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SEVENTH QUARTERLY PROGRESS REPORT APRIL-JUNE 2012

Produced by:

**USAID POWER DISTRIBUTION
PROGRAM**

POWER DISTRIBUTION PROGRAM

SEVENTH QUARTERLY PROGRESS REPORT APRIL-JUNE 2012

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ACRONYMS

AEAI	Advanced Engineering Associates International
AMR	Automated Meter Reading
BMR	Blind Meter Reading
BOD	Board of Directors
CCN	Cooperating Country National
CEO	Chief Executive Officer
CIS	Customer Information System
CM	Change Management
COP	Chief of Party
COR	Contracting Officer's Representative
CoS	Cost of Service
DCOP	Deputy Chief of Party
DISCO	Power Distribution Company
EAD	Economic Affairs Division
EMG	Energy Markets Group
Enercon	National Energy Conservation Centre
EOI	Expression of Interest
ERP	Enterprise Resources Planning
ESCO	Energy Service Company
FD	Finance Directors
FESCO	Faisalabad Electric Supply Company
GENCO	Generation Company
GEPCO	Gujranwala Electric Power Company
GIS	Geographic Information System
GOP	Government of Pakistan
HESCO	Hyderabad Electric Supply Company

HHU	Handheld Unit
HR	Human Resources
HRIS	Human Resources Information System
HT	High Tension
IA Manual	internal audit manual
ICO	Integrated Commercial Office
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
LESCO	Lahore Electric Supply Company, a state-owned DISCO
LOP	Life of Project
LT	Low Tension
M&S	Monitoring and Surveillance
MD	Managing Director
MIS	Management Information System
MEPCO	Multan Electric Power Company, a state-owned DISCO
NPCC	National Power Control Center
MVA	Mega Volt Ampere
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
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 Technology Company
PO	Purchase Order
QESCO	Quetta Electric Supply Company Limited, a state-owned DISCO
RF	Radio Frequency
RFP	Request for Proposal
RFQ	Request for Quotations
RO	Revenue Office / Officer
RTC	Regional Training Center
SECP	Security & Exchange Commission of Pakistan
SEPCO	Sukkur Electric Power Company, a state-owned DISCO
TA	Technical Assistance
TCN	Third Country National
TELCONET	TelcoNet Services (Pvt.) Limited
TOR	Terms of Reference
URD	User Requirements Document
US	United States
USAID	United States Agency for International Development
USN	United States National
WAPDA	Water and Power Development Authority

1. OVERVIEW BY CHIEF OF PARTY

International Resource Group (IRG) under the USAID / IQC-funded Power Distribution Program (PDP), 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 is from September 17, 2010 to March 31, 2015. The purpose of this report is to present the status and performance of PDP for the seventh quarter covering the period from April 1 to June 30, 2012.

The seventh quarter has seen PDP involved in supporting USAID in drafting / revising / finalizing:

- **The USAID Policy Matrix:** Working with USAID, PDP senior management identified and categorized key policy issues that, if addressed, would drive real change in the Pakistani energy sector. The policy matrix is being used by USAID as a tool through which the GOP can be engaged in meaningful policy dialog and planning for future USAID-funded projects.
- **Model and Turnaround DISCO Concepts and Selection Criteria Papers:** PDP worked with USAID staff including Gordon Weynand (from USAID's Office of Afghanistan and Pakistan Affairs / Technical Services) to develop further the “Model DISCO” concept. On behalf of USAID, PDP analyzed potential target DISCOs, providing a short-list of DISCOs for both the proposed Model and the Turnaround activities.
- **Short-Term Emergency Response Concepts:** In response to the energy crisis currently affecting the country, PDP helped develop a list of potential short-term interventions that, if implemented, would help mitigate the energy crisis. The “ST Solutions” paper was used by USAID to engage the GOP and discuss what joint actions might be taken to help address the crisis.
- **The Circular Debt Report:** Support and assistance was provided to the AEAI team working on USAID’s efforts of identifying causes and potential solutions to the circular debt problem.
- **NEPRA Re-Engagement:** PDP and USAID met with the National Electric Power Regulatory Authority (NEPRA) senior management to discuss restarting collaborative activities between PDP and NEPRA. The meeting resulted in general agreement that PDP would assist NEPRA in a number of areas including training and capacity building for NEPRA personnel. NEPRA specifically mentioned the need for professional support in review of NEPRA Rules & Regulations and in creating a framework for competitive market structure leading to the creation of a competitive power market. A planned capacity building program will be developed next quarter.
- **PDP Component 3 Technical and Cost Proposal:** Per USAID’s request, PDP prepared the technical proposal and revised the cost proposal for Component 3 activities. Component 3 will include expanded work in selected DISCOs; one “Model” and one “Turnaround” DISCO.

In addition to providing the above mentioned assistance, work continued this quarter in delivery of

Component 2 activities. On the technical front, PDP engineers completed designs for the installation of consumer meters. The designs will be presented to the Distribution Standards Committee on July 5, 2012 for adoption, after which they will be used for installation of 10,000 meters in the Peshawar Electric Supply Company (PESCO) service territory as well as other meter installation projects planned by PDP.

The PDP Commercial Team worked with PESCO personnel to check almost 7,000 meters in the Sikandarpura subdivision this month, replacing 1,500 old, damaged and defective meters and aligning 500 meters. The crews identified more than 215 cases of meter tampering and possible theft that, now corrected, will result in an increase in revenue of Rs1 million annually.

A significant milestone was achieved this quarter by the Finance Team as the 10-year financial model was handed over to partner DISCOs. The financial model will be used as a tool by DISCO financial staff when developing annual business plans, budgets and NEPRA tariff petitions. Training on proper use of the model and general guidance on populating the model will be provided into the next quarter, after which this activity will conclude.

The PDP Finance Team achieved a second milestone as the Multan Electric Power Company (MEPCO) Board of Directors (BOD) became the first DISCO to adopt the new internal audit manual (IA Manual) and approve the use of external auditors in their internal audit department. This is a significant event as an effective internal audit function is essential to the proper operations of any DISCO, and should result in improved performance in several back-off functional areas. PDP has completed orientation for the manual with the Board Audit Committee and Internal Audit management and staff.

The PDP Communications Team completed design and delivery of PESCO's website in close collaboration with PESCO staff. This is the third website completed by PDP, with websites for Sukkur Electric Power Company (SEPCO) and Quetta Electric Supply Company (QESCO) already completed and deployed. As with SEPCO and QESCO, the PESCO website is dynamic, user friendly and allows users to easily print their bills using their reference numbers.

"The first online recruitment of our company not only provided us with a complete database of candidates for processing, but also helped thousands of candidates who applied during this period. Our company website was visited by 30,000 customers during a two-week period."

MIS Manager, SEPCO

A nationwide painting competition for promoting energy conservation was launched on May 28. Results have been encouraging with over 4,000 paintings received from students between the ages of eight and 17. There have been 160,000 visits to the PDP Facebook page resulting in 700 new subscriptions.

Gujranwala Electric Power Company (GEPCO) and MEPCO senior management issued formal approvals for the allocation of building space in support of PDP-supported Customer Service Infrastructure Improvement Project. This project will drastically improve conditions for both customers and employees.

1.1. 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\$23,131,531
Project Funds Expended During the Reporting Quarter:	US\$5,907,261

1.2. 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 (COP)	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	Abid Lodhi	DISCO Finance Management Accounting Team Lead	<input type="checkbox"/>	<input type="checkbox"/>	x	x	<input type="checkbox"/>	0345-4957755	alodhi@pdip.pk

2. HIGHLIGHTS FROM THE QUARTER

2.1. GOVERNANCE

- **Pakistan Electric Power Company Status** – PDP advisors kept the dissolution process of the Pakistan Electric Power Company (PEPCO) advancing this quarter despite the Ministry of Water and Power (MWP) leadership change. PDP advisors met with the PEPCO auditing firm to assist them in the collection of values and documents from PEPCO. Advisors were able to meet all the requirements of the auditor and finalize the “Declaration of Solvency” document required by the Security & Exchange Commission of Pakistan (SECP). Once the notification of the new Managing Director (MD) is announced PDP can continue with the last two steps in the process: (1) a PEPCO board meeting to approve the “Declaration of Solvency” and (2) a shareholders Annual General Meeting to approve the resolution to wind-up the company.
- **Ministry of Water and Power Information Technology Program** – The server room has been completely updated to enhance organizational development of Ministry staff. New desktop units have been installed at the MWP offices, whose staff is now able to work in a more efficient and effective manner. PDP received positive comments from MWP staff and employees on the USAID furnished computer equipment and software. All computers and printers have been issued to the Ministry’s staff, and training on the usage of network data and printers has been completed.
- **Institutional Development** – PDP advisors completed various tasks for the MWP this quarter, including:
 - A report on the wheeling charges of DISCOs due to the flow of power in Common Distribution Systems. DISCOs and the National Transmission & Dispatch Company (NTDC) claimed higher than normal losses due to this issue and have passed this problem to MWP for correction.
 - A paper on the basis of the Economical Dispatch Model, indicating the future forecast and energy gap between demand and supply from 2012-2016.
 - A plan in the post-PEPCO scenario to move the DISCOs’ performance data compilation core responsibility from PEPCO to the MWP. The MWP will become the depository for the power sector data to assist the GOP’s ministries and departments.
 - A document to MWP for the disbandment of the PEPCO Monitoring and Surveillance (M&S) Department in PEPCO.
 - An analysis of the fuel cost adjustment; will be assisting MWP in draft legislation for changes in the method currently used by the NEPRA.
 - Developing the data collection and monitoring requirements from the Coordination and Monitoring Department of PEPCO. Program is currently transferring DISCOs’ billing and collection data to the MWP and assisting the Minister in monitoring and evaluating MWP’s projects and programs.

2.2. COMMERCIAL

- **Integrated Commercial Office Buildings at Multan Electric Power Company and Peshawar Electric Supply Company** – In May, a presentation of the final layout of the Integrated Commercial

Office (ICO) building was given to MEPCO’s CEO and his team. In the meeting, on the request of the Commercial Team, the CEO agreed to provide Rs1.7 million for making alterations in the ICO building. Moreover, the Commercial Team also visited PESCO to get commitment on matching funds for alterations and renovation work required to be done for the ICO building, where the Commercial Information System (CIS) will be housed in PESCO. The CEO of PESCO agreed to provide Rs4.5 million required for renovating the ICO building. And most importantly, Mr. Farukh Mushtaq, Dy. Commercial Manager joined the Commercial Team on secondment from MEPCO and will serve as a domain knowledge expert for the ICO project.

- **Customization of Customer Information System Software** – During this quarter, the User Requirements Document (URD) and the System Design Document were completed. Moreover, the front end system model was also developed. These are the major milestones in the CIS development plan. Furthermore, the use-cases were improved to facilitate development and develop test-cases.
- **Commercial Processes Optimization, Blind Meter Readings and Discrepancy Management for Peshawar Electric Supply Company** – Implementation of the optimized processes began in the PESCO’s City division this quarter, intensively implemented in Sikandarpura subdivision. The Commercial Team provided continuous on-site support to PESCO during this period. As part of the program, almost 7,000 meters were checked, with 500 old, damaged and defective meters replaced and 500 meters aligned. The crews identified more than 215 cases of meter tampering and possible theft that, now corrected, will result in an increase in revenue by Rs1 million. The completed meter readings and follow-up meter readings for Sikandarpura were completed and sent to the computer center two days earlier than any other subdivision. The implementation handbook for the Blind Meter Reading (BMR) project that was distributed to PESCO and MEPCO during the quarter will provide the DISCOs with a complete understanding of optimized process from information Technology (IT), commercial and implementation perspectives.
- **Blind Meter Readings and Discrepancy Management, Multan Electric Power Company** – The Commercial Team began process optimization activities at MEPCO this quarter, training about 80 meter readers, meter reading superintendents, linemen superintendents and subdivision officers. In addition to conducting trainings about the various types of electro-mechanical and digital time-of-use meters, staff got trained on revised meter reading documents, follow-ups and discrepancy procedures. The CEO and senior officers of MEPCO declared their full support of the BMR program for the 35,000 customers of the Gulghast subdivision of Musa Pak division. MEPCO has agreed to provide 5,000 electronic meters, 200 coils of meter cable and a pooled crew of 25 personnel for meter checking and replacement. The work will include scanning of all subdivision meters for replacement of old, dead or undeclared defective meters, and identifying any possibility of meter tampering or theft.



A “Before” and “After” Look at Replacing Defective Meters with Electronic Meters in Sikandarpura Subdivision. PESCO

2.3. FINANCIAL

- **Internal Audit Process Optimization** – The MEPCO BOD became the first DISCO to adopt and approve the new IA Manual and co-sourcing, respectively. The Program began implementation at MEPCO by performing IA Manual orientation training of the BOD Audit Committee and DISCO internal audit management and staff. PDP’s co-sourcing partner also began its mobilization. The

remaining DISCO Committee Chairmen were contacted and presentation meetings have been scheduled for July. There has been enthusiastic support by the DISCO Committees.

- **Ten-Year Financial Forecast Model** – Implementation of PDP’s ten-year financial model and DISCO staff training was performed at PESCO, MEPCO, the Islamabad Electric Supply Company (IESCO), the Lahore Electric Supply Company, and the Faisalabad Electric Supply Company (FESCO). Implementation and DISCO staff training for all DISCOs will be completed in July. The model will be used as a tool to accommodate DISCO business planning, annual budgeting and tariff petition filing for NEPRA.
- **Enterprise Resource Planning** – The final DISCO Enterprise Resource Planning (ERP) Documentation Manual was completed this quarter and vetted with various DISCO counterparts. The manual will be presented to DISCOs at a workshop set for July 13 where the materials will be officially handed over. DISCOs looking to pursue ERP implementation will be able to depend upon PDP staff when seeking board approvals or developing / releasing RFPs. The ERP Manual provides DISCOs with a business blueprint for automating their business applications into one integrated platform solution. ERP implementation will allow DISCOs to significantly improve their efficiencies and effectiveness of their financial and reporting operations.

2.4. COST OF SERVICE & TARIFF DESIGN

- **Cost of Service Model** – The spreadsheet-based Cost of Service (CoS) model and its user manual have been completed and shared with DISCOs. The model is designed so as to be easily used by all DISCOs with slight modifications. A training workshop to provide hands-on navigation through the model and briefing on the user manual was held, which was attended by 21 participants representing DISCOs, NEPRA and the MWP. The model will be used as a tool to determine the actual CoS for supplying electricity to each customer category, which will help NEPRA to rationalize tariffs leading to a reduction in the tariff differential subsidy, reducing the financial burden on the GOP.
- **Data Collection and Analysis** – PDP completed mapping IESCO’s accounting trial balance with NEPRA-approved system of accounts, which will help the data input for CoS calculations. Efforts continued for the collection of financial and operational data from IESCO, which is being used in determining IESCO’s revenue requirements and to form the basis for cost allocation to different customer categories. In addition, an algorithm was developed for the selection of appropriate feeders of IESCO on which Automated Meter Reading (AMR) systems will be installed on the transformers for hourly data collection. Site visits were undertaken and shortlisting of feeders completed. The metering data will help validate the data already collected through the IESCO system thus making the results of the model more pragmatic. Procurement of AMR systems is currently in progress.



Cost of Service and Tariff Design Study Workshop for All DISCOs

2.5. ENGINEERING

- **Nargis Subdivision Metering Improvement** – A project for the rehabilitation of metering systems on LESCO’s 11KV Nargis Feeder of Canal Road subdivision in Lahore was completed with the close

partnership of LESCO. This exercise included the re-fixing of all meters with correcting / replacement of service drops and replacing approximately 580 meters, identified during the feeder-combing survey conducted by PDP. The execution of the project was done by PDP along with providing technical assistance, manpower, and service drops, whereas the new meters were provided by LESCO. The outcome of the project is that there is a reduction of 10.3% in line losses for the period of July 2011 to June 2012 with annual savings of 1,822,635 kWh, valued at \$182,263 USD at \$0.10 USD per kWh.

- **Power Factor Improvement at Multan Electric Power Company** – Installation of Low Tension (LT) capacitors on 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 thus increasing revenue. This demand reduction helps meet customer demand without adding generation to the system. It also contributes to reduced 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** – The CEO of FESCO located existing stocks of capacitors and requested PDP to provide technical assistance to emulate MEPCO’s tubewell power factor improvement success. PDP 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 a reduction in demand of over 400 KVA. PDP anticipates assisting FESCO with up to 1,000 corrections over the next 12 months.
- **Power Factor Improvement at 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 subdivision in Attock Circle were selected. IESCO staff training will take place in April and capacitor installations will begin as it did earlier in MEPCO and FESCO.
- **Power Factor Improvement at Lahore Electric Supply Company** – Technical assistance was provided to LESCO through the provision of 170 new capacitors, followed by training. Installation to date has resulted in a demand reduction of 136 KVA.
- **Power Factor Expansion to all DISCOs** – As a follow-up to the Power Factor workshop attended by all nine DISCOS held in October 2011 to raise 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 and Low Tension 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** – The National Energy Conservation Centre (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



*LT Capacitor Installation
in Taxila*

solicit donor support. The Engineering Team is assisting in this effort and meeting with them to discuss how this will be accomplished.

- **Geographic Information System Mapping** – GIS mapping efforts continued to map demonstration subdivisions in five of nine DISCOs, including FESCO, MEPCO, LESCO, HESCO and PESCO. Work was started and completed at HESCO and PESCO during the quarter, completing all five DISCOs. Three DISCOs remain to be mapped.
- **Procurement of Engineered Materials and Equipment** – The AMR / Radio Frequency (RF) system procurement progressed with the preferred bidder and PDP reached an agreement on its scope, cost and contract terms and conditions.
- **Congested Area Strategy for Lahore Electric Supply Company's 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 compact transformers, breaking up existing LT networks in the congested area by adding HT cable and replacing LT conductors with insulated quadruplex cable to reduce feeder losses and theft. A detail design is in process.



Engineering Team's Visit to Congested Areas of LESCO

2.6. HUMAN RESOURCES & CHANGE MANAGEMENT

- **Organization Assessment & Restructuring** – A professional Human Resources (HR) firm will undertake a complete assignment at MEPCO which includes a number of sub-interventions such as the creation of job descriptions, an HR manual, key performance indicators, performance-based appraisals, compensation and benefit studies, business value proposal for Human Resources Information System (HRIS) and the upgrade of safety and training functions. Relevant staff from other DISCOs will be invited to participate in the training programs and workshops to be conducted by the consultant. The best and final offers from the selected bidders have been received with the contract expected to be awarded in July.
- **Change Management Project at PESCO** – PDP launched a network maintenance program at selected subdivisions of PESCO's City division. A pool of 40 staff members completed line patrolling through an improved method and also completed a tree trimming activity. The Change Management Team successfully launched two no-cost business applications at PESCO, i.e. a network maintenance application and performance management application. The officers and staff have also started communicating the results of these applications through the email system. The maintenance application has completely automated the process, whereby the subdivision will be able to find an anomaly, assign resources and fix the problem. The second application will facilitate better work force utilization and improved performance in the utility. This will also achieve higher visibility for others (divisions and DISCOs) to emulate.
- **Utility Exchange Program** – The Engineering Exchange Program in Australia was conducted from June 16-24, 2012. Ten delegates from eight DISCOs participated in this program. The J1 visa process for the Engineering Exchange USA program, to be conducted from September 14-24, 2012, was initiated. The exchanges will provide an opportunity to DISCO staff to learn the best practices at well-run utilities.
- **Functional Trainings** – The HR & Change Management Team continued its collaboration with the:

- Finance Team in support of the initial training that is being provided to the Internal Audit managers and staff of all DISCOs. In collaboration with KPMG, the development of training materials for a program on the orientation to the new IA Manual was completed. A briefing was conducted for the Audit Committee and a four day program was delivered to the managers with two sessions being completed for the internal audit staff. Significant positive feedback was provided by all participants with a desire for additional training.
- Commercial Team in developing the training program on “quick impact” effective meter reading that was delivered to over 70 members of MEPCO’s staff, and in developing a survey as a means to of obtaining input on training needs for customer service personnel - with surveys being dispatched to six offices in three different DISCOs. Based on the survey results the draft curriculum for a new customer service training program will be finalized.
- Engineering Team in developing curriculum materials for classroom training on the installation of LT capacitors on tubewells under the Power Factor Improvement project that was initiated at IESCO. The program was delivered to IESCO’s subdivision staff on two occasions with further “on-the job” training being provided in the field to ensure the proper utilization of the training.
- Engineering Team in developing and supporting a separate training program on Geographic Information System (GIS) and system analysis software that is scheduled to begin delivery by the relevant vendors early in the next quarter. A series of other engineering training programs were identified for potential delivery by a local training provider and are now under further review. These programs would be targeting a large number of engineers working in various capacities but not necessarily linked to other PDP initiatives. These programs would provide capacity building on relevant subjects such as “Understanding System Losses for Utility Management,” “Project Management for Power System Engineers,” “Power Systems Reliability,” “Fundamentals of Protective Relays,” and “Smart Metering & Smart Grids”.
- Initial work began on two programs that were identified for HR personnel namely “Intro to Modern HR Practices” for HR managers not attending the earlier program at the Lahore University of Management Sciences and “Communications, IT and Customer Service” for HR staff.
- **Quick Impact Lineman Safety Training** – Under the program, 56 Regional Training Center (RTC) linemen trainers from HESCO, MEPCO, IESCO and LESCO have been imparted training. Earlier, 415 of HESCO’s line staff underwent this training, and currently HESCO has commenced training of the remaining approximately 2,000 linemen using their own resources. Additionally, 87 of MEPCO’s line staff have also been trained in line safety in the quarter.
- **Adult Learning Training of Trainers** – Two week adult learning and experience-based training methods course was completed with 13 participants representing seven DISCOs. Additionally, each participant was observed and coached during continued on-the-job training. The goal of this Training of Trainers is to increase the trainer’s skill in raising the learning level of the participants in their courses.
- **Linemen Safety Training of Trainers** – One-week linemen safety for 16 MEPCO and 20 IESCO trainers was held at the respective RTCs of the DISCOs. This will enhance the skills of the trainers in conducting courses for their respective DISCOs.
- **DISCO Seconded Staff** – Seven DISCO staff members joined PDP on secondment on the Commercial, Engineering and HR Teams.



Lineman Training at Practical Demonstration Yard of IESCO RTC

2.7. COMMUNICATIONS & OUTREACH

- **Documentaries** – Documentaries on meter replacement, power factor correction improvement and Linemen Safety Trainings were completed.
- **Nationwide Painting Competition** – On May 28, PDP launched a nationwide painting competition for schools to encourage energy conservation in Pakistan. The month-long competition attracted over 160,000 students (65% male, 35% female) from 250 reputable schools nationally. By June 30, over 4,000 paintings had been submitted. Winners will be announced in July at a special press event highlighting the need for energy conservation. News articles reporting on the competition were run in 12 English and Urdu newspapers, including: The News, The Express Tribune, Business Recorder, Daily Times, Pakistan Today, Jang, Daily Express and Mashriq.
- **Media Stories** – PDP continued to receive coverage for various interventions in approximately 33 newspapers including 17 English and 16 Urdu newspapers. These events included USAID visits to DISCOs, installations of capacitors, HR workshops and rollouts of the ERP and internal audit manuals.
- **Radio Program** – The Program’s weekly Urdu-language call-in radio show, “Behtri Ka Safar” highlighted the governance issues DISCOs face and the GOP’s efforts to resolve the power crisis. The Program’s Governance Expert Bob Kolling, along with the Joint Secretary (Power), MWP, participated in the talk show.
- **Websites for DISCOs** – The Communications Team completed the design and delivery of PESCO’s website in close collaboration with its staff. The new website is dynamic, user friendly and allows users to easily print their bills using their reference numbers. This is the third website completed by the Program, with websites for SEPCO and QESCO previously completed and deployed.



*Joint Secretary of Power and PDP
Senior Advisor Interviewed on
“Behtri Ka Safar” Radio Talk Show*

2.8. GENDER

- The Gender Team concluded a successful campaign “Efficient Energy Saving Habits at Home” at IESCO, GEPCO, FESCO and MEPCO, involving 5,300 students and teachers. Six 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 graduation from college.
- Consultation meetings held at PESCO and LESCO were well-received, where over 150 women employees had the opportunity for the first time to voice their concerns over gender discrimination. Following the course, women employees of LESCO decided to begin an internal newsletter which will cover the activities and news related to the female employees as well as keep them informed about the upcoming donor funded trainings being organized from time to time.
- Over 150 enthusiastic female employees of various DISCOs have submitted signed petitions attesting for the need of a day care facility in the premises of the respective DISCOs.



*Govt. College for Woman
Mumtazabad, Multan*

3. PROGRAM STAFFING

	Employee Name	US Citizen / TCN / CCN	Work Location in Country	Position Title	Type T or A	Employment Term	
						From	To
	(a)	(b)	(c)	(d)	(e)	(f)	(g)
1	Craig VanDevelde	US Citizen	Islamabad	Chief of Party	T	Jan-09-12	Mar-30-15
2	Saleem Arif	CCN	Islamabad	Deputy Chief of Party	T	Oct-01-10	Sep-30-13
3	Dick Dumford	US Citizen	Islamabad	Senior Technical Advisor	T	Oct-21-10	Sep-30-13
4	Cameron Macnish	TCN / UK Citizen	Islamabad	Director of Finance & Admin	A	Jan-27-11	Sep-30-13
5	Stephen Sutton	TCN / UK Citizen	Islamabad	Materials Control Manager	A	Jan-11-12	Sep-16-13
6	Qurat ul ain Ibrahim	CCN	Islamabad	Training and Gender Strategy Specialist	A	Oct-18-10	Sep-16-12
7	Javed Akhtar	CCN	Islamabad	Field 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	Director Communications and Outreach Communications Manager	T	Apr-1-11	Sep-16-12
11	Nazir Chaudhery	CCN	Islamabad	Procurement Specialist	T	Jul-11-11	Sep-16-12
12	Faiz Alam	CCN	Islamabad	Office Manager	A	Apr-5-11	Sep-16-12
13	Kishwar Mohsin	CCN	Islamabad	Receptionist, House No. 23 Office	A	Nov-4-10	Sep-16-12
14	Mahmood Aslam	CCN	Islamabad	HR DISCO Specialist	T	May-2-11	Sep-30-12
15	Shaheer Ali	CCN	Islamabad	Scheduler & Planner	T	Jun-14-11	Sep-30-12
16	Ch Abdul Ghafoor	CCN	Islamabad	Technical Team Project Coordinator	T	Aug-25-11	Sep-16-12
17	Malik Khurram Shahzad	CCN	Islamabad	Logistics and Travel Assistant	A	Nov-4-10	Sep-16-12
18	Zahid Noor	CCN	Islamabad	Accounting Associate	T	Jan-6-11	Sep-16-12

	Employee Name	US Citizen / TCN / CCN	Work Location in Country	Position Title	Type T or A	Employment Term	
						From	To
	(a)	(b)	(c)	(d)	(e)	(f)	(g)
19	Qasim Ali	CCN	Islamabad	Website Developer	T	Aug-20-11	Sep-16-12
20	Rizwan ul Haque	CCN	Islamabad	Procurement Associate	A	Apr-11-11	Sep-16-12
21	Waseem Iftikhar	CCN	Islamabad	Facilities Manager	A	Jan-18-11	Sep-16-12
22	Inam ullah Khan	CCN	Islamabad	IT Specialist	T	Jan-10-11	Sep-16-12
23	Nazia Nasar	CCN	Islamabad	Receptionist, House No. 20, Hill Road Office	A	May-31-11	Sep-16-12
24	Sarwat Shafique	CNN	Islamabad	Engineering Team Data Entry Assistant	A	Nov-05-10	Sep-16-12
25	Khursheed Muhammad	CCN	Islamabad	Cook #22, Margalla Road	A	Oct-21-11	Sep-16-12
26	Waseem Soraya	CCN	Islamabad	Cook Assistant, House No. 23 Office	A	Oct-26-10	Sep-16-12
27	Afzaal Gulzar Masih	CCN	Islamabad	Janitorial Support	A	Oct-21-10	Sep-16-12
28	Ghulam Jan	CCN	Islamabad	Gardener, House No. 23 Office	A	Oct-26-10	Sep-16-12
29	Zahid Malik	CCN	Islamabad	Chef Cook, House No. 23 Office	A	Jan-07-11	Sep-16-12
30	Ijaz Muhammad	CCN	Islamabad	Janitory Support #22, Hill Road	A	Dec-15-10	Sep-16-12
31	Anees Ahmad	CCN	Islamabad	Chef Cook #22, Hill Road	A	May-31-11	Sep-16-12
32	Humayun Fazal	CCN	Islamabad	Asst. Cook #22, Hill Road	A	May-31-11	Sep-16-12
33	Abdul Qadeer	CNN	Islamabad	Office Boy #22, Hill Road	A	May-31-11	Sep-16-12
34	Imran Sadeer	CNN	Islamabad	Janitory Support #22, Hill Road	A	May-31-11	Sep-16-12
35	Shahzada Umar Wahab	CCN	Islamabad	Assistant Coordinator	A	Jun-14-11	Sep-16-12
36	Waqar Nisar	CCN	Islamabad	ERP Manager	T	Sep-12-11	Sep-16-12
37	Muhammad Bashir	CCN	Islamabad	Assistant Advisor Technical MWP	T	Oct-03-11	Sep-16-12
38	Asad Humayun Chohan	CCN	Islamabad	Assistant Monitoring & Evaluation MWP	T	Oct-03-11	Sep-16-12
39	Mubbasher Gulzar	CCN	Islamabad	Assistant Advisor Policy & Planning MWP	T	Oct-03-11	Sep-16-12

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	(a)	(b)	(c)	(d)	(e)	(f)	(g)
40	Abdullah Qasim Virk	CCN	Islamabad	Commercial AMR Manager	T	Oct-17-11	Sep-16-12
41	Hammad Hashmi	CCN	Islamabad	Advisor Technical MWP	T	Oct-25-11	Sep-16-12
42	Haroon Masih	CCN	Islamabad	Cleaner MWP PDP Personnel	A	Dec-15-10	Sep-16-12
43	Imran Ullah Khan	CCN	Peshawar	Business Process Analyst (PESCO CM - Task 7)	T	Nov-21-11	Sep-30-12
43	Muhammad Rehan ul Haq	CCN	Peshawar	Business Process Analyst (PESCO CM - Task 7)	T	Nov-21-11	Sep-16-12
45	Muhammad Zubair	CCN	Peshawar	Business Process Analyst (PESCO CM - Task 7)	T	Nov-21-11	Sep-16-12
46	Muhammad Ashfaq	CCN	Peshawar	Business Process Analyst (PESCO CM - Task 7)	T	Nov-21-11	Sep-30-12
47	Taimur Shahid	CCN	Islamabad	Deputy Accounting Manager	A	Nov-22-11	Sep-16-12
48	Naseer Ahmad	CCN	Islamabad	Application Developer (CIS - Task 8)	T	Dec-01-11	Sep-16-12
49	Taimur Arshad	CCN	Islamabad	Application Developer (CIS - Task 8)	T	Dec-12-11	Sep-16-12
50	Hassan Ali	CCN	Islamabad	Visual Media Specialist / Documentaries	T	Dec-19-11	Sep-16-12
51	Ahmad Mian	CCN	Islamabad	Computer Aided Design Specialist	T	Jan-04-12	Jul-06-12
52	Zehra Akbar	CCN	Islamabad	Gender Coordination Associate	T	Jan-12-12	Sep-16-12
53	Mubbasher Hussain Gill	CCN	Islamabad	Sr. Application Developer (CIS - Task 8)	T	Jan-17-12	Sep-16-12
54	Humayun Parvez	CCN	Islamabad	IT Specialist	T	Feb-13-12	Sep-16-12
55	Saleem Qazi	US Citizen	Islamabad	Senior DISCO Technical Advisor	T	Feb-21-12	Sep-16-13
56	Hira Tahir	CCN	Islamabad	HR and Document Control Associate	A	Feb-24-12	Sep-16-12
57	Riaz Masih	CCN	Islamabad	Janitor	A	Feb-26-12	Sep-16-12
58	Mariya Naseem Khan	CCN	Islamabad	M&E Manager	T	Mar-12-12	Sep-16-12

	Employee Name	US Citizen / TCN / CCN	Work Location in Country	Position Title	Type T or A	Employment Term	
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	(a)	(b)	(c)	(d)	(e)	(f)	(g)
59	Omer Farooq Khan	CCN	Islamabad	Communication & Outreach Associate	T	Apr-02-12	Sep-16-12
60	Maryam Ubaid Piracha	CCN	Islamabad	Writer and Copy Editor	T	Apr-30-12	Sep-16-12
61	Faraz Ahmed	CCN	Islamabad	Logistics and travel Assistant	A	May-02-12	Sep-16-12
62	Atif Hussain Gillani	CCN	Islamabad	Materials Control Manager	A	May-10-12	Sep-16-12
63	Hassan Khan	CCN	Islamabad	Associate Advisor Energy Policy	T	Jun-01-12	Sep-16-12
64	Shafique ur Rehman	CCN	Islamabad	Sr. Distribution System Planning Expert	T	Jun-01-12	Sep-30-13
Subcontractor: Energy Markets Group (EMG)							
1	Clare Novak	US Citizen	Islamabad	HR & Change Management Advisor	T	Nov-06-11	Oct-31-12
Subcontractor: National Rural Electric Cooperative Association (NRECA) International Limited							
1	Gary Bartlett	US Citizen	Islamabad	DISCO Financial Management / Accounting Expert	T	Nov-01-10	Sep-30-13
2	Robert Kolling	US Citizen	Islamabad	DISCO Engineer Specialist	T	Dec-15-10	Sep-30-13
3	Robert William Dalton	US Citizen	Islamabad	Lineman Trainer	T	Oct-26-11	
4	James M. Ford	US Citizen	Islamabad	Training Advisor	T	Oct-26-11	
5	Nazrul Islam	TCN / Bangladeshi	Dhaka, Bangladesh	CIS Specialist	T	Jun-04-12	Jun-30-12
6	Abdul Razzaq	US Citizen	Islamabad	Senior Distribution System O&M Planner / Manager	T	Apr-16-12	
7	Judith Ann Burnett	US Citizen	Islamabad	Commercial Specialist	T	Apr-30-12	
8	James VanCoevering	US Citizen	Islamabad	Senior Distribution System Design Expert / Engineering Advisor	T	May-06-12	
Subcontractor: PITCO (Pakistan Industrial Trading Company)							
1	Usman Malik	CCN	All DISCOs' cities	Field Project Manager	T	Sep-18-10	Sep-17-11

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	(a)	(b)	(c)	(d)	(e)	(f)	(g)
2	Tahir Khan	CCN	Islamabad	Director Change Management – PDP	T	Nov-08-10	Sep-13
3	Tehseen Chohan	US Citizen	Islamabad	HR Team Lead	T	Oct-01-10	May-12-12
4	Kamran Riaz	CCN	Islamabad	Senior Cost of Service and Tariffs Expert	T	Oct-25-10	Sep-24-13
5	Fazal-e-Khaliq	CCN	Islamabad	Senior Commercial Opps. and Billing Cycle	T	Nov-23-10	Sep-21-13
6	Rehan Hameed	CCN	Islamabad	HR Specialist	T	Nov-22-10	Sep-22-13
7	Shahid Iqbal	CCN	Islamabad	Senior Advisor DISCO Finance / Accountant	T	Nov-01-10	Sep-30-13
8	Shoaib Cheema	CCN	Islamabad	Change Management Specialist	T	May-02-11	Sep-30-13
9	M. Zaheer Malik	CCN	Islamabad	Project Implementation Manager	T	May-23-11	Sep-30-13
10	Ammir Naqvi	CCN	Islamabad	Senior Cost of Service and Tariffs Specialist	T	May-23-11	Sep-30-13
11	Fahd Latif	CCN	Islamabad	HR and Change Management Coordinator	T	Jun-25-12	Sep-13
12	Arif Kundi	CCN	Islamabad	Project IT Specialist	T	Mar-05-12	Sep-13
13	Sarah Hamid	CCN	Islamabad	HR Specialist	T	Dec-10	Sep-13
14	Noor Mengal	CCN	Field	Senior Distribution Systems Construction Planner	T	Sep-18-10	Sep-13
15	Muhammad Iqbal	CCN	Field	GIS Field Coordinator	T	Oct-10-11	Sep-13
16	Muhammad Awaise	CCN	Field	GIS Specialist	T	Dec-19-10	Sep-13
17	Muhammad Gulraiz Khan	CCN	Field	GIS Specialist	T	May-10-11	Sep-13
18	Sibghat Ullah	CCN	Field	GIS Specialist	T	Dec-26-11	Sep-13

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	(a)	(b)	(c)	(d)	(e)	(f)	(g)
19	Hafiz Muhammad Nabeel Ishaque	CCN	Field	GIS Survey Engineer	T	Feb-28-11	Sep-17-11
20	Rayyan Niaz	CCN	Field	GIS Survey Engineer	T	Apr-04-11	Sep-13
21	M. Adeel Murtza	CCN	Field	GIS Survey Engineer	T	Jun-30-11	Sep-13
22	Zeeshan Haider	CCN	Field	GIS Survey Engineer	T	Jun-30-11	Sep-13
23	Irfan Rasheed	CCN	Field	GIS Survey Engineer	T	Jun-30-11	Sep-13
24	Usman Hafeez	CCN	Field	GIS Survey Engineer	T	Sep-08-11	Sep-13
25	Adeel ur Rehman	CCN	Field	GIS Survey Engineer	T	Dec-08-11	Sep-13
26	Fahad Jamal	CCN	Field	GIS Survey Engineer	T	Dec-08-11	Sep-13
27	Hammad Bin Iftakhar	CCN	Field	GIS Survey Engineer	T	Dec-08-11	Sep-13
28	Mirza Imran Ijaz	CCN	Field	GIS Survey Engineer	T	Dec-08-11	Sep-13
29	Manzar Ameer Ali	CCN	Field	GIS Survey Engineer	T	Dec-08-11	Sep-13
30	Muhammad Affan Haider	CCN	Field	GIS Survey Engineer	T	Dec-08-11	Sep-13
31	Muhammad Ammar Shahid	CCN	Field	GIS Survey Engineer	T	Dec-08-11	Sep-13
32	Waqas Hashmi	CCN	Field	GIS Survey Engineer	T	Dec-08-11	Sep-13
33	Salman Hafeez	CCN	Field	GIS Survey Engineer	T	May-02-12	Sep-13
34	Naseem Ahmed	CCN	Field	GIS Survey Engineer	T	Apr-27-12	Sep-13
35	Muhammad Shafiq	CCN	Field	GIS Survey Engineer	T	May-04-12	Sep-13
36	Khan Muhammad	CCN	Field	GIS Survey Engineer	T	May-04-12	Sep-13
37	Ali Raza Khan	CCN	Field	GIS Survey Engineer	T	May-02-12	Sep-13
38	Rizwan Aslam	CCN	Field	Data Entry Operator	T	Dec-26-10	Sep-13
39	H. Hammad ur Rehman	CCN	Field	Data Entry Operator	T	Jul-27-11	Sep-13
40	Mulazim Hussain	CCN	Field	Data Entry Operator	T	Dec-19-11	Sep-13
41	Hasnain Gohar	CCN	Field	GIS Survey Engineer	T	Jun-30-11	Jun-1-12
42	Muhammad Sikandar	CCN	Field	GIS Survey Engineer	T	Nov-29-10	May-1-12
43	Muhammad Sharif	CCN	Field	GIS Survey Engineer	T	Dec-08-11	Sep-13
44	Nasir Mehmood	CCN	Field	Project Coordinator	T	Aug-08-11	Sep-13
45	Muhammad Saeed	CCN	Field	Test Inspector	T	Aug-09-11	Sep-13
46	Muhammad Asghar Awan	CCN	Field	Test Inspector	T	Sep-05-11	Sep-13
47	Muhammad Akram	CCN	Field	Data Assistant	T	Nov-25-11	Sep-13

	Employee Name	US Citizen / TCN / CCN	Work Location in Country	Position Title	Type T or A	Employment Term	
						From	To
	(a)	(b)	(c)	(d)	(e)	(f)	(g)
48	Muhammad Ayub	CCN	Field	Electrician	T	Aug-09-11	Jun-25-12
49	Muhammad Tahir Butt	CCN	Field	Supervisor	T	Mar-01-12	Dec-12
50	Muhammad Ashraf Tahir	CCN	Field	Supervisor	T	Mar-01-12	Dec-12
51	Atif Khushi	CCN	Field	Supervisor	T	Mar-01-12	Dec-12
52	Aamir Abbas	CCN	Field	Enumerator	T	May-21-12	Dec-12
53	Abdul Qayyum	CCN	Field	Enumerator	T	Mar-01-12	Dec-12
54	Abid Ali	CCN	Field	Enumerator	T	Apr-18-12	Dec-12
55	Ali Asghar	CCN	Field	Enumerator	T	Mar-01-12	Dec-12
56	Atteeq ur Rehman	CCN	Field	Enumerator	T	Apr-02-12	Dec-12
57	Hadi Javed	CCN	Field	Enumerator	T	Mar-01-12	Dec-12
58	Husnain Raza	CCN	Field	Enumerator	T	Mar-01-12	Dec-12
59	Kamran Khan	CCN	Field	Enumerator	T	Mar-01-12	Dec-12
60	Khalid Mehmood	CCN	Field	Enumerator	T	Mar-01-12	Dec-12
61	Mohammad Aleem Khan	CCN	Field	Enumerator	T	Mar-01-12	Dec-12
62	Mohammad Naeem	CCN	Field	Enumerator	T	Mar-01-12	Dec-12
63	Muhammad Ikram	CCN	Field	Enumerator	T	Mar-01-12	Dec-12
64	Muzaffar Hameed	CCN	Field	Enumerator	T	Mar-01-12	Dec-12
65	Muzamil Khan	CCN	Field	Enumerator	T	Mar-01-12	Dec-12
66	Syed Adnan Hussain	CCN	Field	Enumerator	T	Mar-01-12	Dec-12
67	Syed Dawood Hassan	CCN	Field	Enumerator	T	Mar-01-12	Dec-12
68	Syed Zahid Ali	CCN	Field	Enumerator	T	Mar-01-12	Dec-12
69	Waseem Siddique	CCN	Field	Enumerator	T	Mar-01-12	Dec-12
70	Yasir Iqbal	CCN	Field	Enumerator	T	Mar-01-12	Dec-12
71	Junaid Iqbal	CCN	Field	Data Entry Operator	T	Feb-06-12	Dec-12
72	Muhammad Umair Hafeez	CCN	Field	Data Entry Operator	T	Mar-26-12	Dec-12
73	Shahzad Saeed	CCN	Field	Data Entry Operator	T	Mar-27-12	Dec-12
74	Ubaid ur Rehman	CCN	Field	Data Entry Operator	T	May-18-12	Dec-12
Subcontractor: Hassan Kaunain Nafees							
1	Jaffar Sibtain	CCN	Islamabad	Senior Associate	T	Oct-10-11	Sep-16-12

	Employee Name	US Citizen / TCN / CCN	Work Location in Country	Position Title	Type T or A	Employment Term	
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	(a)	(b)	(c)	(d)	(e)	(f)	(g)
Subcontractor: SMC Private Limited							
1	Akhlaq Ahmed	CCN	As above	Senior Tariff & Cost of Service Advisor	T	Nov-01-10	Sep-30-13
Subcontractor: TELCONET Services Private Limited							
1	Khurram Ehtesham	CCN	All DISCO cities	DISCO Metering Sys. Advisor	T	Nov-01-10	Sep-30-12
2	Ahmad Kamal Janjua	CCN	As above	Admin Human Resource Management Advisor	T	Nov-22-11	Sep-30-12
3	Naveed Akhtar	CCN	As above	Project Manager – Survey	T		
Seconded Staff from DISCOs							
1	Tufail Sheikh	CCN	Islamabad and HESCO	Member of HR Team	A	Nov-28-11	Sep-16-13
2	Omer Haroon Malik	CCN	Islamabad	Chief of Staff – Coordination	T	Dec-13-11	Sep-16-13
3	Atif Jawad	CCN	Islamabad	Commercial Operations Team Member	T	Jan-23-12	Sep-16-13
4	Sohail Khan	CCN	Islamabad	Engineering, Operations & Planning Team Member	T	Jan-25-12	Sep-16-13
5	Adnan Iqbal	CCN	Islamabad	Commercial Operations Team Member	T	Jan-30-12	Sep-16-13
6	Farhana Rasheed	CCN	Islamabad	Information Management & IT Team Member	T	Jan-30-12	Sep-16-13
7	Humayoon Zafar	CCN	Islamabad	Information Management & IT Team Member	T	Jan-30-12	Sep-16-13
8	Khursheed Bano	CCN	Islamabad	Commercial Operations Team Member	T	Feb-27-12	Sep-16-13
9	Mian Ansar Mahmood	CCN	Islamabad	Financial Management Team Member	T	Mar-01-12	Sep-16-13
10	Abdul Haq Sheikh	CCN	Islamabad	Procurement & Material Management Team	A	Mar-12-12	Sep-16-13
11	Sher Dil	CCN	Islamabad	Commercial Operations Team Member	T	Apr-02-12	Sep-16-13

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	(a)	(b)	(c)	(d)	(e)	(f)	(g)
12	Siab Ahmad	CCN	Islamabad	HR and Change Management Team Member	A	16-Apr-12	Sep-16-13
13	Muhammad Haseeb	CCN	Islamabad	Information Management & IT Team Member	T	May-7-12	Sep-16-13
14	Saeed ur Rehman	CCN	Islamabad	Information Management & IT Team Member	T	May-7-12	Sep-16-13
15	Farrukh Mushtaq	CCN	Islamabad	Commercial Operations Team Member	T	Jun-27-12	Sep-16-13
16	Muhammad Asghar Khan Ghallo	CCN	Islamabad	Technical Team Member	T	Jun-27-12	Sep-16-13
17	Muhammad Rafiq Bari	CCN	Islamabad	Technical Team Member	T	Jun-27-12	Sep-16-13

4. PROGRESS AND ACCOMPLISHMENTS

1. GOVERNANCE		
#	Activity	Description / Results to Date / Future Results
1.	DISSOLUTION OF PEPCO	<p>NEED: 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 the USAID Power Distribution Program’s assistance through the assigned distribution and legal experts to achieve this goal.</p> <p>RESULTS TO DATE</p> <p>April: Filed replies to Sukkur case, stopping the dissolution of PEPCO. Additional court cases on the CEO appointments developed during the month which tried to renew the dissolution of PEPCO as part of each petition and these cases are being tried.</p> <p>May: The Sukkur case was dismissed by the courts on May 17, due to the lack of petitioners to defend their facts. The Peshawar High Court case for the appointment of PESCO’s CEO was heard and won, and the judgment was ruled in favor of the respondents. Winning the PESCO case developed precedents for all future CEO filed petitions.</p> <p>June: Two CEO hearings and decision by the judge to dismiss the case.</p> <p>FUTURE RESULTS: Dissolution completed.</p> <p>KEY PERFORMANCE INDICATORS (KPIs) IMPACTED: All governance.</p> <p>STATUS UPDATE: Current Life of Project (LOP) will continue through to PEPCO dissolution. This is expected by the end of 2012.</p>
2.	BOARD OF DIRECTOR ASSISTANCE	<p>NEED: Provide MWP-requested training and mentoring of the new DISCO BOD members, assist the BODs to adopt proper operating policies and assist the BODs’ Audit Committees to be in control of DISCOs’ internal audit process.</p> <p>RESULTS TO DATE</p> <p>April: Had fourth meeting with MWP and DISCO Chairman. Passed out governance policies for all to circulate in their board meetings.</p> <p>May: Passed out the “Board Assessment” Checklist form to be completed and returned to MWP advisors to start evaluation process.</p> <p>June: Presentation to DISCO Chairman on low collection rates at their DISCOs. Creating cash constraints in the power sector and increasing the</p>

		<p>need for load shedding. Also presented results of load shedding and the lack of DISCOs to meet the quota obligation as issued by NPCC.</p> <p>FUTURE RESULTS: CEOs for remaining DISCOs to be selected.</p> <p>KPIs IMPACTED: Board members trained, Board effectiveness and in general all others under governance.</p> <p>STATUS UPDATE: This is an ongoing activity that will continue through June 20, 2013.</p>
3.	PROVIDE EMBEDDED SPECIALISTS TO MWP	<p>NEED: The MWP requested embedded technical assistance with power sector reform.</p> <p>RESULTS TO DATE</p> <p>April: 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>May: Advisors met with the Minister to present results of the Economic Dispatch model and other items that can save the power sector from substantial losses.</p> <p>June: Advisor positions developed for assisting in PEPCO department functions and its tasks related to the MWP.</p> <p>FUTURE RESULTS: Advisors will work with the MWP to improve efficiency and provide technical assistance.</p> <p>KPIs IMPACTED: Effectiveness of MWP reform.</p> <p>STATUS UPDATE: Current LOP will continue until August 2013.</p>
4.	MWP IT PROGRAM	<p>NEED: To implement IT improvements within the MWP.</p> <p>RESULTS TO DATE</p> <p>April: Rollout continues, but slowed due to the server room being unready for new connections.</p> <p>May: Server room remodeling begins.</p> <p>June: Server room completed and desktop rollout is back on track.</p> <p>FUTURE RESULTS: Installation of server in MWP for Electronic Government Directorate.</p> <p>KPIs IMPACTED: Improved effectiveness of the MWP.</p> <p>STATUS UPDATE: This has been successfully implemented.</p>

2. COMMERCIAL

#	Activity	Description / Results to Date / Future Results
5.	NEW CUSTOMER INFORMATION SYSTEMS (CIS)	<p>NEED: 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, which is known to occur. A modern IT-based system replacement is instrumental for smoother functionality.</p> <p>RESULTS TO DATE</p> <p>April: The User Requirements Document was completed and the team compared processes contained in the software with those in the URD.</p> <p>May: The system design document and front-end system model was developed, a major milestone in the CIS development plan.</p> <p>June: The use-cases were improved to facilitate development and develop test-cases. Moreover, the integration plan of the CIS software with legacy billing system was completed.</p> <p>FUTURE RESULTS: Customization and testing is expected to finish by the end of September, and the parallel run will begin in October with the system scheduled to go-live in February 2013 at MEPCO.</p> <p>KPIs IMPACTED: Increased revenue and reduced non-technical loss including theft.</p> <p>STATUS UPDATE: Software customization is 90% complete and testing is being conducted. Hardware procurement and installation at MEPCO will be completed by the end of August, and the CIS will go-live by February 2013. For HESCO and PESCO, hardware procurement is initiated with delivery and installation to be completed by February 2013. HESCO and PESCO CIS will go-live by June 2013. PDP's role in the future will be to facilitate the DISCO in scaling these activities across a division.</p>
6.	INTEGRATED COMMERCIAL OFFICE	<p>NEED: Locating all commercial functions in a single location will allow DISCOs to streamline commercial operations and the addition of technology will reduce opportunities for data manipulation. The CIS is part of the ICO building.</p> <p>RESULTS TO DATE</p> <p>April: The Commercial Team delivered part of the computing equipment for the ICO building at MEPCO. In addition, the internal layout of the ICO building was also finalized and the material required to be procured was worked out to initiate procurement by next month.</p> <p>May: MEPCO approved the provision of Rs1.7 million for making alterations in the ICO building. Mr. Farukh Mushtaq, Dy. Commercial Manager, joined the Commercial Team on secondment, as domain knowledge expert for the ICO project. PESCO also approved Rs4.5 million required for renovating the ICO building.</p>

		<p>June: MEPCO hired a contractor through open solicitation to carry out building alterations / renovation of the ICO. Once MEPCO completes its portion of work in July, PDP will start its activities. PESCO initiated the process of hiring a contractor for the ICO building renovation work amounting to Rs4.5 million.</p> <p>FUTURE RESULTS: In MEPCO, additional IT skills trainings for the Bosan Road subdivision and Musa Pak division staff will be provided. The renovation work for MEPCO’s ICO building will be completed in July by MEPCO’s contractor. The procurement of material for MEPCO’s ICO building will be initiated by PDP in July as well. MEPCO’s ICO building will be ready by the end of September 2012. Moreover, the layout for PESCO and HESCO’s ICO buildings will be developed in July.</p> <p>KPIs IMPACTED: Increased revenue and reduced non-technical loss, including theft.</p> <p>STATUS UPDATE: MEPCO has mobilized the contractor to renovate the ICO building from MEPCO’s own funds to the tune of Rs1.7 million. Procurement of computer hardware is completed and delivered. The procurement of furniture and fixtures for the ICO building has been initiated and will be completed by September 2012. The ICO building will also be ready in September 2012.</p> <p>PESCO has selected the contractor to renovate the ICO building from PESCO’s own funds to the tune of Rs4.5 million. Procurement of computer hardware, furniture and fixtures for PESCO and HESCO will be initiated in November 2012 and will be completed by January 2013. The ICO buildings for PESCO and HESCO will be ready by February 2013.</p>
7.	CENSUS SURVEY	<p>NEED: 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>RESULTS TO DATE</p> <p>April: Eighteen thousand consumers of MEPCO’s Bosan Road subdivision were enumerated. Over 16,000 entries were made to the consumer survey database.</p> <p>May: Thirty thousand consumers of MEPCO’s Bosan Road subdivision were enumerated. Over 27,000 entries were made to the consumer survey database.</p> <p>June: Thirty five thousand consumers of MEPCO’s Bosan Road subdivision were enumerated. Over 33,000 entries were made to the consumer survey database.</p> <p>FUTURE RESULTS: MEPCO’s census will be completed in July and PESCO’s census will commence the same month and will be completed by mid-October 2012. HESCO’s census work will commence in October and will be completed by the end of December 2012.</p> <p>KPIs IMPACTED: Reduced non-technical loss, theft reduction and increased revenue.</p> <p>STATUS UPDATE: The census activity at MEPCO is complete with</p>

		38,000 consumers enumerated. PESCO's and HESCO's census activities have been initiated and will be completed by October and December respectively.
8.	COMMERCIAL PROCEDURE MODIFICATION	<p>NEED: Improve effectiveness of current meter reading process and reduce inaccurate billing and revenue loss.</p> <p>RESULTS TO DATE</p> <p>April: In IESCO, a discrepancy management system was installed as the final phase of the blind meter reading procedures. Meter anomalies (discrepancies) identified during the meter reading process resulted in the production of service orders requiring operations to fix the meters. Common discrepancies noted that meters are mounted too high to be read.</p> <p>May: In PESCO, for addressing the discrepancies identified during May 2012 in the Sikandarpura subdivision, on the Program's request, PESCO provided 2,000 meters, 100 coils of meter cables, connectors and other accessories. A pooled crew of 16 skilled field staff was created. More than 100 meters were replaced by the end of May 2012.</p> <p>June: In PESCO, 7,000 meters in the Sikandarpura subdivision were checked, replacing 1,500 old, damaged and defective meters and aligning 500 meters. The crews identified more than 215 cases of meter tampering and possible theft that, now corrected, will result in an increase in revenue of Rs1 million. In MEPCO the Commercial Team trained about 80 meter readers, meter reading superintendents, linemen superintendents and subdivision officers. In addition to conducting trainings about the various types of electro-mechanical and digital time-of-use meters, the staff got trained on revised meter reading documents, follow-ups and discrepancy procedures. MEPCO has agreed to provide 5,000 electronic meters, 200 coils of meter cable and a pooled crew of 25 personnel for meter checking and replacement.</p> <p>FUTURE RESULTS: By the end of July identified discrepancies in PESCO will be rectified completely; MEPCO's discrepancies rectification will begin as will optimized processes' implementation. Optimized processes' implementation will commence in GEPCO's Model Town subdivision on September 1, LESCO's Johar Town subdivision on October 1, HESCO's Saddar subdivision on November 1 and FESCO's Peoples Colony subdivision on December 1, 2012.</p> <p>KPIs IMPACTED: Reduced non-technical losses including theft, increased revenue and improved employee attitude.</p> <p>STATUS UPDATE: The commercial procedures optimization design is complete and the processes are being implemented in IESCO, PESCO and MEPCO. In support of this activity, PESCO has financed and installed meters and cables valued at Rs5.5 million. MEPCO is also providing meters and cable valued at Rs12 million. Installation is underway. We have a similar commitment from other DISCOs, with implementation to start at GEPCO on September 1; LESCO on October 1, HESCO on November 1, and FESCO on December 1, 2012. PDP's role in the future will be to facilitate each DISCO in scaling these activities across DISCOs.</p>

<p>9.</p>	<p>IMPLEMENTATION OF HANDHELD UNITS (HHU)</p>	<p>NEED: Improve efficiency of the current meter reading process and reduce inaccurate billing and revenue losses through transcription and data entry errors.</p> <p>RESULTS TO DATE</p> <p>April: Revised quotations from short-listed vendors were received, evaluated and the Purchase Order (PO) was placed.</p> <p>May: First part of the Handheld Reading Units' (HHU) procurement was completed, and 30 HHUs were delivered to the Program. This timely procurement of HHUs will help to ensure rollout of HHUs at CIS sites, well before their go-live dates.</p> <p>June: In consultation with MEPCO and PESCO, the Commercial Team gathered the user requirements to begin software development.</p> <p>FUTURE RESULTS: The software development for HHUs will be completed by the middle of August. Testing in the field will begin and will be completed by the end of September. The HHUs will go in parallel run from October to November, with the go-live in December.</p> <p>KPIs IMPACTED: Increased revenue and reduced non-technical loss, including theft.</p> <p>STATUS UPDATE: The HHUs' activity has completed the design and procurement phases, and the equipment has been delivered to PDP. Software development for the HHUs is 60% complete and will be completed by August; testing in the field to follow. The HHUs will go-live at MEPCO and PESCO in December 2012.</p>
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3. FINANCIAL

#	Activity	Description / Results to Date / Future Results
10.	DISCO INTERNAL AUDIT PROCESS IMPROVEMENT	<p>NEED: 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"> - Failure to maintain an updated audit manual. - Failure to include certain testing of compliance with laws, regulations, and critical organizational policies and procedures and internal controls over financial reporting. - Lack of competence in DISCO internal audit staff. - Lack of independence of the internal audit function. - Corruption within the internal audit function. <p>RESULTS TO DATE</p> <p>April: Following the March workshop, the final IA Manual was provided to all DISCOs’ Heads of Internal Audit and Committee Chairmen. Each Committee was requested to recommend to the full BOD adoption of the IA Manual and the approval of co-sourcing at its next scheduled BOD meeting.</p> <p>May: The MEPCO BOD became the first DISCO to adopt and approve the IA Manual and co-sourcing, respectively. A planning meeting was held with the MEPCO Committee to discuss the implementation details and clarify the roles of all parties involved. PDP began the implementation by performing IA Manual orientation training of the Committee. This was followed by IA Manual orientation training of the internal audit management and staff. PDP’s co-sourcing partner also began its mobilization. Other DISCOs were slow to respond. Therefore, to facilitate the flow of information and understanding to the Committee in preparation for its recommendation to the full BOD, PDP developed a plan to contact each DISCO Committee Chairman to schedule a meeting to present the IA Manual and co-sourcing concepts.</p> <p>June: The remaining DISCO Committee Chairmen were contacted and meetings were scheduled for July. The QESCO BOD adopted the IA Manual but failed to approve co-sourcing.</p> <p>FUTURE RESULTS: Presentations will be made to DISCO Committees in July at FESCO, QESCO and LESCO. PDP anticipates all DISCO BODs will approve the Internal Audit Process Optimization project in the next quarter.</p> <p>KPIs IMPACTED: All commercial, financial and governance.</p> <p>STATUS UPDATE: The DISCO’s Internal Audit Process Improvement project is in its implementation stage. The IA Manual has been completed and handed over to DISCO counterparts and training has begun. PDP’s role in the future will be to provide co-sourcing services to the DISCOs’ internal audit function.</p>

11.	DISCO's BUSINESS PLANS (10-YEAR FINANCIAL FORECAST)	<p>NEED: Provide DISCOs with a tool to improve their business planning processes.</p> <p>RESULTS TO DATE</p> <p>April: A PDP-developed prototype financial model was beta tested at IESCO and LESCO and presented to DISCO Finance Directors (FDs) at a workshop on April 24.</p> <p>May: Implementation of the financial model and DISCO staff training was performed at PESCO, IESCO and LESCO.</p> <p>June: Population of the model by DISCO staff started and training performed at MEPCO and FESCO.</p> <p>FUTURE RESULTS: Implementation of the model and DISCO staff training will be completed in July. The model will be used as a tool to accommodate DISCO business planning, annual budgeting and tariff petition filing for NEPRA.</p> <p>KPIs IMPACTED: Financial.</p> <p>STATUS UPDATE: The DISCO Business Plan (10-year Financial Forecast Model) project is in its implementation stage. The financial model has been completed and handed over to DISCO counterparts and training provided in all but three DISCOs. PDP's role in the future will be to provide technical assistance via telephone support for one year.</p>
12.	DISCO ACCOUNTING MANUAL AND PROCEDURES UPDATE	<p>NEED: Develop accounting procedures and manual to supersede the outdated Water and Power Development Authority (WAPDA) legacy procedures.</p> <p>RESULTS TO DATE</p> <p>April: DISCO FDs met at a workshop on April 24 for a technical review of the new accounting manual and to plan for submission of final comments.</p> <p>May: DISCO FDs are refining their efforts regarding how its current state and desired state business practices should be included in each DISCO's respective manual. PDP has made visits to each DISCO to review, discuss and solicit comments from the FD and his staff.</p> <p>June: The Program's partner, KPMG, continued to work with selected DISCOs to finalize the documentation of its business processes.</p> <p>FUTURE RESULTS: The DISCO Accounting Manual and Procedures Update project will be completed next quarter. This manual will provide a roadmap to FDs of DISCOs for optimizing their accounting and financial business processes and establish a best practice model for future use.</p> <p>KPIs IMPACTED: Distribution losses and collection efficiency, aggregate losses reduced, profitability, and operations and maintenance (O&M) cost.</p> <p>STATUS UPDATE: The DISCO's Accounting Manual and Procedures Update project is entering its final stage. The accounting manual is under review and final comments from DISCOs are forthcoming. PDP's role in the future will be to provide certain training and only intermittent assistance in responding to ad hoc requests.</p>
13.	PROGRAM TO	<p>NEED: DISCOs have a tremendous backlog of uncollected receivables,</p>

	<p>RECOVER TRADE DEBT RECEIVABLES</p>	<p>equivalent of up to 750 days billing in some cases. These receivables, known as “Trade Debt Receivables”, have two sources: government and private.</p> <p>USAID Power Distribution Program’s assistance is needed to improve these debts, currently severely impacting the Government of Pakistan circular debt problem.</p> <p>Government agencies contribute the most to this problem with the Sindh provincial government (which owes HESCO approximately \$300 million) being the worst.</p> <p>A primary issue in Sindh is reported to be a lack of confidence in HESCO’s billing.</p> <p>RESULTS TO DATE</p> <p>April: A meeting was held with Punjab Cooperative Bank (PCB) and MEPCO to discuss a draft agreement to perform a feasibility collection effort of certain private consumer trade debt receivables. The effort will involve the provincial government Tehsildar and result in a collection strategy for all permanently disconnected defaulter amounts.</p> <p>May: MEPCO drafted recommended changes to the previously described agreement and forwarded the revised agreement to PCB for its approval.</p> <p>June: PCB has reviewed and provided final comments to MEPCO on the agreement to perform a feasibility collection effort of certain private consumer trade debt receivables. MEPCO has stated its plans to review and approve the final agreement.</p> <p>FUTURE RESULTS: The feasibility collection effort agreement between MEPCO and PCB is expected to be finalized and approved in July. Once approved, the feasibility collection effort will provide a strategy for a full collection effort which can then be applied to other DISCOs.</p> <p>KPIs IMPACTED: Revenue and collection efficiency.</p> <p>STATUS UPDATE: The Program to Recover Trade Debt Receivables is in the developmental stage. An agreement between MEPCO and a collection agency is in the final stages of approval. A feasibility collection effort will be performed and provide a strategy for a fully implemented collection effort which can be applied to other DISCOs.</p>
<p>14.</p>	<p>ENTERPRISE RESOURCES PLANNING (ERP)</p>	<p>NEED: All DISCOs except for LESCO have manual financial systems. ERP is the automation solution for their financial and other organizational functional areas’ processes. PDP designed an ERP documentation and preparation project to demonstrate its 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>RESULTS TO DATE</p> <p>April: The project was expanded to include the documentation of the payroll processes. The Program was able to accommodate IESCO’s request for documentation of its processes which was used as a confirmation of the work done at FESCO.</p> <p>May: The Program responded to IESCO’s formal request to provide assistance in drafting an RFP document which IESCO may use to tender</p>

		<p>services required for ERP implementation. IESCO’s request for CIS was outside the scope of the project which included financial, materials management, project management and payroll.</p> <p>June: The Program visited each DISCO to inform and discuss the results observed at FESCO. The project is entering its final stages.</p> <p>FUTURE RESULTS: The final ERP manual will be presented to DISCOs at a workshop set for July 13. The manual will provide DISCOs with a business blueprint for automating their business applications into one integrated platform solution. ERP implementation will allow DISCOs to significantly improve their efficiencies and effectiveness of its financial and reporting operations.</p> <p>KPIs IMPACTED: Improved business processes.</p> <p>STATUS UPDATE: The ERP project is in its final stages; its documentation manual has been completed and handed over to DISCO counterparts. PDP’s role in the future will be to provide advisory services on an intermittent basis in response to ad hoc requests.</p>
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4. COST OF SERVICE AND TARIFF DESIGN

#	Activity	Description / Results to Date / Future Results
15.	COST OF SERVICE STUDY	<p>NEED: The DISCOs' existing tariffs are not based on actual allocated cost of service to each customer class leading to inadequate revenues and requiring subsidies from the government and cross-subsidization within customer categories and DISCOs. A Cost of Service study for the allocation of costs to various categories of customers served is an essential pre-requisite to establish tariff rates that are fully cost reflective.</p> <p>RESULTS TO DATE</p> <p>A spreadsheet-based Cost of Service model and user manual have been completed and shared with DISCOs. A second workshop held to provide hands-on training on the model was attended by 21 participants from DISCOs, NEPRA and MWP. Data collection from IESCO, its analysis and review continued.</p> <p>Support was provided to the AEAI team working on USAID's efforts of finding possible solutions to the circular debt problem.</p> <p>FUTURE RESULTS: The Cost of Service model will be fully populated with actual data of IESCO for FY 2010-11. Problems identified in the model will be rectified. The model will be used as a tool to determine actual cost of service for each customer category, which will help NEPRA rationalize tariffs.</p> <p>The user manual will be updated to reflect the changes made in the model, if any. Linking of NEPRA tariff forms with the model will be completed. Initial cost allocation using the model and comparison of results from different allocation methods will be undertaken. IESCO's Cost of Service study will be completed in Component 2 whereas the Cost of Service studies for the remaining DISCOs will be carried out in Component 3.</p> <p>A consultation meeting was held with NEPRA wherein some potential areas of technical assistance under Component 3 were proposed. Based on NEPRA feedback, an action plan will be developed & finalized.</p> <p>KPIs IMPACTED: Reduction in the full Cost of Service recovery gap.</p> <p>STATUS UPDATE: The Cost of Service Team has completed the Cost of Service model and the accompanying user manual. The model population is ongoing and will be completed by the end of October 2012.</p>

5. ENGINEERING

#	Activity	Description / Results to Date / Future Results
16.	DEFECTIVE METERS REPLACEMENT	<p>NEED: 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>RESULTS TO DATE</p> <p>April: As a result of a high loss feeder survey, PDP began replacing and re-fixing meters on the Nargis Feeder located in a high loss LESCO Canal Road subdivision. LESCO provided new meters and material to correct the problems identified.</p> <p>May: Completion report preparation. From the 2,855 meters surveyed, 580 were replaced and 1,819 were re-fixed during November to January.</p> <p>June: A project for the rehabilitation of the metering system on LESCO's 11KV Nargis Feeder of Canal Road subdivision was completed with the close partnership of LESCO. The outcome of the project is that there is a reduction of 10.3% in line losses for the period from July 2011 to June 2012 with annual savings of 1,822,635 kWh; valued at \$182,263 USD.</p> <p>FUTURE RESULTS: Meter checking to confirm sustainability of the improvements is continuing.</p> <p>KPIs IMPACTED: Reduction of non-technical losses and increased revenue.</p> <p>OTHER AREAS INVOLVED: Engineering.</p> <p>STATUS UPDATE: Defective meter re-fixing and replacement is continuing in the LESCO, PESCO and FESCO buildings on the 10% loss reduction realized in LESCO's Nargis feeder meter replacement project. A total of 19,000 new electronic meters purchased by PDP and approximately 8,000 provided by DISCOs will be installed. The work will continue through May 2013.</p>
17.	POWER FACTOR IMPROVEMENT – MEPCO (MULTAN)	<p>NEED: 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>RESULTS TO DATE</p> <p>April: MEPCO reported a severe low power factor problem in remote areas of its Sadiqabad division. On-the-job training was provided so the staff could then commence power factor improvement by installing LT capacitors on irrigation tubewell motors in their respective subdivisions. In April, 113 LT capacitors were installed on Sadiqabad division feeders by PDP-trained MEPCO field staff. All (100%) measurements on all LT capacitor installations on tubewells were taken by MEPCO field staff. Subject to a confirming inspection and evaluation, this reduced demand on the system by approximately 450 KVA.</p> <p>May: MEPCO took an important step toward sustaining power factor improvements in May when an organizational change was formally made, establishing an engineering unit to monitor power quality, including power factor and voltage within all of MEPCO. Significantly, Saadia Javid, a</p>

		<p>woman engineer in MEPCO’s planning department, has been appointed to head this unit. Space for the unit office has been assigned, and PDP will assist in its renovation. This action by MEPCO’s executive management is the first of its kind, and PDP is advocating similar organizational changes at all other DISCOs.</p> <p>Bosan Road Subdivision – On May 24-25, PDP participated in a field trip to multiple tubewell sites with the new Supervisor and her staff. During these visits, tubewells were measured and the first of the 680 capacitors provided by USAID during the month were installed. LT capacitor installations began on May 26 on tubewells in Garraywala and Bahauddin Zakaria feeders. Progress was impacted due to load shedding and road widening work. Results so far have been a demand reduction of 119 KVA for 46 capacitors.</p> <p>Chichawatni Subdivision – LT capacitor installation work also started on the Hazoorabad feeder. The field staff of this subdivision was trained earlier by PDP’s Engineering Team while working in Kassowal subdivision. It was reported almost 60 LT capacitors have been installed in May on the Hazoorabad feeder.</p> <p>June: Tubewell power factor improvements continued in June with assistance from the Engineering Team, as LT capacitors provided by both PDP and MEPCO were installed on rural tubewell feeders in Bosan Road, Lodharan and Chichawatni subdivisions. Additionally, 282 LT capacitors were installed, reducing 1,193 KVA of demand on the MEPCO system.</p> <p>FUTURE RESULTS: PDP will continue to monitor the installation of MEPCO’s tubewell capacitors and provide technical assistance as needed. PDP will also procure and provide MEPCO with 2,000 capacitors.</p> <p>KPIs IMPACTED: Reduced demand on the MEPCO system, reduced losses, improved voltage, greater reliability, and increased customer satisfaction.</p> <p>STATUS UPDATE: Power factor improvement technical assistance and installation for LT tubewell customers is continuing in MEPCO, LESCO, FESCO, IESCO, SEPCO and QESCO using both DISCO- and PDP-provided capacitors. Over 1200 capacitors have been installed, reducing system demand by 5.5 MVA. PDP is purchasing an additional 24,000 capacitors for installation by July 2013.</p>
18.	<p>POWER FACTOR IMPROVEMENT – FESCO (FAISALABAD)</p>	<p>NEED: 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>RESULTS TO DATE</p> <p>April: Twenty LT capacitors were installed on Swance feeder in FESCO’s Mianwali subdivision making a total of 63 installations in this subdivision. Subdivision staff took 100% measurements on all tubewells’ motors. Subject to confirming inspection and evaluation, installing these 20 LT capacitors released an additional capacity of approximately 180 KVA in the system, resulting in a total demand reduction of approximately 550 KVA on the FESCO system.</p> <p>May: The Engineering Team visited FESCO on May 21 and made their power factor improvement presentation to the CEO and his senior staff</p>

		<p>and engineers. The selection of feeder locations for the installation of the 200 USAID funded capacitors is underway and they will be delivered and installed at FESCO by mid-June. During the visit, the Program supported Enercon’s capacitor study to develop a scope of work for the application of capacitors to commercial and small businesses.</p> <p>June: The Engineering Team visited FESCO on June 25-26 to select tubewell feeders with a larger motor capacity than 20 hp. Subdivisions of Joharabad were visited, and it was observed that the power factor for tubewell motors more than 30 hp have already been corrected by the farmers. The installation of LT capacitors at FESCO is expected to commence in July.</p> <p>FUTURE RESULTS: PDP anticipates assisting FESCO with up to 1,000 corrections over the next 12 months.</p> <p>KPIs IMPACTED: Reduced demand on the FESCO system, reduced losses, improved voltage, greater reliability, increased customer satisfaction.</p> <p>STATUS UPDATE: Power factor improvement technical assistance and installation for LT tubewell customers is continuing in MEPCO, LESCO, FESCO, IESCO, SEPCO and QESCO, using both DISCO and PDP provided capacitors. Over 1,200 capacitors have been installed, reducing system demand by 5.5 MVA. PDP is purchasing an additional 24,000 capacitors for installation by July 2013.</p>
19.	POWER FACTOR IMPROVEMENT: LESCO (LAHORE)	<p>NEED: 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>RESULTS TO DATE</p> <p>April: Distribution of PDP-procured capacitors was delayed until May.</p> <p>May: One hundred and seventy USAID-funded capacitors were provided to LESCO and power analyzer equipment and training were provided. Due to the DISCO’s year-end closing requirements, the installation was postponed until June 15.</p> <p>June: Technical assistance was provided to LESCO through the installation of 39 USAID-provided LT capacitors in the Mazharabad subdivision. A demand reduction of 136 KVA has been recorded on the Hujra, Chaurasta and Basir Pur feeders.</p> <p>FUTURE RESULTS: PDP will continue to support LESCO with technical assistance for the installation of tubewell capacitors.</p> <p>KPIs IMPACTED: Reduced demand on LESCO’s system, reduced losses, improved voltage, greater reliability, increased customer satisfaction.</p> <p>STATUS UPDATE: Power factor improvement technical assistance and installation for LT tubewell customers is continuing in MEPCO, LESCO, FESCO, IESCO, SEPCO and QESCO using both DISCO- and PDP-provided capacitors. Over 1,200 capacitors have been installed, reducing system demand by 5.5 MVA. PDP is purchasing an additional 24,000 capacitors for installation by July 2013.</p>
20.	POWER FACTOR IMPROVEMENT:	<p>NEED: 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>IESCO (ISLAMABAD)</p>	<p>RESULTS TO DATE</p> <p>April: IESCO located existing stocks of 2,600 capacitors and requested PDP for technical assistance to emulate MEPCO’s and FESCO’s successful tubewell power factor improvement. On April 23, PDP started training of IESCO crews at Attock Circle’s Taxila subdivision, releasing 30 KVA of demand by month’s end.</p> <p>May: IESCO indicated it wanted to expand the training to a second Circle at Chakwal. This has been planned several times but has had to be postponed by IESCO due to strikes and security issues.</p> <p>June: IESCO has indicated it wants to initiate power factor correction at all five of its Circles, covering the entire DISCO. PDP is ready to provide the technical assistance for this effort, but IESCO continues to delay due to security issues.</p> <p>FUTURE RESULTS: PDP will support IESCO with technical assistance as soon as they are able to schedule the training.</p> <p>KPIs IMPACTED: Reduced demand on IESCO’s system, reduced losses, improved voltage, greater reliability, increased customer satisfaction.</p> <p>STATUS UPDATE: Power factor improvement technical assistance and installation for LT tube-well customers is continuing in MEPCO, LESCO, FESCO, IESCO, SEPCO and QESCO, using both DISCO and PDP provided capacitors. Over 1200 capacitors have been installed, reducing system demand by 5.5 MVA. PDP is purchasing an additional 24,000 capacitors for installation by July 2013.</p>
<p>21.</p>	<p>POWER FACTOR IMPROVEMENT– SMALL COMMERCIAL AND BUSINESS CUSTOMERS</p>	<p>NEED: To assess the potential benefits from power factor correction on small businesses and seek donor support if good benefits are available.</p> <p>RESULTS TO DATE</p> <p>April: A meeting between the Engineering Team and Enercon was held at Enercon’s office in Islamabad on April 13. FESCO has been selected for evaluation of the potential resulting from power factor correction / improvement for small industrial and commercial consumers. Enercon will prepare the work plan for PDP’s review.</p> <p>May: On May 14, a meeting was held with Enercon’s new Managing Director to discuss its support for the study on two feeders at FESCO in Faisalabad to develop a Terms of Reference for obtaining donor support for power factor improvement on commercial and small industrial customers. The MD agreed Enercon will pay the costs for their personnel conducting the study, and PDP agreed to provide power analyzing equipment and assistance of one of our experienced staff members to help them conduct the study, estimated to take two weeks. Enercon attended a May 21 meeting with PDP at FESCO to officially launch the study.</p> <p>June: The Engineering Team accompanied the Enercon team to FESCO to evaluate the impact of power factor correction for small industrial and commercial customers. It was observed that most of the small industries are operating at a very low power factor (around 70%). Correcting it to 95% will yield tremendous benefits to FESCO, and Enercon is preparing the final report in this regard.</p> <p>FUTURE RESULTS: It is anticipated that the high potential will enable</p>

		<p>Enercon to seek donor support for power factor improvements.</p> <p>KPIs IMPACTED: Reduced demand on FESCO's system, reduced losses, improved voltage, greater reliability, increased customer satisfaction.</p> <p>STATUS UPDATE: Small commercial and business customers. PDP is conducting a joint effort with Enercon to develop a scope of work to attract donors to this activity. Field investigations so far indicates average power factor of only 70%, which indicates a good result from correction. Enercon is developing cost data necessary to finalize the scope, which is expected to be complete by August 2012.</p>
22.	<p>DISCO HT POWER FACTOR IMPROVEMENT</p>	<p>NEED: To improve HT power factor across the nine DISCOs.</p> <p>RESULTS TO DATE</p> <p>April: As a result of a Power Factor Workshop sponsored by PDP in 2012's first quarter to increase awareness of DISCOs' management to the benefits of power factor correction, and the demonstrated positive effects of the LT 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>May: During field visits to FESCO and LESCO the PDP Engineering Team inspected several HT capacitor installations and found substantial physical damage to a number of the racks the HT capacitors are mounted on, requiring maintenance.</p> <p>June: A presentation was made to the DISCO Chief Engineers at the Distribution Standards Committee meeting on the need for rack maintenance. DISCOs report HT capacitor replacements have reduced power factor direct losses by 4 MW and system demand by at least 67 MVA.</p> <p>FUTURE RESULTS: PDP is committed to conducting an audit on all HT capacitor installations to verify power factor improvement reports before September 30, 2012. Mounting rack inspections are included.</p> <p>KPIs IMPACTED: Reduced demand on IESCO system, reduced losses, improved voltage, greater reliability, increased customer satisfaction.</p> <p>STATUS UPDATE: HT capacitor power factor improvement activity continues. PDP intervention resulted in all DISCOs committing to repair / replace all HT capacitors, with results reported through June of more than 68 MVA. PDP is auditing these reported improvements and inspecting HT capacitor racks which require maintenance by September 2012. The HT capacitor repair / replacement work is expected to continue until summer 2013.</p>

23.	<p>GIS FIELD TEAM SURVEY AND ENGINEERING ANALYSIS USING GIS SURVEY DATA</p>	<p>NEED: To provide the requisite data for building engineering analysis models and maps.</p> <p>RESULTS TO DATE</p> <p>April: The GIS Survey Team started field inventory and mapping of HESCO’s Qasimabad subdivision in Hyderabad and PESCO’s Kohat Road subdivision in Peshawar.</p> <p>May: GIS survey of Qasimabad subdivision and Kohat Road subdivisions was completed.</p> <p>June: Check and finalization of LESCO’s Naim Baig and MEPCO’s Bosan Road subdivisions were completed.</p> <p>Engineering power flow analysis using GIS data was completed for all eight feeders in MEPCO’s Bosan Road subdivision. This completes feeder modeling for the subdivisions in Multan (MEPCO), Lahore (LESCO), and Faisalabad (FESCO). Subdivision feeder modeling is continuing in Hyderabad (HESCO) and Peshawar (PESCO). Detailed design is underway using data from completed models.</p> <p>FUTURE RESULTS: The GIS Team will continue providing GIS mapping for subdivisions in Gujranwala (GEPCO), Islamabad (IESCO) and Sukkur (SEPCO).</p> <p>KPIs IMPACTED: Distribution losses, collection efficiency, aggregated technical & commercial losses.</p> <p>STATUS UPDATE: GIS field survey and engineering analysis is completed in five of eight DISCOs and will be complete for all by January 2013. Data for the over 100 feeders surveyed is being transferred to individual DISCOs under the Planning and Engineering project for use in training and establishing geo-databases at individual DISCOs.</p>
24.	<p>CONGESTED AREA STRATEGY: LESCO (LAHORE)</p>	<p>NEED: 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>RESULTS TO DATE</p> <p>April: The Project Design Team met with LESCO’s management and visited field locations of the jointly selected Niaz Baig’s congested area in Lahore to develop design solutions.</p> <p>May: The design analysis for LT network reduction has identified the 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>June: PDP has agreed to replace and re-fix meters on five additional distribution feeders in the Niaz Baig subdivision. This will be done under the same arrangement as was successfully implemented previously on LESCO’s Nargis feeder, with LESCO providing the meters and material and PDP providing labor and supervision. The project will begin immediately.</p> <p>FUTURE RESULTS: Loss reduction, improved voltage, increased customer satisfaction.</p>

		<p>KPIs IMPACTED: Technical and commercial losses, voltage improvement, reliability, and customer satisfaction.</p> <p>STATUS UPDATE: Congested area and network modification standard designs for LESCO, PESCO, HESCO and FESCO are complete and the balance of required material is being ordered. This work will start in the field in January 2013 and be completed in August 2013.</p>
25.	ENGINEERING PLANNING: ALL DISCOS	<p>NEED: No DISCO has a planning and engineering capacity based on modern techniques, and the lack of these tools is causing large losses.</p> <p>RESULTS TO DATE</p> <p>April: Alternative methodologies for providing Planning and Engineering capacity building improvement to DISCOs were evaluated and a strategy developed to provide GIS and engineering analysis capacity to all nine DISCOs.</p> <p>May: 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>June: Classroom training is planned for 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. DISCOs provided candidates. Equipment and software has been approved and the first classroom training on GIS will be provided July 16-20 using the LESCO IT Training Center.</p> <p>FUTURE RESULTS:</p> <p>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>KPIs IMPACTED: Reduced technical losses and annual augmentation program costs, improved reliability and improved customer satisfaction.</p> <p>STATUS UPDATE: The Planning and Engineering capacity development program includes all nine DISCOs. Software for GIS and Engineering analysis has been purchased and the GIS vendor training is underway in Lahore, with engineering analysis training to follow post-Ramadan. Computer equipment, allocated space and training candidates have been identified with DISCOs, including making organizational changes to accommodate GIS and computer engineering analysis functions. The training and installation aspects of the program will be completed by December 2012, followed by monitoring and technical assistance for applications through June 2013.</p>
26.	COMMITTEE FOR STANDARDS REVIEW	<p>NEED: There are no standards for the new procedures and equipment being provided by PDP 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 NTDC-generated book in use for equipment / construction standards do not apply.</p> <p>RESULTS TO DATE</p>

		<p>April: The third meeting of the PDP-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 drawings to electronic media as assistance to DISCOs. The next meeting will be held in July.</p> <p>FUTURE RESULTS: 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>KPIs IMPACTED: Reduced technical losses, updated technology standards, improved technical performance, and standardized methods at DISCOs.</p> <p>STATUS UPDATE: The Distribution Standards Committee meeting will be held in early July with Chief Engineers from all DISCOs participating. Steps are being promulgated to set procedures which will be presented at the next meeting for sub-committees to carry out a formal review and recommend approval of standards. These meetings will continue through the PDP program.</p>
27.	AUTOMATIC METER READING (AMR)	<p>NEED: The USAID Power Distribution Program is tasked to demonstrate new techniques and technologies to demonstrate improvements to the DISCOs. One important field of technology is AMR.</p> <p>RESULTS TO DATE</p> <p>April: Response to the final technical clarification items were provided on April 8. Itron submitted its commercial proposal on April 10 and negotiations began, with the initial AMR system price of over \$9 million successfully reduced to within the PDP budget of \$4.1 million, while still meeting program requirements, At an April 30 meeting, Itron committed to provide acceptance of final technical and pricing by May 8. This will be the largest AMR system in Pakistan when completed, involving some 22,976 meters demonstrating both AMR and RF technology.</p> <p>May: As promised, Itron provided final technical and pricing by May 8. During May, final development of contract terms and conditions were achieved. Recommendation for award will follow.</p> <p>June: Final detailing of contract specifications and terms were completed and final contract language is being developed.</p> <p>FUTURE RESULTS: The AMR systems will install 16,357 full AMR meters and 6,619 RF meters at five DISCOs.</p> <p>KPIs IMPACTED: Commercial (non-technical) loss reduction, increased revenue and reduced theft.</p> <p>STATUS UPDATE: An AMR vendor has been selected and the purchase recommendation is now with USAID for approval. Meter delivery and</p>

		installation of 23,000 AMR meters will begin in November 2012 and the system will be completed in May 2013.
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6. HUMAN RESOURCES & CHANGE MANAGEMENT

#	Activity	Description / Results to Date / Future Results
28.	SAFETY TRAINING PROGRAM (TRAINING OF TRAINERS)	<p>NEED: With DISCOs experiencing 103 linemen fatalities in 2010-2011, short- and long-term safety trainings are needed.</p> <p>RESULTS TO DATE</p> <p>April: Safety training was provided to 16 linemen trainers at MEPCO.</p> <p>May: Twenty linemen trainers were trained on safety at IESCO.</p> <p>June: At MEPCO, 87 line staff members were trained on safety.</p> <p>FUTURE RESULTS: In total, PDP will train approximately 2,400 linemen, including linemen trainers, in safety. It is also expected that the trained staff will further train their own staff, estimated at 9,500. PDP will also monitor the trainers designated for imparting further training. By the end of the program, almost half of all linemen at all DISCOs will have undergone safety training.</p> <p>KPIs IMPACTED: Reduction in number of fatal and non-fatal accidents.</p> <p>OTHER AREAS INVOLVED: Engineering and communications.</p> <p>STATUS UPDATE: Total outlined work including the remaining training of linemen trainers and training of line staff will be completed through August 2013.</p>
29.	BASIC IT TRAINING	<p>NEED: Basic IT training programs at DISCOs needs to be enhanced; special emphasis on training IESCO's female staff is also planned.</p> <p>RESULTS TO DATE</p> <p>Activity completed.</p> <p>KPIs IMPACTED: All Commercial & Operations.</p> <p>OTHER AREAS INVOLVED: Communications and Change Management.</p> <p>STATUS UPDATE: This activity has been fully completed.</p>
30.	LINEMAN SAFETY EQUIPMENT	<p>NEED: Linemen do not have proper Personal Protective Equipment a factor in rising death rates. PDP will provide proper safety equipment and familiarization with its use at HESCO (as the demonstration DISCO) as an intervention.</p> <p>RESULTS TO DATE</p> <p>April: Bids reviewed and contracted awarded to the successful bidder.</p> <p>June: Fast track order received, and stocked in warehouse in Lahore. Balance expected to be received in June.</p> <p>FUTURE RESULTS: Distribute the procured equipment to DISCO Regional Training Centers.</p> <p>KPIs IMPACTED: Safety.</p> <p>STATUS UPDATE: Total outlined work including the remaining training of linemen trainers and training of line staff will be completed through August 2013.</p>

31.	LINEMAN APPRENTICESHIP PROGRAM	This activity is on hold until further notice.
32.	SECONDED DISCO EMPLOYEES	<p>NEED: DISCO employees are to be seconded to the PDP team for gaining experience in capacity building and to be agents of future sustainable change.</p> <p>RESULTS TO DATE</p> <p>April: Two seconded staff from various DISCOs joined PDP.</p> <p>May: Two seconded staff joined PDP.</p> <p>June: Three seconded staff joined PDP.</p> <p>FUTURE RESULTS: Two to three seconded staff members are expected to join PDP during the next quarter.</p> <p>STATUS UPDATE: This is an ongoing program that will continue LOP.</p>
33.	UTILITY EXCHANGE PROGRAM	<p>NEED: To expose DISCO employees to the international best practices implemented at efficiently run utilities in developed countries.</p> <p>RESULTS TO DATE:</p> <p>June: Utility Exchange Program (Engineering Distribution & Planning) was held during the month; ten delegates from eight DISCOS visited Australia through this program.</p> <p>FUTURE RESULTS: Nine batches are planned for further utility exchanges, bringing the total number of project beneficiaries to 160.</p> <p>KPIs IMPACTED: Number of DISCO delegates participating in the exchange program.</p> <p>STATUS UPDATE: HR & CM is currently preparing a proposal for alternate locations and power companies where we can host the remaining nine Exchange Programs. It is anticipated that the entire program will be completed by July 2013.</p>
34.	REVIEW AND DEVELOPMENT OF ORGANIZATIONAL, PROCESS, AND PROCEDURE IMPROVEMENTS – PESCO	<p>NEED: Operations at PESCO’s City Division must be brought to par with modern-day utilities in terms of practices, infrastructure and efficiency.</p> <p>RESULTS TO DATE</p> <p>April: Launched network maintenance application; pool of 40 staff initiated line patrolling on an improved method.</p> <p>May: Completed line patrolling and identified anomalies and performed data entry. Material and resource requirement to fix anomalies calculated in real time. GIS mapping of HT network of all the 20 feeders of the City Division completed.</p> <p>June: Installed hardware and software at the Divisional Operations Room and trained the assigned staff. Tree trimming of two feeders completed.</p> <p>FUTURE RESULTS: Repairs and replacement of network components causing losses and safety concerns (including tree trimming). Inauguration of the Divisional Operations Room by PESCO’s CEO.</p> <p>KPIs IMPACTED: Collection efficiency, aggregate technical and commercial losses, billing and customer relations.</p>

		<p>STATUS UPDATE: The whole project will be completed by September 2012. Replication of this low cost and high return intervention in other DISCOs is subject to agreement with the counterparts. If decided, it will take four to six months in each division of a DISCO, which is possible well before September 2013.</p>
35.	<p>HR MANAGEMENT WORKSHOP</p>	<p>NEED: 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 DISCOs in Pakistan.</p> <p>RESULTS TO DATE This work has concluded.</p> <p>STATUS UPDATE: This work has been fully completed.</p>

<p>36.</p>	<p>TRAINING AND CAPACITY BUILDING</p>	<p>NEED: DISCOs have not 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 frontline staff. Top leaders have not availed themselves of consulting or coaching to gain perspective or learn best practices, nor have they participated in problem solving sessions to address corporatization challenges.</p> <p>RESULTS TO DATE</p> <p>April: Continued with support and input for training requirements as part of Project Design Document preparation related to Commercial, Planning and Engineering and Finance functions.</p> <p>May: Training program completed for MEPCO’s internal audit personnel on the new IA Manual. Curriculum materials of the Quick Impact Meter Reading Training sessions at MEPCO were finalized for delivery; 62 meter readers were trained. Completed curriculum material for training personnel on the installation of LT capacitors continued. The design and development of materials for customer service training were also initiated in collaboration with the Commercial and Gender Teams.</p> <p>As Urdu is the predominant language for DISCOs, options were examined for securing translation services for preparing Urdu materials, which included working with the National Institute of Modern Languages for shortlisting candidates with prior DISCO experience and familiarity with the sector’s terminology.</p> <p>June: A total of 85 participants, including subdivision officers, meter readers, line superintendents and meter reading supervisors attended the three different sessions under the Quick Impact Meter Reading program. A briefing was conducted for the Internal Audit Committee of MEPCO’s BOD on June 7, 2012 with a four-day program for internal audit managers and four-day sessions conducted for two of the four batches of other internal audit staff. Completed further evaluation of potential candidates for the Joint Task Force for Training and Capacity Building and conducted a review of the curriculum materials available at MEPCO.</p> <p>FUTURE RESULTS: Design and development of curriculum materials for the following: Five-day program for Meter Readers and Customer Awareness / Customer Service.</p> <p>KPIs IMPACTED: Number of employees trained / different functional areas; expenditure on training and capacity building as a percentage of total operational expenditure.</p>
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7. COMMUNICATION & OUTREACH

#	Activity	Description / Results to Date / Future Results
37.	UPGRADE DISCO WEBSITES (CAK)	<p>NEED: The websites of established DISCOs like QESCO and PESCO were obsolete and outdated, while newly created SEPCO had no official website at all. There was an obvious need to create websites through which DISCOs could provide customers with the relevant information while also serving as recruitment tools for new hires.</p> <p>RESULTS TO DATE The Program's Communications Team redesigned and developed websites for both QESCO and PESCO in close collaboration with the IT staff of these DISCOs. In addition, the website for SEPCO was developed and deployed. SEPCO carried out online recruitment of key positions, with over 3,000 applications received online coupled with over 50,000 visitors.</p> <p>FUTURE RESULTS: Websites for the remaining DISCOs will be developed and improved with registering and hosting services to be provided where necessary. Websites for FESCO and HESCO are next in line.</p> <p>KPIs IMPACTED: An increase in email / website usage, proportionate increase in number of website hits per day.</p> <p>STATUS UPDATE: To date, the Communications Team has built three full websites. An additional five websites are planned between now and August 2013.</p>
38.	DISCO RADIO PROGRAMS (CAK)	<p>NEED: In an attempt to connect DISCOs' management to their customer base the Communications Team is launching related radio programs on high impact radio frequencies.</p> <p>RESULTS TO DATE Weekly broadcasting of PDP's weekly radio talk show program began in February 2012. A special program on governance and the US-Pakistan energy cooperation was aired on May 22, 2012.</p> <p>April: Benefits of energy conservation and Demand Side Management were broadcast by the Cost of Service Team.</p> <p>May: Program on the US-Pakistan Energy cooperation and governance was broadcasted.</p> <p>June: The second series of radio programs came to an end in May.</p> <p>FUTURE RESULTS: DISCOs will be encouraged to start their own radio shows so that their outreach to consumers may be increased.</p> <p>KPIs IMPACTED: Number of radio programs conducted for DISCOs.</p> <p>STATUS UPDATE: Twenty-six episodes have already aired. An additional 13 episodes will be aired between August and October 2012.</p>
39.	USAID POWER DISTRIBUTION PROGRAM DOCUMENTARY	<p>NEED: To create awareness among stakeholders and consumers about the USAID Power Distribution Program and its projects for DISCOs.</p> <p>RESULTS TO DATE Documentaries on the Meter Replacement, Power Factor Correction</p>

	(CAK)	<p>Improvement and Linemen Safety Trainings projects were completed.</p> <p>FUTURE RESULTS: Work is in progress on documentaries on gender and revision of the documentary on PDP's combined activities.</p> <p>KPIs IMPACTED: Improvement in DISCOs' branding and outreach.</p> <p>STATUS UPDATE: Four documentaries completed to date. An additional 15 documentaries will be delivered between now and August 2013 publicizing the work of both PDP and counterpart DISCOs.</p>
40.	FULLY INTEGRATED INTERNET PORTAL	<p>NEED: PESCO and QESCO lack the internal communication and use of modern IT technology. Their use of the current manual system is both burdensome and detrimental to retrieving information quickly thereby affecting their performances, revenues and customer services.</p> <p>STATUS UPDATE: Initial feasibility survey has been completed and EOI released.</p>
41.	INTEGRATED COMMUNICATIONS AND OUTREACH DEPARTMENT	<p>NEED: DISCOs face challenges in communications and outreach mainly due to the lack of resources, skilled staff, orthodox methods of communication, lack of corporate communication and image building which prevent DISCOs from achieving corporate communications' standards.</p> <p>STATUS UPDATE: MEPCO has allocated office space. PDP is in the process of hiring staff to be seconded to MEPCO for the coming one year. In addition, PDP will provide IT equipment and resource to support an outreach program.</p>
42.	MEDIA EVENTS	<p>NEED: To engage students between the ages of 8 and 17, schools and parents in developing creative solutions to the energy crisis, while at the same time building awareness on conservation through the provision of conservation tips.</p> <p>RESULTS TO DATE</p> <p>June: The month-long competition attracted over 150,000 students (65% male, 35% female) and participation from over 250 schools, and received over 4,000 paintings. Furthermore, the competition also gained traction from national newspapers with a story on the campaign appearing in more than 12 English and Urdu newspapers including The News, The Express Tribune, Business Recorder, Daily Times, Pakistan Today, Jang, Daily Express and Mashriq.</p> <p>STATUS UPDATE: The PDP Communications Team works on this as an on-going activity that will continue LOP.</p>

8. GENDER

#	Activity	Description / Results to Date / Future Results
43.	AWARENESS “EFFICIENT ENERGY SAVING HABITS AT HOMES AND AT WORKPLACES”	<p>NEED: This proposed activity is an effort to expand women’s exposure and improve the gender approach in distribution companies, as well as cultivate their confidence. Moreover the female students are informed about employment opportunities in distribution companies. In view of the current electricity crises, involvement of the insignificant number of the female workforce and bringing them to a platform will help reduce the electricity bills, as well as curtail the unnecessary consumption.</p> <p>RESULTS TO DATE Awareness campaigns “Efficient Energy Saving Habits at Home at Workplaces”, were delivered at IESCO, GEPCO, FESCO and MEPCO involving 5,300 students and teachers. Six thousand flyers were distributed as young women were informed about job opportunities in DISCOs specifically and the energy sector as a whole.</p> <p>Impact Reports were submitted to each DISCO following each campaign. The campaign is scheduled to re-commence after the summer and Ramadan breaks.</p> <p>PROBLEMS AND OBSTACLES: Champions are proactive; however, they may not have the necessary decision-making authority to allow project activities to move forward. As a result, delays are likely to occur in the delivery of the project.</p> <p>STATUS UPDATE: This is an ongoing activity that will conclude in February 2013. Four seminars have already been implemented with an additional four planned LOP. Supplies for all eight workshops (including poster, flyers, etc.) have already been procured.</p>
44.	DAY CARE FACILITY	<p>NEED: Day care facility projects at selected DISCOs aim to diminish resignations and absenteeism of female employees as well as contributing towards improving the efficiency, motivation and performance of the female employees situated at a DISCO’s headquarters, revenue offices, customer care centers and computer centers. A need assessment survey, conducted by PDP, specifically revealed that 99% of female employees need a basic day care facility in the vicinity of their work place. Reports of the pre-project survey will be submitted shortly.</p> <p>RESULTS TO DATE May: MEPCO has allocated a three-room residential quarter to be set up as a day care facility. A vendor has been short-listed. HESCO and FESCO are in the process of identifying the space for the setting up of a day care facility.</p> <p>PROBLEMS AND OBSTACLES: Champions are proactive; however, they may not have the necessary decision-making authority to allow project activities to move forward. As a result, delays occur in project delivery.</p> <p>STATUS UPDATE: Counterpart match from three partner DISCOs (including the allocation of space and bare structure renovations) is underway. PO for MEPCO design / refurbishment has been issued, with</p>

		POs for other DISCOs to follow.
45.	CUSTOMER SERVICES CENTER IMPROVEMENT	<p>NEED: An effort to improve the environment of female staff working at customer service areas under the Commercial Team’s agenda; the low cost projects involve infrastructure improvement of centers hosting a large number of female employees.</p> <p>RESULTS TO DATE The Gender Team has visited and identified potential customer service center site locations at IESCO, GEPCO, FESCO, MEPCO, PESCO and HESCO to carry out infrastructure improvements.</p> <p>May: MEPCO and GEPCO have allocated the identified site offices (Regional Officer (RO), Executive Engineer and Subdivision Officers’ operational offices).</p> <p>June: PESCO has allocated an office within the head office building. IESCO, FESCO and HESCO are in the process of identifying a suitable site office. A report of the pre-project survey, conducted specifically for the need assessment, is being compiled.</p> <p>PROBLEMS AND OBSTACLES: Champions are proactive; however, they may not have the necessary decision-making authority to allow project activities to move forward. As a result, delays occur in project delivery.</p> <p>STATUS UPDATE: Counterpart match from seven partner DISCOs (including allocation of space and bare structure renovations) is currently being secured, with three DISCOs already allocating space and moving forward with bare structure renovations. PDP will release POs in August for design / refurbishment contracts.</p>
46.	GENDER EQUITY TRAINING	<p>NEED: Strengthen gender strategy within DISCOs through all action plans of the USAID Power Distribution Program.</p> <p>RESULTS TO DATE The Gender Team has identified a few gender specialists within the country; Terms of Reference have been drafted for the training curriculum. A short needs assessment survey as a precursor to designing the gender equity training and to support development of customer service training program has been sent out to all the DISCOs. The survey will include the inputs to tailor the curriculum for the training.</p> <p>STATUS UPDATE: Training at the Head Office level will be implemented from October to December 2012, with Circle-level training to be provided from January to March 2013.</p>

DELIVERABLE REPORTS

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

Component 2 Deliverable 1	KPA (where applicable)	USAID Contracting Officer letter of March 07 provided guidance that final delivery of Component 1 deliverables are now Deliverable 1 under Component 2. DISCO Operational Audit Reports, Performance Improvement Action Plans including Project Improvement Projects are USAID-approved.
Deliverables 1-8, 9,11-16, 20, 23, 24		Submitted and approved by USAID.
Deliverable 10		Report with recommendations for joint USAID Power Distribution Program Implementation Task Force will be prepared under Component 2. Dependent on USAID's final direction regarding DISCO Collaboration Arrangement. Approved by USAID February 13, 2012. Brought forward as Com: 11- Dev -2.
Deliverable 17		MWP Action Plan was completed. Based on effective re-engagement with NEPRA this quarter, the NEPRA Participation Action Plan will be revised. Updated report to be provided to USAID in September 2012.
Deliverable 18		Draft Program Agreements with MWP and DISCOs completed and each DISCO's BOD endorsed it for signature by their CEO. USAID provided the language.
Deliverable 19		Final Program Agreements with MWP and DISCOs finalized based upon USAID direction in Deliverable 18. Agreements executed in January 2012.
Deliverable 21	6.4.2.3.3.5	Comprehensive Human Resource Report and Work Plan. Completed and submitted to USAID for final approval August 25, 2011. Approved by USAID on February 6, 2012.
Deliverable 22	6.4.2.3.3.2	Comprehensive report with options for DISCO Governance Reform Approved by USAID on February 27, 2012. (As Comp II-Dev 7.)

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.		
Deliverable #	KPA (where applicable)	Description and Status
Component 2 Deliverable 2		<p>A USAID Power Distribution Program Implementation Task Force Organization and Staffing Plan with planned timelines. This deliverable, incorporating the Contracting Officer Representative (COR) review comments, was transmitted under cover letter to USAID COR for final approval on April 23, 2011.</p> <p>Approved by USAID February 13, 2012.</p>
Component 2 Deliverable 3		<p>DISCO Equipment and Commodity Plan with Timeline. Approved by USAID.</p> <p>Strategy to assess and support selected DISCOs in design, arrangement of funding and implementation of large scale and replicable performance improvement projects.</p> <p>Approved by USAID on April 15, 2011.</p>
Component 2 Deliverable 4		<p>Strategy to advise selected DISCOs in the design, arrangement of funding, and implementation of large scale and replicable performance improvement projects.</p> <p>Submitted to USAID under FARA on April 19, 2011.</p>
Component 2 Deliverable 5	6.4.2.3.3.4	<p>An overall strategy to segregate and reduce technical and non-technical losses.</p> <p>Approved by USAID February 27, 2012.</p>
Component 2 Deliverable 6	6.4.2.3.3.5	<p>A USAID Power Distribution Program-wide Change Management-Focused Human Resource Management Improvement Strategy. Submitted to USAID; awaiting final approval.</p>
Component 2 Deliverable 7	6.4.2.3.3.2	<p>An overall DISCO Governance Improvement Strategy. Submitted to USAID on July 6, 2011.</p> <p>Approved by USAID February 27, 2012. (As Comp-I Dev -22)</p>
Component 2 Deliverable 8		<p>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.</p> <p>Plan submitted to USAID under Component -I, and approved with</p>

		conditions. Further revisions will take place after surveys in 2013 towards the end of project.
Component 2 Deliverable 9	6.4.2.3.3.3	An overall DISCOs-wide Revenue Management Improvement Strategy. Submitted to USAID; awaiting final approval.
Component 2 Deliverable 10		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. Approved by USAID February 28, 2012.
Component 2 Deliverable 11	6.4.2.3.3.5	An overall Power Distribution Capacity Building and Training Strategy. Approved by USAID February 8, 2012.
Component 2 Deliverable 12		Integrated Component 1 and 2 Work Plan – no more than 10-page support plans for individual elements being combined into overall plan. Approved by USAID September 2011.
Component 2 Deliverable 13		Project design and due diligence reports on the first of two large-scale DISCO Performance Improvement Projects. Under FARA Reports for LESCO and MEPCO submitted to USAID in April 2011. Reports for HESCO and PESCO submitted to USAID August 31, 2011. No comments from USAID.
Component 2 Deliverable 14		USAID-funded activities Completion / Turnover Strategy and Plan will be submitted in September 2013.

5. KEY EVENTS AND MEETINGS

Event / Meeting	Date	Purpose	Outcome / Result Achieved
(a)	(b)	(d)	(e)
Government of Pakistan, Energy Conference	April 9	PDP assisted the MWP in its participation in the GOP Energy Conference.	Strategy developed of programs and goals to correct issues within the power sector.
IESCO ERP Documentation Workshop	April 9	Confirm ERP documentation at FESCO by reviewing business processes at IESCO.	Verified ERP documentation and consistency of data at FESCO.
GENCO Holding Company Board Meeting	April 12	To introduce Shared Services Agreement for GENCO and its holding company.	GENCO Holding Company needs to engage this agreement concept with GENCO's to improved governance.
Meeting with Enercon	April 13	Discussion between Enercon and PDP to engage them is assisting in commercial and business customers in power factor correction.	Successful meeting and both parties to assist in the program to reduce MW's in the power sector.
Consultation Meeting with Female Employees	April 17	Discussions to enhance the contribution of women in the improvement of DISCO's performance.	Need for gender equity training and improvement of customer service area.
Meeting with the Security and Exchange Commission of Pakistan on proposed draft on improved regulations in Public Sector Entities	April 18	To review and discuss SECP draft document to improve public sector governance.	PDP suggested changes to the draft to improve governance in public sector entities. Changes to be adopted in the coming months and brings public sector in line with good corporate governance.

Event / Meeting	Date	Purpose	Outcome / Result Achieved
(a)	(b)	(d)	(e)
Combined Accounting Process Optimization and 10 Year Financial Forecast Model Workshop	April 24	Technical review of the accounting process and presentation of the final Model.	Feedback from DISCO FDs regarding progress and gaps to accounting manual process. Discuss Model and schedule dates for 10-year Financial Forecast Model implementation and training.
GEPCO visit along with Procurement Team	May 3	Finalization of allocated RO for infrastructure improvement under commercial agenda.	Official allocation of site office.
Meeting with MWP and DISCO Chairman	May 3	To create a communications path between the two policymakers in the power sector and discuss current events & issues.	Strategy developed to improve governance with the policy builders of the power sector.
IESCO BOD Audit Committee presentation on new IA Manual and co-sourcing	May 15	Inform, discuss and educate BOD Audit Committee on new IA Manual and co-sourcing.	BOD Audit Committee stated it would recommend adoption and approval of manual and co-sourcing.
Program Mobilization of Co-Sourcing at MEPCO	May 15	Kickoff of Internal Audit Process Optimization at MEPCO.	Implementation of project.
Meeting with CEO MEPCO	May 15	To get approval of CEO MEPCO on providing funds for the Integrated Commercial Office (ICO) building.	In the meeting, CEO MEPCO approved Rs1.7 million for making alterations in the ICO building. Mr. Farukh Mushtaq's secondment was also approved.
Meeting with NEPRA to discuss distribution margins	May 23	To determine the distribution margins methodology by NEPRA.	Productive meeting and first start to understanding the DISCO's DM.

Event / Meeting	Date	Purpose	Outcome / Result Achieved
(a)	(b)	(d)	(e)
Meeting with CEO PESCO	May 24	To get approval of CEO PESCO on providing funds for the ICO building and material to address discrepancies in Sikandarpura subdivision.	In the meeting, CEO PESCO approved Rs4.5 million for making alterations in the ICO building. Moreover, 2000 electronic meters, 100 coils of meters cable, connectors, accessories, along with a crew of 16 skilled staff was also approved for Sikandarpura.
Workshop on Cost of Service & Tariff Design Study	June 5	Discussion of Cost of Service concepts and hands-on training on the Cost of Service model.	Enhanced understanding of the Cost of Service calculation methodology and familiarization with the proposed model.
Meeting with MWP and DISCO Chairman	June 7	To create a communications path between the two policymakers in the power sector and discuss current events & issues.	Strategy developed to improved governance with the policy builders of the power sector.
Board Assessment Program – FESCO	June 19	To assess the boards' effectiveness in the past year.	Review of minutes, agendas and other documents per the checklist developed by PDP.
Board Assessment Program - LESCO	June 20	To assess the boards effectiveness in the past year.	Review of minutes, agendas and other documents per the checklist developed by PDP.
Consultation Meeting with Female Employees	June 20	Discussions to enhance the contribution of women in the improvement of DISCO's performance.	Need for gender equity training and improvement of customer service area.

Event / Meeting	Date	Purpose	Outcome / Result Achieved
(a)	(b)	(d)	(e)
Board Assessment Program – HESCO	June 22	To assess the boards effectiveness in the past year.	Review of minutes, agendas and other documents per the checklist developed by PDP.
Meeting with CEO MEPCO	June 26	To get approval of CEO MEPCO for material to address discrepancies in Gulghast subdivision.	CEO approved 5,000 electronic meters, 200 coils of meter cable and a pooled crew of 25 personnel for meter checking and replacement.
Meter Readers Training at MEPCO	June 26-28	To conduct trainings on various types of electro-mechanical, digital time-of-use meters, revised meter reading documents, follow-ups and discrepancy procedures.	The Commercial Team trained about 80 meter readers, meter reading superintendents, linemen superintendents and subdivision officers.
Meeting with PPIB and MWP on Fuel Cost Adjustment	June 29	To discuss a new methodology in fuel cost adjustment.	Discuss was able to bring into the power sector a new method and reduce 22 billion Rupees annually.

6. PROBLEMS AND OBSTACLES

#	Problems/Obstacles/Issues	Steps Taken to Remedy Them
	(a)	(b)
1	Pakistan court system allows anyone to file a case on frivolous reasons and delays.	Increase communication on issues with the Ministry and its entities. Check court docking system to find these cases before court date.
2	Securing General Sales Tax and Customs exemption paperwork from the Economic Affairs Division (EAD) of the Finance Ministry has proved time consuming and frustrating, leading to delays and additional demurrage and container rental costs (some \$2,000 and growing as at the end of June).	Close liaison with the Program Office of USAID/Pakistan has mitigated the issue to an extent, though it remains problematic and a hindrance to procurement.
3	The EAD has tried to assist with some expat visa issues we have experienced with the Ministry of Interior, but it has not been as proactive as one would hope in the case of visa denials for two key members of staff.	USAID has met regularly with the EAD to seek a solution. Some optimistic activity has been observed, but visa issues remain an obstacle to full effect for some expats, with the COP having to return to the USA to get a new one month visa for himself three times in four months.
4	The BMR process has identified that the baseline information of losses for DISCOs is not correct. The reason is that there is overbilling which will take couple of months and in some places more time to correct. Loss reduction will not initially progress as fast as originally anticipated due to incorrect baselines.	The PDP's Commercial Team is encouraging DISCOs to address overbilling in direct manner, and verifying the results. Moreover, to mitigate the negative impact of overbilling, on request of PDP the DISCOs are scanning the whole project area for replacing old, damaged and tampered meters with new meters, reducing heights of meters to eliminate estimated billing, providing credits to customers for overbilling and rectifying theft cases.
5	Change of CEOs creates an issue for us, as each has his own program that he wishes to push – PESCO; three in one month.	Briefing to each undertaken; however, a better solution needs to be found.

6	Risk of non-acceptance of revised / proposed organizational structure – MEPCO.	May have to raise issue to a higher level – MWP.
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7	New Minister’s instructions that all postings and transfers of BPS 11 and above with Ministry’s approval.	USAID’s intervention may be useful.
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7. SECURITY RISKS

Security Risks	Steps Taken to Overcome Them	Progress
The security situation in Pakistan has been worsening in parts of Pakistan in recent months, specifically in Peshawar and Quetta. In addition, protests and riots related to poor power supply have increased.	The program's already mature security systems continues to work well, with a regular flow of security-focused information coming from USAID that, when appropriate, is passed on to program staff.	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 re-issued to all staff.

ANNEX A: COMMUNICATION

Pakistan OBSERVER

Eyes & Ears of Pakistan Widely read and trusted Daily



USAID to continue support HESCO

STAFF REPORTER

HYDERABAD—A team of USAID officials led by Ms. Melissa Knight, USAID Energy Office Director, visited Hyderabad Electric Supply Company (HESCO) to discuss the ongoing projects of USAID for HESCO and received briefing from the CEO HESCO, Muzaffar Ali Abbasi about the performance of HESCO. The projects undertaken by USAID Power Distribution Program for HESCO were also discussed and results achieved so far were presented by HESCO. The USAID team along with HESCO officials then planted a tree at HESCO employee colony.

The CEO of HESCO Muzaffar Ali Abbasi thanked and greatly appreciated the assistance provided by USAID to HESCO under the USAID Power Distribution Program and expressed his wishes for strengthening co-operation between the

USAID and HESCO on Automatic Meter Reading (AMR), linemen safety training, capacity building and institutional development trainings for HESCO officers and staff. He further said that the presently key requirement of HESCO was institutional improvement through capacity building and training and requested USAID to help in that through its Power Distribution Program.

The USAID director of energy, Melissa Knight appreciated the performance of HESCO. She specially appreciated HESCO's extension of linemen training. USAID has already trained more than 400 linemen of HESCO.

Melissa Knight was accompanied by Rosario Calderon, Senior Energy Advisor and staff of USAID Power Distribution Program including Mr. Saleem Arif, Deputy Chief of Party, Bob Dalton, Linemen Training Advisor and Zia Ur Rehman, Director Communications.

HESCO team included CEO Muzaffar Ali Abbasi, Habibullah Shaikh, General Manager Operations, Liaq Ahmed Khan, GM Technical, Muhammad Bachal Laghari, Chief Engineer Planning, Ali Anwar Jokhio, Director HR and Admin, Mahmood Ali Kaimkhani, Manager Commercial, Tufail Ahmed Shaikh, Principal, Regional Training Center, Jamshoro, Syed Imran Ali Askari, Manager Admin, Mr. Din Mohammad, Deputy Director Finance and Muhammad Sadiq Kubar, Public Relations Officer HESCO.

The three-year USAID Power Distribution Program was announced by Secretary of State Hillary Clinton in 2009 as one of the U.S. efforts to support Pakistan. Through this program, the U.S. Government provides support to Government of Pakistan to reform the power sector to mitigate the current energy crisis.

INTERNATIONAL THE NEWS

Friday April 27, 2012

USAID to give technical assistance to IESCO

ISLAMABAD: The United States Agency for International Development (USAID) would provide technical assistance to the Islamabad Electric Supply Company (IESCO) to overcome the energy crisis in the country, a statement said on Thursday.

The US Agency for International Development's (USAID) power distribution programme, in cooperation with the IESCO has started installation of low tension capacitors on rural tube-wells in two selected feeder of Taxila sub-division of IESCO, it said.

Currently the project is assisting Faisalabad Electric Supply Company (FESCO), Multan Electric Power Company (MEPCO) and IESCO in capacitors installation, it said.

Installation of over 700 low

tension capacitors in MEPCO had already resulted in an estimated three megawatts reduction in demand, improved voltage and availability of surplus electricity for tube-wells, the statement said.

This assistance to DISCOs is provided as part of the United States commitment to support the government of Pakistan in reforming the energy sector and addressing the problems of the DISCOs, it said. The United States Agency for International Development implements these assistance programmes, which also support capacity-building of DISCOs staff and the board of directors, installations of equipment to improve power factor, institutional development, gender and energy efficiency, it said. —APP



ANNEX B: PRODUCTS DEVELOPED



School Poster for Painting Competition



Energy Conservation Awareness Material



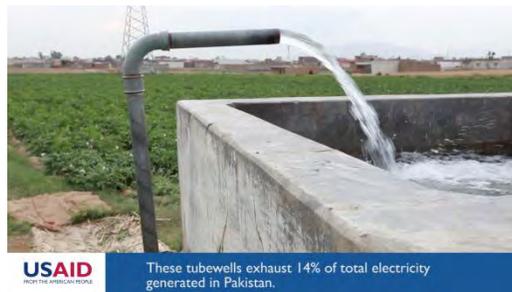
Standees



Advertisement for Painting Competition



Documentary for USAID Lineman Safety Training



Documentary: Restoring Hope

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