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EIGHTH QUARTERLY PROGRESS REPORT JULY-SEPTEMBER 2012

Produced by:

**USAID POWER DISTRIBUTION
PROGRAM**

POWER DISTRIBUTION PROGRAM

EIGHTH QUARTERLY PROGRESS REPORT

JULY-SEPTEMBER 2012

IRG, USAID contractor for the Power Distribution Program
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Islamabad, Pakistan

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ACRONYMS

AEAI	Advanced Engineering Associates International
AMR	Automated 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
CoS	Cost of Service
DCOP	Deputy Chief of Party
DISCO	Power Distribution Company
EMG	Energy Markets Group
Enercon	National Energy Conservation Centre
EOI	Expression of Interest
ERP	Enterprise Resources Planning
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

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
kWh	Kilowatt-hour
LESCO	Lahore Electric Supply Company, a state-owned DISCO
LOP	Life of Project
LT	Low Tension
MD	Managing Director
MIS	Management Information System
MEPCO	Multan Electric Power Company, a state-owned DISCO
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
RFP	Request for Proposal

RFQ	Request for Quotations
RTC	Regional Training Center
SEPCO	Sukkur Electric Power Company, a state-owned DISCO
TCN	Third Country National
TELCONET	TelcoNet Services (Pvt.) Limited
TOR	Terms of Reference
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 Power Distribution Program (PDP), Contract Number 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 October 15, 2015. The purpose of this report is to present the status and performance of PDP for the eighth quarter covering the period from July 1 to September 30, 2012.

As this is the final quarterly report for FY2012, a wider review of PDP's accomplishments during this 12-month period is presented here. Based upon operational audits conducted in early FY2011, PDP developed Action Plans that identified a universe of potential interventions and demonstration projects. Interventions and projects identified in Action Plans were then jointly-selected by USAID, PDP, MWP and DISCO senior management with an eye on achieving sustainable performance improvement. Implementation of these action plans began largely at the beginning of FY2012; many of which continue to be implemented today.

PDP has operated effectively and efficiently during FY2012 and has achieved many successes. Achievements during this 12-month period include:

- Providing expert assistance the MWP on the power sector reform process. PDP advisors have been essential in helping the MWP to address the many important issues related to the dissolution of Pakistan Electric Power Company (PEPCO) and the establishment of the Central Power Purchasing Agency (CPPA).
- Initiating financial management interventions including a 10-year financial model, revised accounting manual, internal audit co-sourcing activity, and Enterprise Resource Planning (ERP) design project. All have been well-received by both DISCO senior management and Boards of Directors.
- Pursuing feeder optimization interventions focused on evaluation of approximately 20,000 meters, and resulting in replacement of numerous damaged or defective meters. Field inspection teams have identified examples of meter tampering and theft that, once corrected, are resulting in an annual revenue increase of several million rupees.
- Supporting the Ministry of Water and Power to improve the governance and regulation of the country's power sector, strengthen the Ministry's operational capacity, and introduce best practices in performance measurement.
- Analyzing of Circular Debt in Pakistan for USAID and the GOP, identifying the origins of Circular Debt, current issues to addressing Circular Debt, and proposing potential solutions.
- Supporting USAID and the Ministry of Water and Power in developing emergency response interventions that, if implemented, would help mitigate the energy crisis in Pakistan.

- Developing a policy matrix for USAID Office of Energy, identifying policy-related changes needed to improve overall performance of the energy sector.
- 74.4 MW of power saved by installing high tension/low tension capacitors, meters and improving commercial procedures valued at \$47.3 million and resulting in provision of improved energy services to 1.1 million beneficiaries.
- 1,670 capacitors installed on tube well pumps, reducing the demand for electricity by 34.1 million kilowatt hours, valued at \$3.75 million annually.
- 330 MVAR of high tension capacitor banks installed, reducing demand by 66 megawatts, valued at \$41.9 million annually.

In addition to providing support to DISCOs, PDP has placed a team of advisors at the MWP to assist in advancing the GOP's energy sector reform agenda. Advisors work with MWP senior-level staff on:

- Improving sector governance by proposing amendments to laws and acts, developing guidelines for corporate independence, and training / mentoring boards of directors.
- Moving reforms forward by planning an orderly dissolution of PEPCO and working with MWP to develop aligned sector vision, mission, and strategic objectives.
- Strengthening the Ministry by reorganizing it for its new role as planning and policy-making institution and enhancing its information technology infrastructure.
- Building human capacity in the sector by developing leaders and change agents as well as encouraging entities to adopt incentive based human resource management systems.
- Developing a National Power Plan by creating a planning cell and institutionalizing planning in policy making.
- Providing MWP with best practices in performance measurement.

Moving forward into FY 2013, PDP will work towards closing out Component 2 activities while beginning rapid delivery of Component 3 activities. Special focus on sustainability will be given to Component 2 projects as the move from the design stage, through delivery and towards close-out. Staff will work with DISCO Boards and senior management to review 'lessons learned' and develop hand-over plans that ensure funding is available and internal processes are modified so as make certain DISCOs continue to realize project benefits well into the future.

From a "use of funds" perspective, PDP increased use of project funds considerably from the previous year, doubling FY2011 (from \$9.23 in FY2011 to \$19.92 in FY2012). Rate of funds usage has increased by an average of 24% quarter-on-quarter. With corresponding results to support funds usage, PDP has become a model for effective and efficient use of funds, and the standard by which other programs are measured.

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\$71,849,409
Total Project Funds Expended to Date:	US\$29,155,541
Project Funds Expended During the Reporting Quarter:	US\$6,024,010

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	cvandeveld@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 Advisor MWP	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

- **Corporate Governance in Power Distribution Companies** – The Governance Team facilitated corporate strategic development meetings at IESCO, MEPCO, QESCO and GEPCO during the quarter. Board of Directors (BOD) and senior management participated in the program to develop mission and vision statements plus prioritize strategic objectives, goals and action plans for their respective organizations.
- **Ministry of Water and Power and Power Distribution Company Chairmen Team Building** – PDP advisors assisted the Ministry of Water and Power (MWP) and the chairmen of power distribution companies (DISCOs) to support cooperation and communication between power sector policy makers. Capacity building, the National Electric Power Regulatory Authority (NEPRA), DISCO employees' issues and the cash flow shortage at DISCOs were among the issues discussed.
- **Analysis of Receivables and Collections for Special Secretary** – PDP advisors (Power Cell) assisted the Special Secretary in the analysis of DISCO receivables and collections. Steps are being taken to collect data weekly to help the MWP determine cash flow requirements.
- **Central Power Purchasing Agency** – PDP advisors assisted the Special Secretary who also has the additional charge of Managing Director (MD) of the Central Power Purchasing Agency (CPA). Advisors have provided the steps to move forward with this company and keep momentum of the power sector reform process.
- **Pakistan Electric Power Company Status** – Pakistan Electric Power Company (PEPCO) shareholders passed a resolution to close PEPCO. PDP advisors assisted the MWP with the required documents to complete the process.
- **Power Distribution Companies Cannot Meet Cash Flow Requirements for 2011-12** – PDP advisors completed a cash flow analysis of all DISCOs for the 2011-12 fiscal year and the DISCOs cannot meet their wholesale power invoices. The DISCOs fell short by Rs234,114 billion which resulted in shortage of payments to power producers and contributed to Rs420 billion in circular debt. Topping the list of reasons was the delay in notifications by NEPRA and the Government of Pakistan (GOP) which amounted to Rs125,476 billion.
- **Ministry Requested Assistance to Review Smart Metering for Government Offices** – PDP advisors prepared a document on smart metering and prepaid metering systems to assist timely payments to DISCOs from government agencies. A document was circulated within the MWP.
- **Lifeline Consumers Costing Government Rs4.5 Million** – PDP advisors completed an analysis of lifeline consumers per the MWP's request of for the 2012 and 2011 fiscal years. Analysis showed lost revenue for this year to be Rs4.5 million in contrast to the 2010-11 figure at Rs2.8 million. The problems associated with lifeline consumer stems from a uniform definition by the GOP and DISCOs and the proper tariff adjustments in the domestic slabs. In order to correct the problem, a policy from the MWP to address this issue with legislators and DISCOs' Customer Information System (CIS) will be necessary.

- **Ministry of Water and Power Information Technology Program** – PDP provided the MWP with a video conferencing system for the power sector. Cyber security of the GOP and its departments has been a challenge.
- **Legal Issues Within the Ministry of Water and Power** – PDP advisors prepared a number of documents to help the Secretary understand the enormity of the challenges which assisted the Secretary in asking the right questions (“What are the DISCO Director’s rights?”, “What are the rights of the MWP?” etc. and how do we move forward). PDP saw willingness in this Secretary to follow the law and improve overall governance.

2.2. COMMERCIAL

- **Integrated Commercial Office Buildings at Multan Electric Power Company and Peshawar Electric Supply Company** – Significant progress was made toward the implementation of the Integrated Commercial Office (ICO) project at Multan Electric Power Company (MEPCO) and Peshawar Electric Supply Company (PESCO) this quarter. MEPCO’s civil works department hired a contractor for the civil and electrical work per PDP’s renovation plan. PDP finalized the interior design for the Customer Service Center (CSC) and completed preparations for hiring a contractor to supply furniture and CSC fabrication. MEPCO’s Chief Executive Officer (CEO) appreciated the work and gave his approval for improving key commercial processes for Customer Information System (CIS) implementation. The Commercial Team began by challenging the new connection processes, conducting workshops and customer and staff interviews. Findings were presented to MEPCO which helped the DISCO and PDP to develop a new workflow-based process design for implementation at the Bosan Road subdivision. On PDP’s request, MEPCO’s CEO agreed to provide Rs1.7 million for making alterations to the ICO building while PESCO’s CEO pledged Rs4.5 million for renovating its ICO building. Most importantly, Farukh Mushtaq, Dy. Commercial Manager joined PDP on secondment from MEPCO and will serve as a domain knowledge expert for the ICO building.
- **Consumer Consensus Work at the Bosan Road and Kohat Road Subdivisions** – A number of observations were made after the March-July 2012 survey that required follow-up actions. On PDP’s request, MEPCO assembled a team to verify the discrepancies and take remedial action – field work commenced with focus on high-value targets like incorrect tariffs, defective meters etc. Thirty seven cases of tariff change from domestic and commercial were verified. The Commercial Team began consumer census work at PESCO’s Kohat Road subdivision and enumerated over 7,000 customers; field observations were reported to PESCO’s concerned project coordination team for quick remedial action.
- **Customization of Customer Information System Software** – During this quarter, the application development phase was completed. Information Technology (IT) hardware and generators for MEPCO have been procured and installed at Multan. PDP conducted IT capacity building through two one-week sessions through which 16 programmers from Pakistan Information Technology Company (PITC), MEPCO, PESCO and Hyderabad Electric Supply Company (HESCO) were trained in the Java programming language.
- **Commercial Processes Optimization, Improved Meter Readings and Discrepancy Management for Peshawar Electric Supply Company** – Implementation of the optimized processes continued in PESCO’s City division. During the quarter, the Commercial Team provided continuous on-site support to PESCO. As part of the program 2,024 meters were replaced under PDP’s supervision and crews identified more than 336 theft cases and a total of 0.39 Million Kilo Watt hours (MKWh) were recovered. As a result of Improved Meter Reading (IMR) implementation, customer billing complaints were reduced by 90% compared with billing complaints in the same quarter for 2011. The implementation handbook

for the IMR project, distributed to PESCO and MEPCO in the last quarter, will provide DISCOs with a complete understanding of optimized processes from IT, commercial and implementation perspectives.

- **Improved Meter Reading and Discrepancy Management, Gujranwala Electric Power Company** – IMR implementation was scheduled during this quarter but was deferred until after December 2012 on the request of Gujranwala Electric Power Company (GEPCO). However, initial work was completed during the quarter including correction of reading routes, conducting an IMR implementation workshop and quick impact meter reading training. The materials for meter change and correction was provided to GEPCO during the quarter.



IMR workshop for GEPCO staff

- **Improved Meter Readings and Discrepancy Management, Multan Electric Power Company** – The Commercial Team began process optimization activities at MEPCO and implemented the IMR process at the Gulgasht subdivision. The subdivision was scanned for discrepancies and other irregularities. A total of 1,800 meters were replaced from a total of 6,595 scanned meters and 2.49 million kWh units were recovered from under-billed customers and from 384 detected theft cases by PDP. The customer billing complaints reduced by 65% in comparison with the same quarter of 2011. MEPCO's CEO and senior management were very pleased with the results and gave their full support of the IMR program for the 35,000 customers of the Gulgasht subdivision. MEPCO's management requested that IMR work continue to the Hasnabad subdivision.

2.3. FINANCIAL

- **Internal Audit Process Optimization** – PDP met with the DISCOs' BOD Audit Committee(s) to educate, inform and discuss proposed changes resulting from the new Internal Audit manual and co-sourcing. Five of the nine DISCO BODs have formally adopted the Internal Audit manual and approved co-sourcing. Implementation planning meetings with the BOD Audit Committees were conducted and the PDP co-sourcing partner deployed.
- **Ten-Year Financial Forecast Model** – PDP successfully implemented and installed the ten-year financial forecast model and trained financial management staff at all nine DISCOs. The financial forecast model will be used as a tool to accommodate DISCO business planning, annual budgeting and tariff petition filing for NEPRA. PDP will provide technical assistance via telephone support for one year.
- **Enterprise Resource Planning** – PDP successfully completed and delivered the Enterprise Resource Planning (ERP) documentation manual to DISCOs during a workshop held in Islamabad. DISCOs looking to pursue ERP implementation will have access to PDP staff when seeking board approval or the development of request for proposals (RFPs). The ERP documentation 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 the efficiency and effectiveness of their financial and reporting operations.

2.4. COST OF SERVICE & TARIFF DESIGN

- **Cost of Service Model** – PDP’s spreadsheet-based Cost of Service (CoS) 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 continued the collection of financial and operational data at IESCO. This data will determine IESCO’s revenue requirements as well as cost allocation to different categories. Data from all feeders in IESCO’s system has been collected. Feeder data was categorized into relevant customer categories based on classification algorithms.
- **Circular Debt Report** – Assistance was provided in completing, reviewing and finalizing the report on the power sector’s circular debt to support USAID’s efforts of finding possible solutions to the problem. Sections of the report written by PDP include those on NEPRA’s capacity and capabilities, energy losses and overbilling charges in the sales mix etc.
- **NEPRA Assistance** – Meetings were held at NEPRA to identify and discuss potential areas of assistance and work has begun on priority areas.



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 continued to be monitored during the quarter. This exercise included the repair of all meters with correcting / replacement of service drops and replacing approximately 580 meters identified during the feeder-combing survey conducted by PDP. The outcome of the project is that there is a reduction of 16.5% in line losses for the period of July 2011 to July 2012 with annual savings of 868,309 kWh, valued at \$86,831 USD at \$0.10 USD per kWh.
- **Tubewell Power Factor Improvement** – Installation of Low Tension (LT) capacitors on tubewell customer pumps provides a reduction in system 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. PDP continues to provide training and technical assistance to DISCOs to achieve these savings. In addition to technical assistance a number of LT capacitors are being supplied. The tubewell technical assistance to individual DISCOs continues with good results. In addition to MEPCO, PESCO and FESCO, assistance has begun for IESCO. A total of 210 capacitors were installed in MEPCO this quarter with a total 1,388 installed to date causing a 663 KVA reduction in demand and an overall 4,871 KVA reduction to date. The 22 capacitors installed at FESCO saw a 102 KVA reduction in demand during the quarter and 682 KVA to date. The 60 capacitors installed in LESCO had 270 KVA reduction in demand bringing the total reduction to date to 406 KVA. Meanwhile, the 52 capacitors installed at IESCO reflected a demand reduction of 289 KVA. The total demand reduction of the project is 6,248 KVA.
- **Power Factor Capacity Building & Training** – IESCO leadership recognizes the positive benefits of power factor improvement to reduce demand and improve voltage and reliability. To raise awareness and understanding of power factor IESCO has requested PDP provide power factor improvement training

for its managers and engineers of all five of its Circles. During the quarter, PDP engineers conducted training classes for more than 200 engineers, supervisors and managers in four of the five IESCO Circles and conducted demonstrations and hands-on training to Circle linemen. Similar training for the remaining Circle is being scheduled in November.

- **Expansion of Capacitor Installation Capacity** – Under Component 3, PDP is expanding its capability to install LT capacitors on tubewells to encompass the entire Pakistan tubewell environment. Approximately 150,000 capacitors are expected to be installed under the expanded PDP program. Individual DISCOs will continue to be supported with technical assistance and supplied with LT capacitors up to their maximum capabilities, and additional installation capacity will be obtained through use of Pakistani contractors. Development of installation contracts were initiated during the quarter.

Power Factor Improvement Assistance to Enercon – 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. PDP assisted Enercon to carry out a field assessment study, providing engineering technical assistance, power analyzer equipment and training, to define a scope of their involvement to solicit donor support. The primary focus of Enercon’s study is to improve power factor by installing switched capacitor banks for small industrial customers.

- **Power Quality Monitoring Cells Established** – As part of the PDP Planning and Engineering (P&E) Improvement program, each DISCO has agreed to establish a new engineering unit within its P&E Department. These new cells will be responsible for monitoring power quality conditions across the DISCO and initiating performance improvements where necessary. To date six of the nine DISCOs have taken positive action to formally establish these new units and assign highly qualified staff. These units will occupy space in the new GIS and P&E Computer Centers where PDP is providing assistance, computers and training to enable a quick commencement of this important new function which did not exist in any DISCO prior to PDP’s P&E intervention.



P&E Computer Center

- **Geographic Information System Mapping Feeder Maps** – GIS mapping efforts with DISCOs continued – a total of 138 distribution feeders were mapped by PDP crews. All GIS data for these feeders was turned over to the DISCOs with training on how to produce accurate feeder maps. For the first time, DISCOs can produce accurate maps of these feeders which include subdivisions in all DISCOs except SEPCO. This data is being used by the DISCO engineers who attended the GIS training for further development of their GIS skills and analysis using the new engineering software.
- **Geographic Information System Mapping & Training** – IESCO management requested PDP conduct GIS mapping and personnel training for an entire division and selected the 86,000 customer Gujjar Khan division of Jhelum Circle. PDP used this opportunity to train IESCO personnel in GIS field data collection techniques. Twenty IESCO staff members participated, under the supervision of PDP GIS specialists, becoming proficient in the collection of both Global Positioning System (GPS) data and the power line attributes necessary to build an accurate GIS model. Every pole and transformer in the entire 14 feeder division was mapped in less than one month. In addition to division personnel the Circle brought personnel from other divisions including staff from a adjacent Circles – there has been great interest by DISCOs in the GIS program as evident by the above.

- **Procurement of Engineered Materials** – During the quarter 19,000 new electronic meters were factory inspected in China and shipped and received in Pakistan. These meters are being installed in PESCO and FESCO. Orders were developed and placed for the service cable required to install the new meters according to PDP designs. Hardware and service cable to repair 20,000 meters in LESCO were also included with replacement of 10,000 new meters supplied by LESCO. The order for the 24,000 automatic meter reading (AMR) system was finalized, placed and mobilized – these meters will be installed in five DISCOs in differing levels. This \$4 million USD project is the first of its kind in Pakistan. A Request for Quotations (RFQ) order for an estimated \$3 million USD of equipment and materials to complete upgrade of congested distribution in PESCO, LESCO, FESCO and HESCO were issued for bid during the quarter.

2.6. HUMAN RESOURCES & CHANGE MANAGEMENT

- **Organization Assessment & Restructuring** – AASA Consulting, a professional Human Resources (HR) consultancy firm was selected to carry out the organizational assessment and restructuring assignment in MEPCO. The assignment covers job descriptions, key performance indicators (KPIs), HR manual (both “as-is” and “to-be”), revised recruitment policy, upgrading of training and safety functions, a performance-based evaluation system, revised health policy options, preparation of the TORs for the Human Resource Information System (HRIS) leading to the bidding and selection of an HRIS implementation vendor. An important activity of this phase is to ensure that core business practices are factored into the overall scheme, which will be ensured by engaging PDP teams. PDP will hold a workshop where MWP, DISCO and NEPRA representatives will be invited to brainstorm a best-fit organization structure.
- **Change Management Project at PESCO** – Under this project, implementation of the network maintenance program was launched in May 2012 and continued until the end of September to rectify and eliminate damaged and dangerous components causing losses and safety concerns at selected subdivisions of PESCO’s City division. The revival of maintenance activities has been greatly lauded by PESCO’s senior management and BOD. The Divisional Operations Room was made functional and performance reporting and complaints are now being handled through improved processes, methods, equipment and tools provided by PDP. PESCO management can now differentiate between well-performing and underperforming staff. Similarly, customer satisfaction will be enhanced due to the new complaint handling processes. PDP also provided Tool & Plant and transport for selected subdivisions for better maintenance activity and complaints handling. The PESCO CEO highly appreciated the work done on a visit to the Operations Room and was interested in its replication in other divisions.
- **Utility Exchange Program** – This program has been designed to give DISCO employees exposure to the best industrial practices in modern electric utilities in different parts of the world. Initial visits were to South Africa, Australia, UAE, Turkey and USA. All future visits will be to the Asia Pacific region. In this quarter, ten delegates from eight DISCOs went to USA via the Distribution System Engineering, Design & Operations Exchange. Both PDP teams and DISCOs have been requested to provide input for exchange programs and destinations other than the US for the remaining programs.
- **Quick Impact Lineman Safety Training** – This program has now become a major and desired intervention with positive results. Its main objective was to reduce accidents, both fatal and non-fatal, due



Lineman training in progress

to the alarmingly high accident rates of linemen and to bring about a high level of procedural correctness in line maintenance work, and safety awareness among line staff. To this end, three training sessions were held: 24 line staff were trained at MEPCO and 26 through the Change Management Project at PESCO. HESCO, which has witnessed the training of 400 line staff has now undertaken its own resources to train its remaining 2,000 line staff. The one-week linemen training undertaken at MEPCO (16 trained) and IESCO (20 trained) will enhance the skills of the trainers in conducting courses for their respective DISCOs. First aid training aids which included mannequins, spinal boards and first aid kits were provided.

- **Regional Training Center Upgrades** – Equipment provided to RTCs will be particularly important in supporting instructors who have acquired new instructional skills through PDP’s Adult Training of Trainers program. The HR & Change Management Team collaborated with the Procurement Team on a deployment plan for media and IT equipment for all RTCs; delivery and installation will begin in October. The equipment will be turned over to the RTCs for enhancing the effectiveness of training programs. Additionally, the Procurement Team finalized the list of IT equipment that will provide six RTCs with a properly equipped computer training lab with 25 workstations. Presently three DISCOs do not have adequate space at their training facilities for utilization of a computer training lab.
- **Adult Learning Training of Trainers** – In this quarter, the HR and Change Management Team trained 15 trainers from eight DISCOs with four Cadre-1 master trainer teams to fulfill the master trainer requirements. This intervention will transform the training function in DISCOs from ineffective lecturing to active learning methods resulting in increased skill levels and knowledge. DISCO trainers will then be able to enhance the skill levels of participants to meet organizational needs.
- **Management Development Program** – Two workshops were conducted for the development of senior managers, second tier staff and those who report directly to CEOs from all DISCOs. The “Regulatory Environment and Governance” workshop participants included 55 senior managers from nine DISCOs. The workshop focused on the regulatory environment of the power sector and governance in DISCOs and how this interaction can be improved. The feedback received was encouraging – over 90% of participants indicated that the program was very informative and that such workshops should be continued on a regular basis. Twenty-three senior management staff from all DISCOs attended the “Leadership Excellence” workshop focusing on enhancing managerial and leadership skills and fostering motivation to lower staff. Two other sessions will be held in the subsequent quarter.
- **Board of Directors Development** – As part of the facilitation and development program for the BODs of all DISCOs, the HR and Change Management Team contacted a number of potential facilitators and institutes such as, Lahore University of Management Sciences, Institute of Business Administration, Karachi, Pakistan Institute of Management Sciences and Pakistan Institute of Corporate Governance (PICG). PICG has been shortlisted for developing a comprehensive engagement plan for the BODs which will cover corporate strategy and corporate governance improvement. These initiatives will build board leadership capacity to the level of sustainable leadership excellence while building skills for function-specific board positions.

2.7. COMMUNICATIONS & OUTREACH

- **Documentaries** – PDP is working with DISCOs to produce corporate documentaries to improve DISCOs’ branding and presentations to stakeholders including high-level government officials, donor agencies and other government departments. Documentaries on meter replacement, power factor correction improvement and linemen safety trainings were completed.

- **Media Stories** – PDP continued to receive coverage for various interventions in the form of over 60 newspaper articles and 15 television reports. These events included pump replacement projects for the municipalities of Islamabad and Karachi; Utility Exchange Programs; USAID visits to DISCOs; installation of capacitors; meter reading trainings and linemen safety trainings.
- **Integrated Communications and Outreach Office for MEPCO** – Refurbishment of the Integrated Communications and Outreach Office at MEPCO was completed along with the hiring of communications staff. Under this project, PDP will provide assistance for one year after which MEPCO will take over. The communications office will assist MEPCO with improving outreach through consumer activities involving educational institutions and committees.
- **Baseline Survey** – Nationwide field work for the survey began in the first week of September, the results of which will help inform PDP’s upcoming nationwide media campaign on power and energy conservation.
- **Consumer Awareness Material** – PDP, in close collaboration with DISCOs, started preparation of consumer awareness materials in Urdu which will be placed at Customer Service Centers and complaint offices. It is expected that the material will help raise consumer awareness regarding the procedure for new connections, contact numbers for complaints, human safety, the consumer’s role in discouraging theft and useful tips on energy conservation and theft. In August, the Communications Team visited PESCO and QESCO to review consumer awareness material with concerned staff.
- **Vendor Selection for Integrated Intranet & Portal Project at Power Distribution Companies** – Expressions of interest were received from potential IT firms for the intranet and portal projects at PESCO and QESCO. A vendor will be finalized by the end of October to carry out a detailed feasibility study and project implementation.



CDA Chairman, Engr. Farkhand Iqbal with USAID Country Director, Jonathan Conly at the Tubewell Replacement Program launch

2.8. GENDER

- **Day Care Facility** – The design and requirements for the selected day care facility site at MEPCO was finalized and a Purchase Order issued to the selected vendor. The center will benefit over 20 female employees besides benefitting those male employees responsible for taking care of their children. Site allocations for day care facilities at HESCO and FESCO are underway.
- **Customer Service Centers** – Purchase orders for centers at PESCO, GEPCO and MEPCO were issued to the selected vendor. Design and 3D images were also approved and a Purchase Order for rest area improvement has been issued at the ICO at MEPCO’s Musa Pak division.



Daycare facility for MEPCO staff

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	Sep-30-13
2	Saleem Arif	CCN	Islamabad	Deputy Chief of Party	T	Oct-01-10	Sep-16-13
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-30-13
6	Qurat ul ain Ibrahim	CCN	Islamabad	Training and Gender Strategy Specialist	A	Oct-18-10	Sep-16-13
7	Javed Akhtar	CCN	Islamabad	Field Security Manager	A	Oct-29-10	Sep-16-13
8	Makhdoom Umar Javaid	CCN	Islamabad	Accounting Manager	T	Oct-26-10	Sep-16-13
9	Shoaib Zafar	CCN	Islamabad	IT Manager	T	Oct-11-10	Sep-16-13
10	Zia ur Rehman	CCN	Islamabad	Director Communications and Outreach Communications	T	Apr-01-11	Sep-16-13
11	Nazir Chaudhery	CCN	Islamabad	Procurement Specialist	T	Jul-11-11	Sep-16-13
12	Faiz Alam	CCN	Islamabad	Office Manager	A	Apr-05-11	Sep-16-13
13	Kishwar Mohsin	CCN	Islamabad	Receptionist, House No. 23 Office	A	Nov-04-10	Mar-31-13
14	Mahmood Aslam	CCN	Islamabad	HR DISCO Specialist	T	May-02-11	Sep-16-13
15	Shaheer Ali	CCN	Islamabad	Scheduler & Planner	T	Jun-14-11	Sep-16-13
16	Chaudhery Abdul Ghafoor	CCN	Islamabad	Technical Team Project Coordinator	T	Aug-25-11	Sep-16-13
17	Malik Khurram Shahzad	CCN	Islamabad	Logistics and Travel Assistant	A	Nov-04-10	Jul-27-12
18	Zahid Noor	CCN	Islamabad	Accounting Associate	T	Jan-06-11	Sep-16-13

	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)
19	Qasim Ali	CCN	Islamabad	Website Developer	T	Aug-20-11	Sep-16-13
20	Rizwan ul Haque	CCN	Islamabad	Procurement Associate	A	Apr-11-11	Sep-16-13
21	Waseem Iftikhar	CCN	Islamabad	Facilities Manager	A	Jan-18-11	Sep-16-13
22	Inam ullah Khan	CCN	Islamabad	IT Specialist	T	Jan-10-11	Sep-16-13
23	Nazia Nasar	CCN	Islamabad	Receptionist, House No. 20, Hill Road Office	A	May-31-11	Sep-16-13
24	Shafique Sarwat	CNN	Islamabad	Engineering Team Data Entry Assistant	A	Nov-05-10	Sep-16-13
25	Waqar Nisar	CCN	Islamabad	ERP Manager	T	Sep-12-11	Sep-16-13
26	Muhammad Bashir	CCN	Islamabad	Assistant Advisor Technical MWP	T	Oct-03-11	Sep-16-13
27	Asad Humayun Chohan	CCN	Islamabad	Assistant Monitoring & Evaluation MWP	T	Oct-03-11	Sep-16-13
28	Mubbasher Gulzar	CCN	Islamabad	Assistant Advisor Policy & Planning MWP	T	Oct-03-11	Sep-16-13
29	Abdullah Qasim Virk	CCN	Islamabad	Commercial AMR Manager	T	Oct-17-11	Sep-16-13
30	Hammad Hashmi	CCN	Islamabad	Advisor Technical MWP	T	Oct-25-11	Sep-16-13
31	Haroon Masih	CCN	Islamabad	Cleaner MWP PDP Personnel	A	Dec-15-10	Sep-16-13
32	Imran Ullah Khan	CCN	Peshawar	Business Process Analyst (PESCO CM - Task 7)	T	Nov-21-11	Sep-30-12
33	Muhammad Rehan ul Haq	CCN	Peshawar	Business Process Analyst (PESCO CM - Task 7)	T	Nov-21-11	Sep-30-12
34	Muhammad Zubair	CCN	Islamabad	Process Analyst	T	Nov-21-11	Jan-31-13
35	Muhammad Ashfaq	CCN	Peshawar	Business Process Analyst (PESCO CM - Task 7)	T	Nov-21-11	Sep-30-12
36	Taimur Shahid	CCN	Islamabad	Deputy Accounting Manager	A	Nov-22-11	Sep-16-13
37	Naseer Ahmad	CCN	Islamabad	Application Developer (CIS - Task 8)	T	Dec-01-11	Jun-30-13
38	Taimur Arshad	CCN	Islamabad	Application Developer (CIS - Task 8)	T	Dec-12-11	Sep-16-13

	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)
39	Hassan Ali	CCN	Islamabad	Visual Media Specialist / Documentaries	T	Dec-19-11	Sep-16-13
40	Zehra Akbar	CCN	Islamabad	Gender Coordination Associate	T	Jan-12-12	Sep-16-13
41	Mubbasher Hussain Gill	CCN	Islamabad	Sr. Application Developer (CIS - Task 8)	T	Jan-17-12	Jun-30-13
42	Humayun Parvez	CCN	Islamabad	IT Specialist	T	Feb-13-12	Sep-16-13
43	Saleem Qazi	US Citizen	Islamabad	Senior DISCO Technical Advisor	T	Feb-21-12	Sep-16-13
44	Hira Tahir	CCN	Islamabad	HR and Document Control Associate	A	Feb-24-12	Sep-16-13
45	Mariya Naseem Khan	CCN	Islamabad	Monitoring & Evaluation Manager	T	Mar-12-12	Sep-16-13
46	Omer Farooq Khan	CCN	Islamabad	Communication & Outreach Associate	T	Apr-02-12	Sep-7-12
47	Maryam Ubaid Piracha	CCN	Islamabad	Writer and Copy Editor / Deputy Communications Manager	T	Apr-30-12	Sep-16-13
48	Faraz Ahmed	CCN	Islamabad	Logistics and travel Assistant	A	May-02-12	Sep-16-13
49	Atif Hussain Gillani	CCN	Islamabad	Logistics Coordinator	A	May-10-12	Sep-16-13
50	Hassan Khan	CCN	Islamabad	Associate Advisor Energy Policy	T	Jun-01-12	Sep-16-13
51	Shafique ur Rehman	US Citizen	Islamabad	Sr. Distribution System Planning Expert	T	Jun-01-12	Sep-30-13
52	Syed Asad Abbas	CCN	Islamabad	Computer Design Specialist	T	Jul-23-12	Sep-16-13
53	Abid Latif Lodhi	CCN	Islamabad	Financial Management Team Lead	T	Jul-09-12	Sep-16-13
54	Tahir Ahmed	CCN	Islamabad	Operations Manager EE & DSM Division	T	Sep-17-12	Sep-16-13
55	Baqar Raza	CCN	Islamabad	Project Coordination Officer	A	Sep-17-12	Sep-16-13

	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)
56	Adeel Mahmood	CCN	Lahore	Assistant Accounts Officer	T	Sep-17-12	Sep-16-13
57	Muhammad Zubair Mahmood	CCN	Islamabad	DISCO Financial Management Specialist	T	Sep-17-12	Sep-16-13
58	Atif Ahsan	CCN	Islamabad	Deputy IT Manager	T	Sep-17-12	Sep-16-13
59	Riffat Mahmood	CCN	Lahore	Field Engineer EE & DSM Division	T	Sep-17-12	Sep-16-13
60	Samia Mehdi	CCN	Lahore	Communications Manager	T	Sep-17-12	Sep-16-13
61	Imran Lashari	CCN	Lahore	Electronic Media Specialist	T	Sep-17-12	Dec-31-12
62	Art Sedestrom	US Citizen	Islamabad	Commercial Operations Team Lead	T	Aug-13-12	Sep-16-13
Subcontractor: Energy Markets Group (EMG)							
1	Clare Novak	US Citizen	Islamabad	HR & Change Management Advisor	T	Nov-06-11	Sep-30-13
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	Senior MWP Advisor	T	Dec-15-10	Sep-30-13
3	Robert William Dalton	US Citizen	Islamabad	Lineman Trainer	T	Oct-26-11	Sep-30-13
4	James M. Ford	US Citizen	Islamabad	Training Advisor	T	Oct-26-11	Sep-30-13
5	Abdul Razzaq	US Citizen	Islamabad	Senior Distribution System O&M Planner / Manager	T	Apr-16-12	Sep-30-13
6	Judith Ann Burnett	US Citizen	Islamabad	Commercial Specialist	T	Apr-30-12	Sep-30-13
7	James VanCoevering	US Citizen	Islamabad	Senior Distribution System Design Expert / Engineering Advisor	T	May-06-12	Sep-13
Subcontractor: PITCO (Pakistan Industrial Trading Company)							
1	Usman H. Malik	CCN	All DISCOs' cities	Field Project Manager	T	Sep-18-10	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)
2	Tahir Ali Khan	CCN	Islamabad	Change Management Director	T	Nov-08-10	Sep-13
3	Kamran Riaz	CCN	Islamabad	Sr. Cost of Service and Tariff Design	T	Oct-25-10	Sep-24-13
4	Muhammad Zaheer Malik	CCN	Islamabad	Project Implementation Manager	T	May-23-11	Sep-30-13
5	Fazl-e-Khaliq	CCN	Islamabad	Customer Accounts/Records Expert	T	Nov-23-10	Sep-21-13
6	Arif Aslam Kundi	CCN	Islamabad	Senior IT Infrastructure Expert	T	Mar-05-13	Sep-13
7	Rehan Hameed	CCN	Islamabad	HR/Capacity Building Specialist	T	Nov-22-10	Sep-22-13
8	Shoaib Cheema	CCN	Islamabad	Change Management Specialist	T	May-02-11	Sep-30-13
9	Aamir Naqvi	CCN	Islamabad	Sr Cost of Service & Tariff Expert	T	May-23-11	Sep-30-13
10	Fahd Latif	CCN	Islamabad	HR & Change Management Coordinator	T	Jun-25-12	Sep-13
11	Umair Sial	CCN	Islamabad	HR & Change Management Coordinator	T	Sep-10-12	Sep-13
12	Noor Ahmed Mengal	CCN	Field	Sr. Distribution Systems Construction Planner	T	Sep-18-10	Sep-13
13	Muhammad Iqbal	CCN	Field	Sr. Distribution Systems Construction Planner	T	Oct-10-11	Sep-13
14	Muhammad Gulraiz Khan	CCN	Field	GIS Specialist	T	May-10-10	Sep-13
15	Awais Ahmed	CCN	Field	GIS Specialist	T	Dec-19-10	Aug-16-12
15	Sibghat Ullah	CCN	Field	GIS Specialist	T	Dec-26-11	Sep-13
16	Adnan Afzal	CCN	Field	GIS Specialist	T	Jul-2-12	Sep-13
17	Imran Khan	CCN	Field	GIS Specialist	T	Sep-3-12	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)
18	Hafiz Muhammad Nabeel	CCN	Field	GIS Survey Engineer	T	Feb-28-11	Sep-13
19	Reyyan Niaz	CCN	Field	GIS Survey Engineer	T	Apr-04-11	Sep-13
20	Adeel Murtaza	CCN	Field	GIS Survey Engineer	T	Jun-30-11	Sep-13
21	Zeishan Haider	CCN	Field	GIS Survey Engineer	T	Jun-30-11	Sep-13
22	Irfan Rasheed	CCN	Field	GIS Survey Engineer	T	Jun-30-11	Sep-13
23	Usman Hafeez	CCN	Field	GIS Survey Engineer	T	Sep-08-11	Sep-13
24	Adeel Ur Rehman	CCN	Field	GIS Survey Engineer	T	Dec-08-11	Sep-13
25	Fahad Jamal	CCN	Field	GIS Survey Engineer	T	Dec-08-11	Sep-13
26	Hammad Bin Iftikhar	CCN	Field	GIS Survey Engineer	T	Dec-08-11	Sep-13
27	Mirza Imran Ijaz	CCN	Field	GIS Survey Engineer	T	Dec-08-11	Sep-13
28	Manzar Ameer Ali	CCN	Field	GIS Survey Engineer	T	Dec-08-11	Sep-13
29	Muhammad Affan Haider	CCN	Field	GIS Survey Engineer	T	Dec-08-11	Sep-13
30	Muhammad Ammar Shahid	CCN	Field	GIS Survey Engineer	T	Dec-08-11	Sep-13
31	Waqas Hashmi	CCN	Field	GIS Survey Engineer	T	Dec-08-11	Sep-13
32	Salman Hafeez	CCN	Field	GIS Survey Engineer	T	May-02-12	Sep-13
33	Naseem Ahmad	CCN	Field	GIS Survey Engineer	T	Apr-27-12	Sep-13
34	Muhammad Shafiq	CCN	Field	GIS Survey Engineer	T	May-04-12	Sep-13
35	Khan Muhammad	CCN	Field	GIS Survey Engineer	T	May-04-12	Sep-13
36	Ali Raza Khan	CCN	Field	GIS Survey Engineer	T	May-02-12	Sep-13
37	Hafiz Hammad-ur-Rehman	CCN	Field	Data Entry Operator	T	Jul-27-11	Sep-13
38	Mulazim Hussain	CCN	Field	Data Entry Operator	T	Dec-19-11	Sep-13
39	Muhammad Ashraf Tahir	CCN	Field	Supervisor	T	Mar-01-12	Dec-12
40	Atif Khushi	CCN	Field	Supervisor	T	Mar-01-12	Dec-12
41	Muhammad Azeem Khan	CCN	Field	Enumerator	T	Mar-01-12	Dec-12
42	Atteeq-ur-Rehman	CCN	Field	Enumerator	T	Apr-02-12	Dec-12
43	Aamir Abbas	CCN	Field	Enumerator	T	May-21-12	Dec-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)
44	Abid Ali	CCN	Field	Enumerator	T	Apr-18-12	Dec-12
45	Ashraf ur Rehman	CCN	Field	Enumerator	T	Aug-06-12	Dec-12
46	Junaid Zaman	CCN	Field	Enumerator	T	Aug-06-12	Oct-24-12
47	Abdul Gaffar	CCN	Field	Enumerator	T	Aug-06-12	Oct-24-12
48	Asfand Yaar	CCN	Field	Enumerator	T	Aug-06-12	Oct-11-12
49	Hadayat Ur Rehman	CCN	Field	Enumerator	T	Aug-06-12	Oct-24-12
50	Salman Khan	CCN	Field	Enumerator	T	Aug-06-12	Oct-24-12
51	Muhammad Ilyas	CCN	Field	Enumerator	T	Aug-06-12	Oct-24-12
52	Aziz Ur Rehman	CCN	Field	Enumerator	T	Aug-23-12	Oct-24-12
53	Qazi Noor Ul Wahab	CCN	Field	Enumerator	T	Aug-09-12	Oct-24-12
54	Atta Ullah	CCN	Field	Enumerator	T	Aug-16-12	Oct-24-12
55	Junaid Iqbal	CCN	Field	Data Entry Operator	T	Feb-06-12	Dec-12
56	Muhammad Umair Hafeez	CCN	Field	Date Entry Operator	T	Mar-26-12	Dec-12
57	Shahzad Saeed	CCN	Field	Date Entry Operator	T	Mar-27-12	Dec-12
58	Ubaid-ur-Rehman	CCN	Field	Date Entry Operator	T	May-18-12	Dec-12
59	Muhammad Akram	CCN	Field	Data Assistant	T	Nov-25-11	Sep-13
60	Nasir Mehmood	CCN	Field	Project Coordinator	T	Aug-08-11	Sep-13
61	Muhammad Saeed	CCN	Field	Test Inspector	T	Aug-09-11	Sep-13
62	Abdul Malik Sabir	CCN	Field	Tubewell Auditor	T	Sep-17-12	Sep-13
63	Niaz Hussain Naz	CCN	Field	Location Manager Multan	T	Sep-17-12	Sep-13
64	Abdul Qayyom	CCN	Field	Tubewell Auditor	T	Sep-17-12	Sep-13
65	Muhammad Zahid	CCN	Field	Tubewell Auditor	T	Sep-17-12	Sep-13
66	Zeeshan Shabbir	CCN	Field	Tubewell Auditor	T	Sep-17-12	Sep-13
67	Ahmad Naeem	CCN	Field	Tubewell Auditor	T	Sep-17-12	Sep-13
68	Muhammad Salman Khan	CCN	Field	Tubewell Auditor	T	Sep-17-12	Sep-13
69	Muhammad Shahid	CCN	Field	Tubewell Auditor	T	Sep-17-12	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)
70	Muhammad Ali Tahir	CCN	Field	Tubewell Auditor	T	Sep-17-12	Sep-13
71	Aadil Naveed	CCN	Field	Industrial Auditor	T	Sep-17-12	Sep-13
72	Zeeshan Jawad	CCN	Field	Industrial Auditor	T	Sep-17-12	Sep-13
73	Imtiaz Akbar Khan	CCN	Field	Industrial Auditor	T	Sep-17-12	Sep-13
74	Hafiz Muhammad Usman Aslam	CCN	Field	Industrial Auditor	T	Sep-17-12	Sep-13
75	Muhammad Waseem	CCN	Field	Industrial Auditor	T	Sep-17-12	Sep-13
76	Abdul Wahab	CCN	Field	Industrial Audit Technician	T	Sep-17-12	Sep-13
77	Hafiz Aman Ullah	CCN	Field	Industrial Audit Technician	T	Sep-17-12	Sep-13
78	Iftikhar Hussain	CCN	Field	Industrial Audit Technician	T	Sep-17-12	Sep-13
79	Muhammad Hussain	CCN	Field	Industrial Audit Technician	T	Sep-17-12	Sep-13
80	Tauseef Gill	CCN	Field	Industrial Audit Technician	T	Sep-17-12	Sep-13
81	Muhammad Yousaf	CCN	Field	Technician	T	Sep-17-12	Sep-13
82	Sultan Ahmad	CCN	Field	Technician	T	Sep-17-12	Sep-13
83	Amjad Hussain	CCN	Field	Technician	T	Sep-17-12	Sep-13
84	Jaffar Khan	CCN	Field	Technician	T	Sep-17-12	Sep-13
85	Mukaram Javed	CCN	Field	Technician	T	Sep-17-12	Sep-13
86	Umair Ghafoor	CCN	Field	Technician	T	Sep-17-12	Sep-13
87	Fazal-e-Hadi	CCN	Field	Technician	T	Sep-17-12	Sep-13
88	Muhammad Ayub Iqbal	CCN	Field	Technician	T	Sep-17-12	Sep-13
89	Muhammad Nasir	CCN	Field	Technician	T	Sep-17-12	Sep-13
90	Tayyab Tariq	CCN	Field	Research & Data Analyst	T	Sep-17-12	Sep-13
91	Sagheer Bhatti	CCN	Field	Research & Data Analyst	T	Sep-17-12	Sep-13
92	Muhammad Armughan	CCN	Field	Tubewell Sizing Engineers	T	Sep-17-12	Sep-13
93	Muhammad Umer Kamal	CCN	Field	Tubewell Sizing Engineers	T	Sep-17-12	Sep-13
94	Awais Qadir	CCN	Field	Sr. Technical Manager	T	Sep-17-12	Sep-13
95	Abdul Rehman	CCN	Field	Sr. Tubewell Manager	T	Sep-17-12	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)
96	Qazi Sabir	CCN	Field	Assistant General Manager	T	Sep-17-12	Sep-13
97	Imran Malik	CCN	Field	Assistant General Manager	T	Sep-17-12	Sep-13
98	Aijaz Butt	CCN	Field	General Manager	T	Sep-17-12	Sep-13
99	Omar M. Malik	CCN	Field	Deputy Chief of Party	T	Sep-17-12	Sep-13
100	Ghulam Mohammad	CCN	Field	DISCO Coordination Officer	T	Sep-17-12	Sep-13
101	Abdul Hafeez Nagi	CCN	Field	DISCO Coordination Officer	T	Sep-17-12	Sep-13
102	Rana Akhtar Hussain	CCN	Field	DISCO Coordination Officer	T	Sep-17-12	Sep-13
103	Khalid Masood	CCN	Field	DISCO Coordination Officer	T	Sep-17-12	Sep-13
104	Abdul Jabbar Khan	CCN	Field	DISCO Coordination Officer	T	Sep-17-12	Sep-13
105	Rana Anwar ul Hassan	CCN	Field	DISCO Coordination Officer	T	Sep-17-12	Sep-13
106	Asrar Hussain Zaidi	CCN	Field	Senior Technical Advisor Industrial Pumps & Motors	T	Sep-17-12	Sep-13
107	Farrukh Aziz	CCN	Field	Senior Technical Advisor Industrial Pumps & Motors	T	Sep-17-12	Sep-13
Subcontractor: Hassan Kaunain Nafees							
1	Jaffar Sibtain	CCN	Islamabad	Senior Associate	T	Oct-10-11	Sep-16-12
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		
4	Khizer Hayat	CCN	As above	Civil/Design Engineer	T	Aug-01-12	
5	Muhammad Qasim	CCN	As above	Commercial Operation Specialist	T	Aug-01-12	

	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)
6	Faran Sadiq	CCN	As above	Process Analyst	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	Jul-17-12
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
12	Siab Ahmad	CCN	Islamabad	HR and Change Management Team Member	A	Apr-16-12	Sep-15-12
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

	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)
15	Farrukh Mushtaq	CCN	Islamabad	Commercial Operations Team Member	T	Jun-27-12	Sep-27-12
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
18	Huma Cheema	CCN	Islamabad	HR & Change Management Team Member	T	Sep-10-12	Sep-16-13
19	Abu Sufyan	CCN	Islamabad	Application Developer	T	Nov-30-11	Sep-16-13
20	Arshad Mehmood	CCN	Islamabad	Billing System Specialist	T	Nov-30-11	Sep-16-13
21	Nadeem Ameer	CCN	Islamabad	Application Developer	T	Nov-30-11	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 PDP’s assistance through the assigned distribution and legal experts to achieve this goal.</p> <p>RESULTS TO DATE</p> <p>July: PDP advisors were able to schedule the PEPCO Annual General Meeting on the final day of the month. Shareholders voted on the closing down process.</p> <p>August: PEPCO shareholders passed a resolution to close down. PDP advisors assisted the ministry in the completion of the process.</p> <p>September: PDP advisors helped the MWP to identify a liquidator and move along the process of winding down PEPCO.</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>July: Assisted the MWP and DISCO Chairmen to support cooperation and communication between the power sector policy makers.</p> <p>August: The Governance Team facilitated corporate strategic training at MEPCO for BODS and senior management.</p> <p>September: PDP facilitated corporate strategic training at IESCO and</p>

		<p>GEPCO for BODs and senior management. Assisted MWP and DISCO Chairmen to support cooperation and communication between the power sector policy makers.</p> <p>FUTURE RESULTS: Complete DISCO strategic development for the remaining DISCOs.</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>July: PDP advisors conducted an analysis on the MWP's request for lifeline consumers. PDP's advisors prepared a number of documents to assist the Secretary's understanding of the legal issues. Advisors have also started working with NEPRA as per the MWP's request to analyze the distribution margins of DISCOs.</p> <p>August: PDP advisors prepared a document on smart metering and prepaid metering systems to assist in timely payments to the DISCOs from government agencies.</p> <p>September: PDP advisors (Power Cell) assisted the Special Secretary to analyze DISCO receivables and collections.</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>July: PDP provided the MWP with a video conferencing system for the power sector.</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>

5.	CREATION OF CPPA	<p>NEED: To create an independent CPPA as part of power sector reform.</p> <p>RESULTS TO DATE</p> <p>September: PDP advisors detailed the steps required to move forward with this company and keep momentum of the power sector reform process.</p> <p>FUTURE RESULTS: Creation completed.</p> <p>KPIs IMPACTED: All Governance.</p> <p>STATUS UPDATE: Current LOP will continue through to CPPA creation. This is expected by the end of 2012.</p>
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2. COMMERCIAL		
#	Activity	Description / Results to Date / Future Results
6.	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>July: CIS application development progressed during the month and a CIS health check was done by an outside IT company to identify gaps. The creation of test cases was initiated.</p> <p>August: CIS application development continued. The first of the three IT capacity building trainings on the Java programming language was conducted for 16 programmers from PITC, MEPCO, HESCO and PESCO. Two generator sets were installed at MEPCO, one at the computer center and the second at the Bosan Road subdivision.</p> <p>September: CIS application development concluded. The second capacity building training on the Java programming language was held for the 16 programmers of PITC, MEPCO, HESCO and PESCO. Approximately 4,000 test cases for the CIS application were created.</p> <p>FUTURE RESULTS: Integration testing and accelerated parallel testing is scheduled to be completed in October. Simultaneous runs of old and new systems are scheduled for November and December 2012. Commercial procedure processes will be developed in December. Continuation of the parallel run with automated commercial procedures is scheduled for January and February 2013 and the date for going live is March 1, 2013.</p> <p>KPIs IMPACTED: Increased revenue and reduced non-technical loss</p>

		<p>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>
7.	<p>INTEGRATED COMMERCIAL OFFICE</p>	<p>NEED: Integrating and automating core commercial functions 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>July: MEPCO began its process to hire a contractor for Civil and Electrical works as per PDP's renovation plan. Site activity commenced at the end of the month.</p> <p>August: The MEPCO contractor continued renovation work. The Commercial Team finalized the interior design for the Customer Service Center at MEPCO and started working on the renovation plan for PESCO's Kohat Road subdivision. The commercial procedures improvement activity started with stakeholder briefing.</p> <p>September: The MEPCO contractor completed the Civil and Electrical works. The Commercial Team prepared the furniture layout and started preparing working drawings for the Customer Service Center. Under process improvement, the new connection process was analyzed in detail. Data was collected through customer and staff interviews, and by analyzing customer files. An improved workflow-based new connection process was designed in collaboration with the MEPCO Team.</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 December. The procurement of material for MEPCO's ICO building will be initiated by PDP in October. Moreover, the layout for PESCO and HESCO's ICO buildings will be finalized and work will commence later this year. Process improvement will be completed by December.</p> <p>KPIs IMPACTED: Increased revenue and reduced non-technical loss, including theft.</p> <p>STATUS UPDATE: The MEPCO contractor has completed its portion of work. The procurement of computer hardware was completed and delivered and the procurement of furniture and fixtures for the ICO building has been initiated.</p> <p>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 HESCO and PESCO will be ready by February 2013. Procedure improvement for CIS operations began this quarter and will be completed in December.</p>

8.	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>July: Consumer census was completed at the Bosan Road subdivision; 36,500 consumers were enumerated. The Census Team started locating missing reference numbers and untraceable numbers.</p> <p>August: The Commercial Team compiled the observations report and discussed remedial action with MEPCO commercial management. A corrective actions methodology was prepared by PDP and finalized with MEPCO. A joint field verifications team was put together to verify and initiate corrective actions.</p> <p>September: Census corrective actions work started with focus on high revenue discrepancies. Four batches were completed by the end of the month. The team verified 37 tariff cases and other discrepancies including defective meters, serial numbers mismatch etc.</p> <p>FUTURE RESULTS: Corrective action work will be completed in December 2012. HESCO's census work will commence in November and will be completed by the end of January 2013.</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 38,000 consumers enumerated. PESCO's consumer census is 70% complete.</p>
9.	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>During this quarter the discrepancies continuously identified in PESCO were removed. Consequently, customer complaints reduced from 2,221 in 2011 to 191 this year. A total of 2,094 meters were replaced and 0.39 MKWh units were recovered from 336 detected theft cases.</p> <p>In MEPCO, IMR implementation started in the Gulghasht subdivision. A total of 2.49 MKWh units were recovered from under-billed customers and from 384 detected theft cases. The customer billing complaints reduced by about 65% in comparison with the same quarter in 2011.</p> <p>In GEPCO, preliminary work for IMR implementation was completed.</p> <p>FUTURE RESULTS: IMR implementation at PESCO will continue at the Sikandarpura subdivision. In MEPCO, the company requested that IMR be extended to the Hasanabad subdivision after finding the results from the IMR implementation at the Gulgasht subdivision satisfactory. IMR implementation is likely to begin at the GEPCO's Model Town subdivision during the next quarter. FESCO is also expecting early implementation of IMR to begin in December at the People's Colony subdivision.</p> <p>KPIs IMPACTED: Reduced non-technical losses including theft,</p>

		<p>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 with installation underway. We have a similar commitment from other DISCOs, with implementation to start at GEPCO in January 2013; LESCO on February 1, 2013; HESCO on March 1, 2013; FESCO on December 1, 2012. PDP's role in the future will be to facilitate each DISCO in scaling these activities across all DISCOs.</p>
10.	IMPLEMENTATION OF HANDHELD UNITS (HHU)	<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>July: PITC started working on a software technical specifications document based on the User Requirements Document prepared by PDP in consultation with MEPCO and PESCO's commercial management.</p> <p>August: PITC's software development team began development work for both HHU and PC applications based on the software technical specifications.</p> <p>September: Software development work was completed and field testing of the HHU hardware and software carried out at IESCO subdivisions.</p> <p>FUTURE RESULTS: IESCO and MEPCO requested PDP to start HHU implementation in one subdivision for each DISCO. PDP has planned to start parallel meter reading with HHU in November for IESCO and in December for MEPCO.</p> <p>KPIs IMPACTED: Increased revenue and reduced non-technical loss, including theft.</p> <p>STATUS UPDATE: The HHUs' activity has completed the development phase and is currently under field testing with DISCOs. The HHU will go in parallel starting from November in IESCO and in December for MEPCO.</p>

3. FINANCIAL		
#	Activity	Description / Results to Date / Future Results
11.	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. 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>July: PDP began its effort to meet with all DISCO BOD Audit Committee(s) to educate, inform and discuss proposed changes resulting from the new Internal Audit manual and co-sourcing. There has been unanimous and enthusiastic support amongst the Committees for the adoption and approval of the proposed changes. Adoption of the new Internal Audit manual and the approval of co-sourcing require formal action by the full BOD based on a recommendation by the Committees.</p> <p>August: PDP completed its effort to meet with all DISCO BOD Audit Committees and four of the nine BODs have formally adopted the Internal Audit manual and approved co-sourcing. Implementation planning meetings were scheduled following BOD action. Internal Audit manual orientation training for the Committees and Internal Audit management staff was completed at MEPCO and begun at LESCO and PESCO.</p> <p>September: Five of nine DISCO BODs have formally adopted the new Internal Audit manual and approved co-sourcing. Implementation planning meetings with the Committees were conducted and the PDP co-sourcing partner deployed.</p> <p>FUTURE RESULTS: The following results are anticipated by the end of the next quarter for all DISCOs: BODs' adoption of the Internal Audit manual and approval of co-sourcing, implementation planning meetings conducted with the Committees, Internal Audit manual orientation training meetings will either be completed or be in progress and the co-sourcing partner will be deployed.</p> <p>KPIs IMPACTED: All commercial, financial and governance.</p>
12.	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>July: PDP has successfully implemented and installed the ten-year financial forecast model and trained financial management staff at all nine DISCOs.</p> <p>August: DISCO staff populated the financial forecast model and became familiar with its capabilities.</p> <p>September: Enhancements were requested by IESCO to the financial forecast manual have been made and the revised model will be presented to all DISCOs.</p> <p>FUTURE RESULTS: Implementation of the model and DISCO staff training has been completed. The model will be used as a tool to</p>

		<p>accommodate DISCO business planning, annual budgeting and tariff petition filing for NEPRA. PDP has now moved into the monitoring and technical assistance phase of the project.</p> <p>KPIs IMPACTED: Financial.</p> <p>STATUS UPDATE: The DISCO Business Plan (ten-year financial forecast model) project is in its final stages. The financial model has been completed and handed over to DISCO counterparts and training provided. PDP's role in the future will be to provide technical assistance via telephone support for one year.</p>
13.	<p>DISCO ACCOUNTING MANUAL AND PROCEDURES UPDATE</p>	<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>July: PDP is working with the DISCO Steering Committee of Financial Directors (FDs) to finalize the current and desired state sections of the revised and updated accounting manuals.</p> <p>August: PDP is working with the DISCO Committee of FDs to help refine their efforts regarding how its current state and desired state business practices should be presented in each DISCO's respective manual. PDP is making visits to review, discuss and finalize the inputs of the DISCO Committee of FDs.</p> <p>September: PDP is working with the DISCO Committee of FDs to help refine their efforts regarding how its current and desired business practices should be presented in each DISCO's respective manual. PDP visited certain DISCOs to review, discuss and finalize input from the DISCO Committee of FDs.</p> <p>FUTURE RESULTS: The DISCO Accounting Manual and Procedures Update project will be completed in mid-January, 2013. This manual will provide a roadmap to DISCO FDs for optimizing their accounting and financial business processes and will 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>
14.	<p>PROGRAM TO RECOVER TRADE DEBT RECEIVABLES</p>	<p>NEED: DISCOs have a tremendous backlog of uncollected receivables, equivalent of up to 750 days billing in some cases. These receivables known as "trade debt receivables" have two sources – government and private. PDP's assistance is needed to improve these debts, currently severely impacting the GOP's circular debt problem. Government agencies contribute the most to with the Sindh provincial government which owes HESCO approximately \$300 million, being the worst. A primary issue in Sindh is reportedly a lack of confidence in HESCO's billing.</p>

		<p>RESULTS TO DATE</p> <p>July: Punjab Cooperative Bank (PCB) reviewed and provided final comments to MEPCO on the agreement to perform a feasibility collection effort of certain private consumer trade debt receivables. 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>August: PDP facilitated a separate feasibility collection effort between HESCO and Trust Investment Bank (TIB) for the collection of trade debt receivables.</p> <p>September: HESCO’s senior management prepared a presentation for the BOD’s approval of the collection effort feasibility agreement with TIB.</p> <p>FUTURE RESULTS: The feasibility collection effort agreement between MEPCO and PCB, and HESCO and TIB is expected to be finalized and approved soon. 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 at both MEPCO and HESCO 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>
15.	<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>July: PDP successfully completed and delivered the ERP documentation manual to DISCOs at a workshop held in Islamabad. The manual provides DISCOs with a business blueprint for automating their business into a single integrated platform.</p> <p>August: PDP has now moved into the advisory and technical assistance phase of the project. At FESCO’s request, PDP served as a member of FESCO’s ERP Committee.</p> <p>September: At a meeting with the IESCO BOD, the BOD requested PDP to provide technical assistance in the preparation of an RFP for ERP which PDP confirmed of delivering in November. As a member of the FESCO Committee, PDP participated in a meeting to discuss the ERP’s implementation strategy and how it should be presented to the FESCO BOD.</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</p>

	counterparts. PDP's role in the future will be to provide advisory services on an intermittent basis in response to ad hoc requests.
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4. COST OF SERVICE AND TARIFF DESIGN

#	Activity	Description / Results to Date / Future Results
16.	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>July: A CoS study is currently underway for IESCO. A spreadsheet-based CoS model and user manual have been completed and training workshops held to train DISCO personnel on using the model. The model was fully populated with actual data from IESCO.</p> <p>August: Financial and operational data was collected for use in the model. Load data from all feeders of IESCO was compiled and used for cost allocation purposes.</p> <p>September: Assistance was provided in completing, reviewing and finalizing the report on the power sector's circular debt problem. Meeting were also held with NEPRA do discuss potential areas of assistance. A number of areas were identified and work begun on priority areas.</p> <p>FUTURE RESULTS: The CoS model will be used as a tool to determine actual cost of service for each customer category, which will help NEPRA rationalize tariffs. IESCO's CoS study will be completed in Component 2 whereas the CoS studies for the remaining DISCOs will be carried out in Component 3.</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
17.	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 repair.</p> <p>RESULTS TO DATE</p> <p>July: PDP completed a new basic design for replacing faulty materials and improving meter repair. Based on this design, procurement was initiated for materials to carry out improvements in LESCO, PESCO and FESCO. Equipment and material orders were issued for the required service cables and fixing materials. These performance improvement projects are based on the successful earlier replacement and repair of meters on LESCO's Nargis feeder.</p> <p>August: The 19,000 new electronic meters arrived from China. Vendor pre-delivery instructions were carried out for fixing materials. The installation contracts were received and evaluated. Bidder response was poor. Material deliveries began being received.</p> <p>September: The balance of meter repair materials arrived and installation arrangements were finalized for LESCO and PESCO. Kickoff meetings were held with LESCO and PESCO management and materials were released from the storehouse to enable construction. FESCO provided PDP with offices for the project installation team in Faisalabad.</p> <p>FUTURE RESULTS: A total of 38,000 customers will have their meters repaired with approximately 30,000 new meters installed.</p> <p>KPIs IMPACTED: Increased revenue. It is forecast that revenues in the reworked areas will increase by 10%.</p> <p>OTHER AREAS INVOLVED: Engineering.</p> <p>STATUS UPDATE: Meter repair and defective meter replacement is underway in LESCO and PESCO. FESCO installation contract is still pending but is anticipated to begin in late October. The work will continue through May 2013.</p>
18.	LT POWER FACTOR IMPROVEMENT – MEPCO, LESCO, IESCO and FESCO	<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>July: Tubewell power factor improvements continued in July at selected DISCOs with assistance from PDP. LT capacitors provided by both PDP and the DISCOs were installed on rural tubewell feeders. Progress was delayed due to severe load shedding.</p> <p>August: Tubewell power factor improvements continued through August at the four DISCOs with assistance from PDP. LT capacitors provided by both PDP and the DISCOs were installed on rural tubewell feeders.</p>

		<p>Progress was delayed due to severe load shedding.</p> <p>September: Tubewell power factor improvements continued with assistance from PDP with LT capacitors provided by both PDP and DISCOs installed on rural tubewell feeders.</p> <p>FUTURE RESULTS: PDP will continue to monitor the installation of MEPCO's tubewell capacitors and provide technical assistance as needed.</p> <p>KPIs IMPACTED: Reduced demand on the DISCO systems, 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 1,670 capacitors have been installed, reducing system demand by 6.8 Mega Volt Ampere. PDP is purchasing additional capacitors for installation in these DISCOs by September 2013.</p>
19.	POWER FACTOR IMPROVEMENT ENERCON STUDY FOR SMALL INDUSTRIAL CUSTOMERS	<p>NEED: To assess the potential benefits from power factor correction on small industrial and commercial customers and seek donor support if good benefits are available.</p> <p>RESULTS TO DATE</p> <p>July: 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; Enercon is preparing the supporting final report.</p> <p>August: Several meetings had to be postponed due to security concerns. Enercon continued to develop their study based on field investigations which PDP assisted in.</p> <p>September: The primary focus of Enercon's study is to improve the power factor by installation switched capacitor banks for small and medium industrial customers.</p> <p>FUTURE RESULTS: Enercon will seek donor support for power factor improvements with focus on FESCO.</p> <p>KPIs IMPACTED: Reduced demand on the FESCO system, reduced losses, improved voltage, greater reliability, increased customer satisfaction.</p> <p>STATUS UPDATE: The Enercon study concentrates on power loom customers with multiple small motors, which they have discussed with the United Nations Development Program but no project support has emerged. Enercon intends to continue their study in other DISCOs and have requested PDP to provide them with power analyzer equipment.</p>
20.	DISCO HT POWER FACTOR IMPROVEMENT	<p>NEED: To improve the HT power factor across all nine DISCOs.</p> <p>RESULTS TO DATE</p>

		<p>July: PDP continued coordination with DISCOs on their efforts to replace or reinstate all 11 KV HT capacitors. An audit of grid stations to confirm reported activity and its impact continued, including an inspection of capacitor bank racks and equipment.</p> <p>August: The audit continued. Each grid substation was visited.</p> <p>September: The audit continued with coordination with DISCOs to determine their reported impact. Preliminary analysis indicated that the reported impact on demand reduction is reasonably accurate.</p> <p>FUTURE RESULTS: PDP is committed to completing the audit on all HT capacitor installations to verify power factor improvement reports by the end of 2012. Mounting rack inspections are included.</p> <p>KPIs IMPACTED: Reduced demand on DISCO systems, reduced losses, improved voltage, greater reliability, increased customer satisfaction.</p> <p>STATUS UPDATE: HT capacitor power factor improvement activity continues. PDP is auditing the reported improvements and inspecting HT capacitor racks which require maintenance by the end of 2012. The HT capacitor repair / replacement work is expected to continue through summer 2013.</p>
21.	<p>GIS SURVEY AND ENGINEERING ANALYSIS USING GIS SURVEY DATA</p>	<p>NEED: DISCOs need to be assisted in developing distribution system GIS geo-databases to accurately represent their systems and provide the requisite data for building distribution system engineering analysis models and maps.</p> <p>RESULTS TO DATE</p> <p>July: Each of the 20 DISCO attendees to the GIS introductory training was provided their own copy of the ArcGIS software to use during and after the course. PDP ordered GPS equipment and began training DISCO personnel in collection of field information for construction of feeder databases. Coordination for space allocations for the engineering computer centers continued with each DISCO.</p> <p>August: IESCO requested that PDP conduct GIS mapping of an entire division and Gujjar Khan in Jhelum Circle was selected for this purpose. This is an 86,000 customer area with 14 feeders. IESCO supplied 20 personnel for training and in less than 30 days, the entire division was mapped with active participation of other divisions and even other Circles. Again, an eagerness to learn new technologies as experienced.</p> <p>September: All GIS data collected by PDP was transferred to DISCO computers enabling DISCOs to, for the first time, print accurate maps and allowing engineers who received GIS training to continue to develop their skills using the new GIS software provided by PDP. Data from 138 feeders has now been transferred and the maps are having a positive effect in the subdivisions. The GIS Team commenced mapping of GEPCO's Tatlay Aali subdivision.</p> <p>FUTURE RESULTS: PDP will continue providing GIS mapping for subdivisions in IESCO and SEPCO. The DISCOs are being approached to</p>

		<p>identify divisions with a substantial need for upgrading or improvements and PDP will work with DISCO planning personnel to teach them with how to use the new tools to create optimum solutions to real problems. Workshops and coaching in how to perform field data collection and record it into the GIS geo-database will also be held.</p> <p>KPIs IMPACTED: Distribution losses, aggregated technical and commercial losses, project cost reduction.</p> <p>STATUS UPDATE: Initial GIS field survey will be completed for all DISCOs by January 2013. PDP received assistance from DISCOs in using GIS software to build the GIS geo-database and to apply the new software to solve real problems.</p>
22.	<p>FEEDER OPTIMIZATION AT LESCO, PESCO, FESCO AND HESCO</p>	<p>NEED: Severely congested areas of 11KV distribution in the noted DISCOs 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>July: The Project Design Team continued to develop design solutions for the subject areas, working to identify standard techniques to solve similar problems in all locations.</p> <p>August: Material and equipment specifications and quantities were determined and requests for procurement prepared.</p> <p>September: Procurement requests for the material were issued for bid. Work continues to finalize the technical scope of work for the installation contract(s).</p> <p>FUTURE RESULTS: Loss reduction, increased revenue, 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 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>

23.	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>July: PDP worked with each of the nine DISCOs to select at least two high potential planning engineers for a one-week introductory GIS raining course held at the LESCO IT training center. All 20 selected engineers attended and great interest was shown in the new technology. Computer equipment required to establish an engineering computer center in each DISCO was determined and an order placed.</p> <p>August: PDP followed up on the GIS training with all DISCOs. All PDP-generated GIS databases for 138 feeders were handed over to the DISCOs and sites for engineering computer centers were developed. DISCO planning focal personnel were identified and progress was made in establishing Power Quality Monitoring cells.</p> <p>September: The PDP Planning and Engineering Team continued working with DISCO engineering management to establish computer centers for the new equipment.</p> <p>FUTURE RESULTS:</p> <p>The week-long vendor training of a minimum of 20 engineers on the use of the new SynerGEE engineering analysis software will take place in early October. During October and November, a new engineering computer center will be established in each DISCO. Each center will be provided new computers, printers and a plotter and staffed by vendor-trained engineers in both ArcGIS and SynerGEE licensed software. DSICOs will have the capacity to establish and maintain a GIS geo-database in addition to tools and trained personnel to use the database to create optimum, cost-effective plans. This is expected to reduce their annual costs for system augmentation projects by 10-15%.</p> <p>Six of the nine DISCOs have taken action to establish and staff a Power Quality Monitoring cell within their engineering departments, and these cells will continuously monitor and initiate performance improvement actions where required.</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 has selected engineers for both GIS and engineering analysis and provided extensive training. PDP is providing hardware and software which includes all nine DISCOs. In collaboration with the DISCOs, space has been allocated which includes 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>
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24.	COMMITTEE FOR STANDARDS REVIEW	<p>NEED: DISCOs use old legacy standards, many of which have not been updated in up to 40 years. There are no standards for the new procedures and equipment being provided by PDP on demonstration projects such as spacer cable, installation of AMR systems, low loss transformers, congested area strategies etc. DISCOs improvise situations where the standards in the outdated NTDC-generated book in use for equipment / construction do not apply.</p> <p>RESULTS TO DATE</p> <p>July: The fourth 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 Engineering Team’s senior consultant once again presented a proposed standard for improved efficiency low loss transformers. PDP also made a very effective presentation on lineman safety, including equipment and tools. PDP completed conversions of the old manual standard drawings to electronic format.</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: Several issues which were discussed at the last meeting are under investigation, namely hot stick standards and safety, and a pilot project to demonstrate reduced loss transformer manufacture. Operational policies are being promulgated to identify policies and procedures for a revised formal review and approval of standards. These meetings will continue.</p>
25.	AUTOMATIC METER READING (AMR) FOR HESCO, LESCO, MEPCO, PESCO AND IESCO	<p>NEED: PDP 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>July: The AMR Procurement Team continued to work out technical and financial details.</p> <p>August: The Itron contract was awarded and work began to prepare for the final requirements design meeting.</p> <p>September: The first Itron design meeting to finalize technical requirements had to be postponed until early October due to security situations.</p> <p>FUTURE RESULTS: The AMR systems will install 16,357 full AMR meters and 6,619 Radio Frequency meters, a total of 22,976 meters at five</p>

		<p>DISCOs.</p> <p>KPIs IMPACTED: Commercial (non-technical) loss reduction, increased revenue and reduced theft.</p> <p>STATUS UPDATE: The AMR Factory Acceptance Test is scheduled for November and initial meters will be delivered in December 2012. All AMR meters are due to be delivered by March 31, 2013.</p>
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6. HUMAN RESOURCES & CHANGE MANAGEMENT		
#	Activity	Description / Results to Date / Future Results
26.	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>July: Safety training was provided to 16 and 24 linemen and trainers at PESCO and MEPCO respectively.</p> <p>September: At Rescue 1122, 26 trainers of PESCO and SEPCO and safety managers of all DISCOs were trained on First Aid and CPR.</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. In HESCO, 63% reduction in fatal and 69% reduction in non-fatal accidents was observed in nine months.</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>
27.	ORGANIZATIONAL ASSESSMENT & RESTRUCTURING AT MEPCO	<p>NEED: DISCOs are not aligned with the best industrial practices. Policies and procedures are from the legacy system and there is an urgent need to align the organizational structure along functional lines catering to business requirements. The project includes a revised organizational structure, job descriptions and KPIs, recruitment policy, safety and training function upgrade, health policy options, compensations and benefits study, and input to the Human Resource Information System (HRIS).</p> <p>RESULTS TO DATE</p>

		<p>July: The consultant’s team was mobilized and presentations made to the BOD and management for their go-ahead and commitment. A project management office was established in Multan.</p> <p>August: The inception report was submitted by the consultant covering different phases of the assignment and included the methodology for data collection and the way forward.</p> <p>September: A briefing session was held on the inception report which was attended by MEPCO’s management and approval committee. IESCO’s and PESCO’s HR staff also attended the briefing. The teams were asked to provide input on organizational and process changes for their areas that would be factored in the overall scheme.</p> <p>KPIs IMPACTED: Increased number of KPI driven systems.</p> <p>STATUS UPDATE: An assessment report and TORs for the HRIS are nearing completion.</p>
28.	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 DISCOs as an intervention.</p> <p>RESULTS TO DATE</p> <p>August: Tools and training aids were provided to HESCO and trainers were trained on how to use them in their future courses. PDP staff also assisted the HESCO RTC which has now resumed training of its line staff using its own resources. HESCO is committed to training the remaining 2,000 line staff in coming months.</p> <p>September: First Aid training including mannequins, spinal boards and First Aid kits were provided to the RTCs of LESCO and PESCO.</p> <p>FUTURE RESULTS: Distribute the procured equipment to DISCO RTCs.</p> <p>KPIs IMPACTED: Safety.</p> <p>STATUS UPDATE: Ninety-two linemen staff were trained.</p>
29.	LINEMAN APPRENTICESHIP PROGRAM	This activity is on hold until further notice.
30.	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>August: No new staff was seconded but one person was called back by MEPCO.</p> <p>September: One staff member joined and two were called back.</p> <p>FUTURE RESULTS: Two to three seconded staff members are expected</p>

		<p>to join PDP during the next quarter.</p> <p>STATUS UPDATE: This is an ongoing program that will continue through LOP. Twenty staff members are on board currently.</p>
31.	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>September: Utility Exchange Program (Engineering Distribution & Planning) was held during the month; ten delegates from eight DISCOS visited USA through this program.</p> <p>FUTURE RESULTS: Eight 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: Five exchange programs were completed in Turkey, South Africa, USA (two) and Australia. The logistics (visas, tickets etc.) for the Commercial Exchange Program from November 10-16, 2012 have been finalized. It is anticipated that the entire program will be completed by July 2013.</p>
32.	REVIEW AND DEVELOPMENT OF ORGANIZATIONAL, PROCESS AND PROCEDURE IMPROVEMENTS AT 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>July: Twenty line staff and four trainers were trained on line safety. A performance management system was launched at a PESCO subdivision.</p> <p>August: One hundred and seventy ungrounded were corrected on various feeders and the divisional operations room was made fully functional. Tool & Plant and transportation was provided to select subdivisions.</p> <p>September: The project was successfully completed and operations handed over to PESCO. The final reports were also prepared.</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 project has been closed with replication under consideration.</p>
33.	MANAGEMENT DEVELOPMENT PROGRAM	<p>NEED: The senior management of DISCOs need an introduction to modern management practices in order to understand how to run an organization efficiently in a professional, business-like manner.</p> <p>RESULTS TO DATE</p>

		<p>July: Three workshops were held on “Regulatory Environment & Governance” and were attended by 47 senior managers from all DISCOs and six representatives from NEPRA.</p> <p>September: The first of three workshops on “Leadership Excellence” was conducted. The participants included 20 senior managers from all DISCOs and six representatives from NEPRA.</p> <p>FUTURE RESULTS: Two more workshops on “Leadership Excellence” are planned for the next quarter.</p> <p>KPIs IMPACTED: Number of employees trained per function per tier.</p> <p>STATUS UPDATE: Ongoing activity, workshops and training sessions are planned through LOP.</p>
34.	TRAINING AND CAPACITY BUILDING	<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>July: The final two of five four-day orientation training programs on the new Internal Audit manual for MEPCO’s Internal Audit staff were completed. Improved work performance of the 101 staff members who received training is expected. The “Performance Improvement through Distribution Planning and Engineering Capacity Building” intervention was initiated and kicked off for all Chief Engineers. A one-week training program on GIS was also conducted at the LESCO IT Center.</p> <p>August: A four-day orientation training program on the Internal Audit manual was conducted for the Internal Audit management team at PESCO. The second batch of the Adult Learning Training of Trainers program was started with 15 participants from eight DISCOs, incorporating the development of Master Trainers.</p> <p>September: The orientation training for the Internal Audit manual was completed for all of PESCO’s Internal Audit staff with four sessions covering a total of 106 participants. Assistance was provided to the Engineering Team in support of five-day SynerGEE software training. The program was conducted in the last week of September at LESCO’s IT Center. The IT and multi-media equipment for all nine RTCs was received from the vendor with delivery of the equipment scheduled for early next quarter.</p> <p>FUTURE RESULTS: Design and development of curriculum materials for the following: Five-day program for Meter Readers and Customer Awareness / Customer Service, four-day program for Principles of Distribution Planning, two-day program for Modern HR Principles.</p>

		<p>Completion of the second session of the Adult learning Training of Trainers program and the graduation of four Master Trainers along with the delivery of Impact Meter Reading training at a second division in MEPCO are planned for the future.</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
35.	BASELINE SURVEY	<p>NEED: To obtain baseline data on the understanding of the audience on the role of power distribution companies, conservation practices and the key risks associated with PDP’s energy conservation campaign.</p> <p>RESULTS TO DATE</p> <p>Nationwide field work for the survey work was completed, the results of which will help inform PDP’s upcoming nationwide media campaign on power and energy conservation. Gallup Pakistan will present their findings to PDP in the last week of October.</p> <p>FUTURE RESULTS: The survey results will inform a nationwide media campaign to bring about a behavioral change among the general public, to make them understand their roles in improving the energy sector through active participation in the energy conservation campaign as well as in discouraging theft.</p> <p>KPIs IMPACTED: N/A</p> <p>STATUS UPDATE: Gallup Pakistan is compiling final results.</p>
36.	DOCUMENTARIES	<p>NEED: To create awareness among stakeholders and consumers about the USAID Power Distribution Program and its projects for DISCOs and the image building of DISCOs.</p> <p>RESULTS TO DATE</p> <p>Scripts for the corporate documentaries of MEPCO and FESCO were completed and shared with both DISCOs for their final approval. Documentaries on meter replacement, power factor correction improvement and linemen safety trainings were completed.</p> <p>FUTURE RESULTS: Corporate documentaries of DISCOs will air on TV channels for the image building of DISCOs.</p> <p>KPIs IMPACTED: Improvement in DISCOs’ image building and outreach.</p> <p>STATUS UPDATE: Work is in progress on documentaries for FESCO and MEPCO.</p>
37.	FULLY INTEGRATED	<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</p>

	INTERNET PORTAL	<p>affecting their performances, revenues and customer services.</p> <p>STATUS UPDATE: Expressions of interest were received from potential IT firms for the intranet and portal projects at PESCO and QESCO. A vendor will be finalized by the end of October to carry out a detailed feasibility study and implementation.</p>
38.	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: Refurbishment of the Integrated Commercial Communications and Outreach Office at MEPCO was completed along with the hiring of communications staff.</p>
39.	MEDIA EVENTS	<p>NEED: USAID has a long history of providing assistance to Pakistan. However despite some outstanding work there is a greater need for the publicity of USAID projects to keep the Pakistani public and Government informed regarding success stories and achievements.</p> <p>RESULTS TO DATE</p> <p>PDP continued to receive coverage for various interventions in the form of over 60 newspaper articles and 15 TV reports. These events included pumps replacement projects for the municipalities of Islamabad and Karachi; Utility Exchange Programs; USAID visits to DISCOs; installations of capacitors; meter reading trainings and linemen safety trainings.</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
40.	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</p>

		<p>care centers and computer centers. A need assessment survey, conducted by PDP, revealed that 99% of female employees need a basic day care facility in the vicinity of their work place.</p> <p>RESULTS TO DATE</p> <p>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 POs for other DISCOs to follow.</p>
41.	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</p> <p>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>

42.	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</p> <p>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>
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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.</p> <p>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 <u>approved with conditions</u>. Further revisions will take place after surveys in 2013 towards the end of project.</p>
Component 2 Deliverable 9	6.4.2.3.3.3	<p>An overall DISCOs-wide Revenue Management Improvement Strategy.</p> <p>Submitted to USAID; awaiting final approval.</p>

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)
DISCO candidate selection for Planning and Engineering training	July 1-11	Select best qualified candidates for vendor training in GIS and engineering analysis.	56 DISCO nominees from all nine DISCOs were interviewed; high potential personnel were selected.
Orientation training on new Internal Audit manual at MEPCO	July 2-5 / July 7-12	Orient internal audit staff to the various aspects of the new Internal Audit manual.	Two sessions with 47 participants as part of the five sessions provided to Internal Audit management and staff.
DISCO Chief Engineering (Planning and Engineering) workshop	July 3	To brief the DISCO Chief Engineers on the PDP Planning and Engineering Program.	All DISCOs provided enthusiastic commitment to provide support and full participation.
Fourth Distribution Standards Committee meeting in Lahore	July 5	Meeting with DISCO and NTDC to discuss common problems.	PDP identified hot stick safety and low efficiency transformer manufacturing demonstration as areas to investigate.
Consultation meeting with LESCO's CEO and senior management in Lahore	July 6	Review of PDP engineering projects in LESCO.	PDP agreed to carry out additional meter re-fixing in the Niaz Baig subdivision similar to the Nargis feeder. LESCO will provide new meters.
CSC site identification visit to HESCO	July 6	Infrastructure improvement project.	Consultation meeting with group of female employees along with visiting the site.

Event / Meeting	Date	Purpose	Outcome / Result Achieved
(a)	(b)	(d)	(e)
Meeting with FESCO BOD Audit Committee	July 7	Present the Internal Audit Optimization project initiative.	The BOD Audit Committee expressed its enthusiastic support and intent to adopt the new Internal Audit manual and approve co-sourcing.
Meeting with MEPCO BOD and management	July 10	Get buy-in from the BOD and management to start Organizational Assessment & Restructuring project.	BOD and management gave their go-ahead to start the project and committed their full support.
Meeting with QESCO BOD Audit Committee	July 10	Present the Internal Audit Optimization project initiative.	The BOD Audit Committee expressed its enthusiastic support and intent to support the new Internal Audit manual and approve co-sourcing.
Meeting with LESCO BOD Audit Committee	July 11	Present the Internal Audit Optimization project initiative.	The BOD Audit Committee expressed its enthusiastic support and intent to support the new Internal Audit manual and approve co-sourcing.
ERP Documentation Manual and Technical Assistance Workshop	July 13	Present DISCOs with an ERP Documentation Manual including a roadmap to ERP implementation.	Provided DISCOs with the documentation manual; held discussion on various implementation strategies.
GIS vendor training for DISCO engineers in the LESCO IT Training Center, Lahore	July 16-20	Week-long vendor training to introduce DISCO engineers to the new ArcGIS software.	All individuals provided personal training copies of ArcGIS software and trained by vendor professionals. Certificate award with USAID and media held at the event's conclusion.
Meeting with new FESCO CEO and focal person / conduct survey at the Garden Colony subdivision	July 18	Meet the new CEO and coordinate engineering activity with FESCO management. Visit the Garden Colony subdivision.	FESCO management allocated field office space to PDP. Meter project reviewed with Garden Colony subdivision staff on site. Full support of meter replacement project promised.

Event / Meeting	Date	Purpose	Outcome / Result Achieved
(a)	(b)	(d)	(e)
Meeting with GEPCO BOD Audit Committee	July 23	Present the Internal Audit Optimization project initiative.	The BOD Audit Committee expressed its enthusiastic support and intent to support the new Internal Audit manual and approve co-sourcing.
Meeting with Assessment Team of HT capacitors	July 23	Status of HT capacitor audit in all grid stations.	Discuss progress and details of the grid station's HT capacitor audit status. Audit will not be completed before December.
Meeting with PESCO BOD Audit Committee	July 24	Present the Internal Audit Optimization project initiative.	The BOD Audit Committee expressed its enthusiastic support and intent to support the new Internal Audit manual and approve co-sourcing.
Planning meeting with IESCO BOD Audit Committee	July 25	Plan the implementation details of the Internal Audit Optimization initiative.	Established dates, time and coordination for orientation training and co-sourcing deployment.
Power Factor Workshop at IESCO's Chakwal Circle for managers, engineers and supervisors	August 1	Provide requested power factor training to all IESCO Circle leadership and engineers.	50 Chakwal Circle managers, engineers and supervisors attended and were enthusiastic in their endorsement of the value of PF correction. This was followed by on-site lineman training.
DISCO GIS training follow up meetings at individual DISCOs	August 1-13	Post-GIS classroom training follow-up will help move the program forward.	DISCOs agreed to space allocations for engineering computer centers, nominated focal persons and agreed to PQM cell organization changes.
Meeting with HESCO CEO and focal person	August 2	HESCO AMR project coordination on illegal customer regularization.	CEO advised that the ABC insulated LT conductor has arrived and would be installed in Qasimabad by September 30 to curb illegal kunda connections.

Event / Meeting	Date	Purpose	Outcome / Result Achieved
(a)	(b)	(d)	(e)
Meeting with IESCO Chief Engineer (P&E) at IESCO	August 2	GIS mapping survey kickoff for Gujjar Khan division in Jhelum Circle.	IESCO committed to provide personnel to be trained in GIS field data collection during this survey – 20 were provided and mapping was completed in half the allotted time.
Meeting with AMR System Contractor Itron	August 3	Review the technical details of the final contract before award.	All issues cleared and AMR contract awarded on August 13.
Orientation training on new Internal Audit manual at PESCO	August 6-9	Orient Internal Audit management team on the various aspects of the new Internal Audit manual.	One session with seven participants.
Meeting on load shedding with PITC CEO and meter manufacturer MTI in Lahore	August 10	Inquiry regarding AMR metering contract by PITC.	Confirmed the PITC contract developed and demo meters in place in Chakwal and Jhelum grid stations of IESCO. Provided technical details to IESCO.
IMR implementation workshop at GEPCO	August 15-16	To provide step-by-step IMR implementation information for conducting revised meter reading documents, follow-ups and discrepancy procedures and computer processes.	The Commercial Team trained about 30 revenue officers, computer staff and subdivision staff including subdivision officers, meter reading supervisors, meter readers, meter reading and linemen superintendents.
Meter Reading Training at GEPCO	August 28-30	Conduct half-day training sessions on various types of electromechanical, 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, line superintendents and subdivision officers.

Event / Meeting	Date	Purpose	Outcome / Result Achieved
(a)	(b)	(d)	(e)
Meeting with Joint Secretary, Ministry of Finance (MOF)	August 29	Discuss MOF's request for USAID to fund a GOP subsidy audit of DISCOs.	PDP would consider the MOF's request.
Meeting with IESCO BOD	September 3	Update the BOD on the status of the financial management project.	BOD requested that PDP prepare an RFP for the ERP.
Orientation training on new Internal Audit manual at PESCO	September 3-6, 10-13, 17-20, 24-27	To orient internal audit staff to the various aspects of the new Internal Audit manual.	Four sessions with 105 participants in total.
IESCO strategic planning training	September 4	Corporate development of DISCO BODs and senior management.	Developed vision statements; prioritized strategic objectives, goals and action plans.
Second load shedding meeting with PITC CEO and meter manufacturer MTI in Lahore	September 5	Explore details of the PITC project for due diligence information on contract and technical capabilities of metering system.	PITC provided full disclosure and MTI confirmed the system can be adjusted to meet USAID objectives near real-time data to National Power Control Center and DISCO control rooms.
Meeting with HR Admin Director of HESCO and his team on Quick Impact Safety Training	September 6	Discuss improvement in the Quick Impact Safety Training provided by HESCO.	Able to bring change in the performance of HESCO's RTC to impart quality training to the 2,500 line staff.
MEPCO strategic planning training	September 6	Corporate development of DISCO BODs and senior management.	Developed vision statements; prioritized strategic objectives, goals and action plans.
Planning meeting with QESCO BOD Audit Committee	September 7	Plan the implementation details of the Internal Audit Process Optimization initiative.	Established dates, time and coordination for orientation training and co-sourcing initiative.

Event / Meeting	Date	Purpose	Outcome / Result Achieved
(a)	(b)	(d)	(e)
Meeting with MEPCO BOD Chairman Audit Committee and BDO	September 10	To discuss issues and concerns regarding co-sourcing to more effectively accomplish project objectives.	Identified and implemented key points to improve the co-sourcing initiative.
Capacitor training workshop at FESCO in Faisalabad	September 10	Provide power factor training to FESCO personnel.	FESCO was very receptive and interested to learn about the impact of power factor.
Consultation meeting with LESCO GM (Technical) and Chief Engineer (P&E) at LESCO's headquarters	September 11	Provide update on the progress of PDP engineering projects in LESCO and meet the new CEO.	LESCO is supporting of PDP in all areas. Engineering computer centers located and mobilization of the Niaz Baig meter re-fixing teams was agreed.
MWP-DISCO Chairmen meeting	September 13	Support cooperation and coordination between power sector policy makers.	Improved communication.
Coordination meeting with PESCO Chief Engineer (Operations)	September 13	Pre-mobilization meeting with PESCO management for coordination of the meter replacement project.	PESCO was highly cooperative. The details of project administration including material storage were cleared.
Power factor workshop at IESCO's Rawalpindi Circle for managers, engineers and supervisors	September 13	Provide requested power factor training to IESCO Circle leadership, engineers and supervisors, followed by lineman training in the field.	30 Rawalpindi Circle managers, engineers and supervisors attended the workshop and were enthusiastic in their endorsement of the value of PF correction.
Orientation briefing for the BOD Audit Committee on the new Internal Audit manual at PESCO	September 14	To provide an overview of the role and responsibilities of the Audit Committee with respect to the new Internal Audit manual.	One session with nine participants.
Meeting with FESCO's ERP Steering Committee	September 18	To participate in FESCO's ERP implementation strategy meeting.	Provided input to the FESCO ERP Steering Committee in the development of the DISCO's ERP implementation strategy.

Event / Meeting	Date	Purpose	Outcome / Result Achieved
(a)	(b)	(d)	(e)
GEPCO strategic planning training	September 24	Corporate development of DISCO BODs and senior management.	Developed vision statements; prioritized strategic objectives, goals and action plans.
Meeting with IESCO Additional DG IS	September 27	To discuss the ERP's RFQ questionnaire.	The Additional DG IS pledged to complete the questionnaire within three business days.
Working meeting with BOD committee, CEO and senior management of HESCO	September 27	Coordination with the HESCO BOD subcommittee for AMR.	BOD subcommittee committed to regularize illegal customers. CEO committed to finish ABC insulated LT conductor installation by the end of October.
Management Development Program Leadership Excellence Workshop	September 27-28	To understand the modern management practices needed to run an organization successfully and in a business-like manner.	Twenty second tier senior management staff attended and three from NEPRA attended.

6. PROBLEMS AND OBSTACLES

#	Problems/Obstacles/Issues	Steps Taken to Remedy Them
	(a)	(b)
1	The IMR (formerly Blind Meter Reading) process has identified that the baseline information of losses for DISCOs is not correct. The reason is that there is overbilling which will take a couple of months (and in some places longer) to correct. Loss reduction will not initially progress as fast as originally anticipated due to incorrect baselines.	PDP is encouraging DISCOs to address overbilling directly and verifying the results. Moreover, to mitigate the negative impact of overbilling, on PDP's request DISCOs are scanning the whole project area to replace old, damaged and tampered meters with new meters, reducing heights of meters to eliminate estimated building, providing credits to customers for overbilling and rectifying theft cases.
2	In some cases seconded staff from DISCOs have been ordered to return to their positions, causing a negative impact on project deliverables.	PDP continues to work with DISCO senior management and BODs to assure that seconded staff remain with the project.
3	Extended load shedding impacts the efficiency of tubewell capacitor installation due to the need for multiple visits.	PDP teams are working with the DISCOs to minimize load shedding on feeders where power factor work is in progress but to a certain extent this problem will persist until the need for load shedding is reduced.
4	DISCO transfer of PDP trained personnel without notice reduces the effectiveness of capacity-building efforts, particularly in the planning and engineering areas.	Engineering and Planning engineer trainees are carefully selected and PDP has obtained commitments from DISCO management that the selected trainees will be targeted to stay in the engineering program for at least three years. Inauguration of the individual DISCO P&E Computer Centers and introduction of new technology is raising the awareness of engineering planning as a desirable and important place to work.
5	HESCO was very slow in taking action to regularize illegal connections.	The HESCO BOD named a subcommittee for oversight of the AMR metering program. They have been made aware of the problem and periodic status meetings are being scheduled. Installation of ABC insulated LT cable is also in process to reduce illegal connections.

6	Poor cooperation from the MEPCO FD regarding handling of the “Program to Recover Trade Debt Receivables” feasibility collection effort agreement with PCB.	Reassigned responsibility for the program to MEPCO’s Commercial Director.
7	Risk of non-acceptance of revised / proposed organizational structure – MEPCO. Non-acceptance may also jeopardize the plans to treat MEPCO as a model for the turnaround and model DISCOs.	Stakeholder engagement, particularly at a higher level, MWP, will be required. Additionally, USAID’s intervention will be useful.
8	IESCO asked for engineering projects in replacement of communications.	Communications projects for IESCO were put on hold until further notice.

7. SECURITY RISKS

Security Risks	Steps Taken to Overcome Them	Progress
<p>The security situation in Pakistan remains volatile, specifically in Peshawar and Quetta. In addition, protests and riots related to poor power supply have increased. The most notable security concern was the wave of rioting in September against the anti-Islam film, that saw thousands on the streets of many towns, including Islamabad. With the advent of Mod #9 calling for more focus on PESCO as the Turnaround DISCO, the focus will turn to enhanced security measures for expats and CCN staff requiring to do business in Peshawar.</p>	<p>The program’s security systems continue to work well. During the anti-Islam film protests, all expats were ‘locked down’ in a central staff house, next to the Norwegian Embassy offering enhanced security in the safest part of F-6/2. Our security contractor, CTS, allocated additional CPOs on permanent standby to augment the standing security measures. In relation to PESCO, it is planned to establish a secure office complex to facilitate CCN and expat support to PESCO, and the security plan arrangements for expat movement to and from Peshawar will be applied in full.</p>	<p>The USAID Power Distribution Program Security Plan submitted to USAID in February 2011 was reviewed in February 2012 and again in April 2012. All expats have been re-issued and signed to certify they have read the plan.</p>

ANNEX A: COMMUNICATION

USAID promoting conservation of energy at homes, schools

STAFF REPORTER

ISLAMABAD—Homes and schools are among the largest consumers of electricity in Pakistan, and if children are engaged and involved in nationwide energy conservation, it would result in the reduction of load shedding and uninterrupted electricity to consumers. Energy consumption in everyday life results in environmental degradation and load shedding since energy is produced from coal, oil and natural gas. These non-renewable sources of energy millions of years in the making will eventually dry up if not conserved.

Pakistan has been passing through a grave electricity load-shedding crisis for the last several years which has resulted not only in frustration among the general public but has also imposed a variety of themes and styles from watercolors to oil paints and color pencils. Both English and Urdu medium schools were targeted to engage the maximum number of students in energy conservation campaigns, said Zia ur Rehman, Director of Communications at the USAID Power Distribution Program. "Such painting competitions will help motivate youngsters to play their role in a national cause; it goes without saying that there are thousands of schools out there to support such initiatives," he added.

US committed to Pakistan energy development

STAFF REPORTER

LAORE (DNA): The United States is strengthening Pakistan's energy sector and helping to end energy shortages. In this effort, Acting USAID Deputy Chief of Mission, Ms. Spence remarked, "The USAID Power Distribution Program organized the training in close collaboration with the Lahore Electric Supply Company. The four-year USAID Power Distribution Program is a testament to the United States' commitment to supporting Pakistan's energy sector through the Power Distribution Program. USAID is helping DISCOs modernize equipment, receive expert consultations, and introduce international best practices in ensure a more reliable supply of power to consumers."

Consolidating the participants Ms. Spence remarked, "The United States works with the public sector power distribution companies to improve their operations and reduce their losses, ultimately ensuring that consumers have a more reliable supply of power."

In addition to supporting improvements in the power distribution system, the United States is renovating and completing several power plants across the country and introducing energy efficiency measures in Pakistan.

USAID organises painting competition on energy conservation

RECORDED REPORT

PESHAWAR: Homes and schools are among the largest consumers of electricity in Pakistan, and if children are engaged and involved in nationwide energy conservation, it would result in the reduction of load shedding and uninterrupted electricity to consumers. Energy consumption in everyday life results in environmental degradation and load shedding since energy is produced from coal, oil and natural gas. These non-renewable sources of energy millions of years in the making will eventually dry up if not conserved.

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Painting competition among school students

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USIAD promoting energy-saving via paintings competition in schools

ISLAMABAD: A USAID's painting competition, launched to creatively promote energy conservation among school students, has received more than 5,000 entries from all over Pakistan.

More than 700,000 students also visited the programme's Facebook page which constantly engaged students regarding energy conservation.

Of the total 5,000 paintings received, the authorities has decided to shortlist top 50 paintings and reward students for their excellent work.

Aimed at participants between the ages of 8 and 17 years, the competition embraced a variety of themes and styles from water colours to oil paints and colour pencils, USAID announced here on Friday.

The programme was launched in June 2012 for students to help begin a dialogue on how energy can be conserved. Both English and Urdu medium schools were targeted to engage the maximum number of students in energy conservation.

Director, Communications at USAID Power Distri-

bution Programme, Zia-ur-Rehman said students being creative and energetic may play an active role in saving energy for the nation and in saving money for their parents.

"We are setting a trend for power companies to maximise the involvement of students in energy conservation campaigns," he said, adding that such painting competitions would help motivate youngsters to play their role in a national cause.

He also highlighted salient features of four and half year USAID Power Distribution Programme which was launched to support Pakistan's energy system.

Through this programme, the US government provides assistance to Pakistan in its efforts to reform power sector so as to mitigate the current energy crisis.

The programme is helping government-owned electric power distribution companies to improve their performance in terms of a reduction in losses, increased revenues, and enhanced customer services in line with utilities in other developed countries. - APP

USAID promoting energy saving

ISLAMABAD (APP) A USAID's painting competition, launched to creatively promote energy conservation among school students, has received more than 5,000 entries from all over Pakistan. More than 700,000 students also visited the programme's Facebook page which constantly engaged students regarding energy conservation. Of the total 5,000 paintings received, the authorities has decided to shortlist top 50 paintings and reward students for their excellent work. Aimed at participants between the ages of 8 and 17 years, the competition embraced a variety of themes and styles from water colours to oil paints and colour pencils, USAID announced here on Friday.

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HYDERABAD: USAID team meeting with HESCO officials.

USAID to continue support HESCO

STAFF REPORTER USAID and HESCO on Automatic Meter Reading (AMR), line 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 line training. USAID has already trained more than 400 members 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, Lineamen 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 Johio, Director HR and Admin, Mahmood Ali Kaimkhan, 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 Power Sector. Through this program, the U.S. Government provides support to Government of Pakistan to reform the power sector to mitigate the current energy crisis.

USAID launches painting competition

ISLAMABAD: USAID has initiated a nationwide painting competition for school-going children to help begin a dialogue on how energy can be conserved, says a press release. Aimed at participants between the ages of 8 and 17 years, the competition embraces a variety of themes and styles from watercolours to oil paints and colour pencils. Both English and Urdu medium schools are targeted so that maximum number of students may be engaged and involved in energy conservation. Additional information, including the competition's themes, is available at the programme's website: www.zfp.gov.pk/energy.

The USAID Power Distribution Programme is a three-year, USAID-funded programme aimed at working jointly with the government toward HESCO to enhance performance through reducing losses, raising revenues and improve customer services to bring them to the level of utilities in other progressive countries. Through this programme, the United States government provides assistance and support to the Pakistan government in its efforts to reform the power sector to end the country's current energy crisis. Homes and schools are among the targeted consumers of electricity in Pakistan, and if children are engaged and involved in nationwide energy conservation, it would result in the reduction of load shedding and uninterrupted electricity to consumers. Energy consumption in everyday life results in environmental degradation and load shedding since energy is produced from fuel, which is culled from coal, oil and natural gas. These non-renewable sources of energy millions of years in the making will eventually dry up if not conserved.

USAID team visits LESCO

LAHORE
APP

A high profile team of the United States Agency for International Development (USAID) led by Energy Director Melissa Knight, visited the Lahore Electric Supply Company (LESCO) headquarters on Monday to discuss with the Board of Directors and the senior management of LESCO the assistance provided by USAID under its Power Distribution Programme. The discussion centered around a work plan for USAID's assistance to LESCO in the fields of finance, engineering and operations, human resource capacity building and training, commercial management and customer services improvement under the USAID Power Distribution Programme. The meeting was chaired by LESCO Board of Directors Chairman Ahmed Rafay Alam and was attended by the board members, LESCO CEO Shanfat Sial and other senior officials. From the USAID, Melissa Knight was accompanied by senior USAID advisors, while the senior management of USAID Power Distribution Programme was also among the participants.

Energy conservation

USAID initiates painting competition for students

ISLAMABAD: USAID has initiated a nationwide painting competition for school-going children to help begin a dialog on how energy can be conserved, says a Press release here on Saturday. Aimed at participants between the ages of eight and 17 years, the competition embraces a variety of themes and styles from watercolours to oil paints and colour pencils. Both English and Urdu medium schools are targeted so that maximum number of students may be engaged and involved in energy conservation. Homes and schools are among the largest consumers of electricity in Pakistan, and if children are engaged and involved in nationwide energy conservation, it would result in the reduction of load shedding and uninterrupted electricity to consumers. Energy consumption in everyday life results in environmental degradation and load shedding since energy is produced from fuel, which is culled from coal, oil and natural gas. —PR

USAID to continue supporting HESCO

HYDERABAD USAID officials led by Melissa Knight, USAID Energy Office Director, visited Hyderabad Electric Supply Company (HESCO) here on Tuesday to discuss the ongoing projects of USAID for 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 cooperation between the two agencies. USAID director of energy, Melissa Knight appreciated the performance of HESCO. She specially appreciated HESCO's extension of line training. USAID has already trained more than 400 members of HESCO. Rosario Calderon, Senior Energy Advisor and staff of USAID Power Distribution Program including Mr. Saleem Arif, Deputy Chief of Party, Bob Dalton, Lineamen Training Advisor and Zia Ur Rehman, Director Communications accompanied Melissa Knight. 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 Johio, Director HR and Admin, Mahmood Ali Kaimkhan, 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. Secretary of State Hillary Clinton announced the three-year USAID Power Distribution Program in 2009 as one of the U.S. efforts to support Pakistan Power Sector. Through this program, the

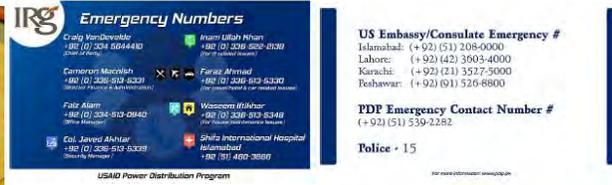
U.S. Government provides support to the Government of Pakistan to reform the power sector to mitigate the current energy crisis. The program is helping government-owned electric power distribution companies (DISCOs) improve their commercial performance in reducing losses, increasing revenues, and improving customer services by introduction of new technology and improved work practices. **URGENT ATTENTION:** Excessive loss of fluid through the intestinal tract can happen when the intestine is 'inflamed' or damaged and when bacteria or viruses cause the lining of the intestine to produce more fluid than can be absorbed. **DARRIHA TREATMENT NEEDS URGENT ATTENTION:** Excessive loss of fluid through the intestinal tract can lead to fluid depletion and decrease in oral liquid intake may be due to nausea or loss of appetite that may be worsened by an inability to digest and swallow. She said that in this summer season dehydration can be defined as the excessive loss of water from the body and the diseases of the gastrointestinal tract can lead to dehydration in various ways but often dehydration becomes the major problem in an otherwise self-limited illness. Fluid loss may even be severe enough to become life-threatening, she added. About the symptoms of the dehydration Dr. Salina said that a reliable clue to indicate dehydration is a rapid weight loss in a few days or at times hours. She said that dehydration is caused by loss of body fluids, which are made up of water and salts and when sick children have diarrhoea or vomiting, they can lose large amounts of salts and water from their bodies and can become dehydrated very quickly, added. Dr. Salina informed that many different causes cause diarrhoea but usually, it is caused by a virus (such as rotavirus), so it cannot be cured with antibiotics. Occasionally, bacteria can cause diarrhoea. About the solution of the dehydration she said that an oral rehydration solution (ORS) is an exact mixture of water, salt and sugar and these solutions can be absorbed even when affected child is vomiting. She said that the key is to give small amounts of ORS often, gradually increasing the amount until the child can drink normally. Dr. Salina Shaikh further suggested that careful hand washing after going to the bathroom or changing diapers will prevent the spread of infection to others.

ANNEX B: PRODUCTS DEVELOPED

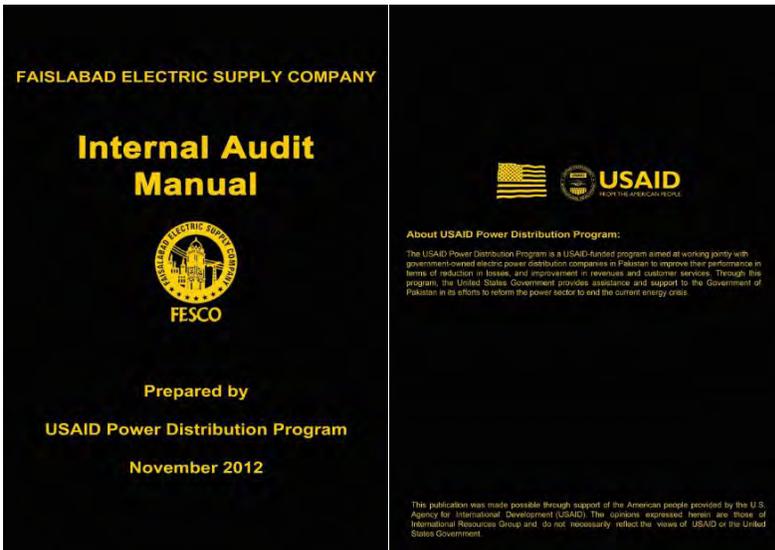
Lineman Tools Branding



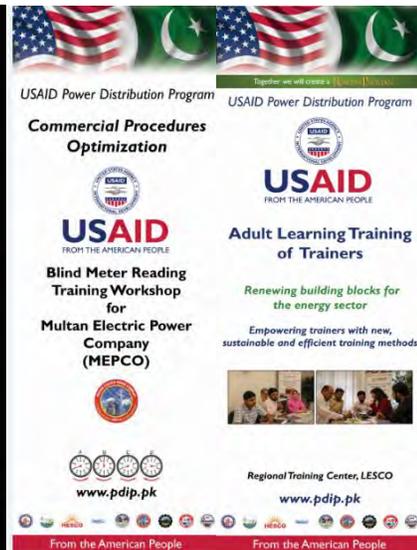
Emergency Cards



Internal Audit Manual



Event Branding Material



Event Branding Material



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Empowering trainers with new, sustainable and efficient training methods

USAID Power Distribution Program



USAID Power Distribution Program



Organizational Restructuring

Organizational Restructuring

Winning Hearts & Changing Lives



1. Mobilization Phase

2. Assessment Phase



3. Development of HRM System

4. Implementation Phase



Multan Electric Power Company (MEPCO)

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