribution Program Security Plan submitted to USAID in February 2011 was reviewed in February 2012 and revised to take into account all incremental security enhancements introduced in the last 12 months. The revised plan was reissued to all staff.</p>

# ANNEX A: COMMUNICATION



**Discos**  
**Workshop on internal audit manual held**

ISLAMABAD: USAID Power Distribution Programme organised a workshop on Tuesday to kick-off the new internal audit manual for power distribution companies (Discos).

The new internal audit manual shall improve Disco operational efficiencies that will help reduce cost, improve revenue and internal controls by assisting prevention and detection of frauds and irregularities.

Heads of Discos internal audit and Discos' Board audit committee members along with the representatives of international auditing firms attended the workshop. The purpose was to carry-out final technical review of internal audit manual and introducing co-sourcing, accepted to all stakeholders.

"Expanding the scope of the internal audit manual and business processes for compliance and internal controls over financial reporting will significantly increase organizational accountability and result in improved revenues and lower costs" Gary Bartlett, Finance expert of the USAID Power Distribution Programme said on the occasion "The introduction of co-sourcing, whereby an external independent audit firm will work alongside the Disco internal audit staff, will provide much needed technical skills, resources, training and independence to the Disco internal audit function" "Our main objective is to assist Discos in improving their performance and efficiency, therefore internal audit manual revision shall help in achieving our objective" Craig VanDevelde, Chief of Party of the USAID Power Distribution Programme said on the occasion.—PR



# PRODUCTS DEVELOPED

**USAID**  
FROM THE AMERICAN PEOPLE

**USAID Power Distribution Program**  
**Commercial Procedures Optimization**  
Training workshop on Blind Meter Reading Process  
for  
Peshawar Electric Supply Company (PESCO)

**USAID**  
FROM THE AMERICAN PEOPLE

**Power Distribution Companies**  
**CEOs Forum**

Facilitated by  
**USAID Power Distribution Program**

**USAID**  
FROM THE AMERICAN PEOPLE

**US Funded Utility Exchange Program**  
Change Management, Human Resource and Training  
Baltimore, MD and Washington DC, USA

**USAID Power Distribution Program**

**USAID**  
FROM THE AMERICAN PEOPLE

**USAID Power Distribution Program**  
**Power Factor Improvement Program**  
for  
Faisalabad Electric Supply Company (FESCO)

**USAID**  
FROM THE AMERICAN PEOPLE

**Human Resources Management Workshop**  
for Power Distribution Companies (DISCOs)  
Lahore University of Management Sciences (LUMS)  
January 25-27, 2012

Organized by:  
**USAID Power Distribution Program**

**USAID** **USAID POWER DISTRIBUTION PROGRAM**

**Lucky Winners of Islamabad Colleges... Congratulations!**

Islamabad Model College for Girls, F-7/2 <b>Maira Razzak Hadiqa Aamer</b>	Islamabad College for Girls (Post Graduate), F-6/2 <b>Javeria Hussain</b>	Islamabad Model College for Girls, F-6/2 <b>Zarmeen Kabir Salwa Inam Khan Saba Sami</b>	Islamabad Model College for Girls (Post Graduate), F-7/4 <b>Samrah Saeed Ambreen Bibi Ayesha Rehman Shama Parveen</b>
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Let's make **2012** Brighter  
Effective energy saving habits for homes and workplaces

**ACCOUNTING MANUAL FOR LAHORE ELECTRIC SUPPLY COMPANY (LESCO)**  
JANUARY 2012

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*Reception*  
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Please join us to welcome our new COP Mr. Craig MacDermid for a Reception on  
January 12, 2012 from 7 to 9 pm, at  
House 20, Street 14, Sector 7B/2, Islamabad  
RSVP Tel: +92-342-9991111 ext. 0114119940

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**Commercial Procedures Optimization**



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**Lahore University of Management Sciences (LUMS)**  
January 25-27, 2012

From the American People

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