



USAID
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NINTH QUARTERLY PROGRESS REPORT

OCTOBER-DECEMBER 2012

Produced by:

**USAID POWER DISTRIBUTION
PROGRAM**

POWER DISTRIBUTION PROGRAM

NINTH QUARTERLY PROGRESS REPORT

OCTOBER-DECEMBER 2012

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

This publication was made possible through support of the American people provided by the U.S. Agency for International Development (USAID). The opinions expressed herein are those of International Resources Group and do not necessarily reflect the views of USAID or the United States Government.

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ACRONYMS

AEAI	Advanced Engineering Associates International
AMR	Automated Meter Reading
BOD	Board of Directors
BDO	BDO Ebrahim and Co.
CCN	Cooperating Country National
CEO	Chief Executive Officer
CIS	Customer Information System
COP	Chief of Party
COR	Contracting Officer Representative
CPPA	Central Power Purchasing Authority
DCOP	Deputy Chief of Party
DISCO	Power Distribution Company
EMG	Energy Markets Group
Enercon	National Energy Conservation Centre
ERP	Enterprise Resources Planning
FD	Finance Directors
FESCO	Faisalabad Electric Supply 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
KPI	Key Performance Indicators
KVA	Kilo Volt Amperes
kWh	Kilowatt-hour
LESCO	Lahore Electric Supply Company, a state-owned DISCO
LOP	Life of Project
LT	Low Tension
MkWh	Million Kilowatt-hour
MEPCO	Multan Electric Power Company, a state-owned DISCO
MWP	Ministry of Water and Power
NEPRA	National Electric Power Regulatory Authority
NPCC	National Power Control Center
NTDC	National Transmission and Dispatch Company
P&E	Planning and Engineering
PCB	Punjab Cooperative Bank
PDP	USAID Power Distribution Program
PEPCO	Pakistan Electric Power Company
PESCO	Peshawar Electric Power Company, a state-owned DISCO
PICG	Pakistan Institute of Corporate Governance
PITCO	Pakistan Industrial Trading Company (Pvt.) Limited
PITC	Power Information Technology Company
QESCO	Quetta Electric Supply Company Limited, a state-owned DISCO
RFP	Request for Proposal
RTC	Regional Training Center
SEPCO	Sukkur Electric Power Company, a state-owned DISCO
TIB	Trust Investment Bank
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

The ninth Quarterly Report of the USAID Power Distribution Program covers continuing efforts made by the United States Agency for International Development (USAID) and International Resources Group (IRG) to implement improvements affecting the overall commercial performance of the participating government-owned power distribution companies (DISCOs) and the Ministry of Water and Power (MWP). The USAID Power Distribution Program, under Task Order 13 Component 1, familiarized itself with the current performance of MWP, the DISCOs and the National Electric Power Regulatory Authority (NEPRA) by conducting operational audits and developing Action Plans suggesting future interventions and demonstration projects. Components 2 and 3 are presently being implemented in parallel and entail execution of jointly selected interventions and projects identified in Component 2 Action Plans while developing interventions as described in IRG's recently approved Component 3 proposal.

Highlights from Component 2 delivery include:

- **Planning and Engineering Computer Centers** – PDP continued working with the Planning and Engineering (P&E) staff of all DISCOs to establish computer centers to house new computers equipped with licensed ArcGIS and SynerGEE software, printers and a plotter. This quarter, PDP successfully established seven P&E centers at LESCO, GEPCO, FESCO, IESCO, MEPCO, PESCO and HESCO with PDP and DISCO senior management present at each launch. This equipment will modernize and strengthen the P&E Departments of DISCOs which in turn will assist DISCOs in reducing energy losses and increasing the power available to consumers.
- **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 Terms of Reference (TOR) 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.
- **NEPRA Assistance** – Meetings were held at NEPRA to identify and discuss potential areas of assistance and work has begun on priority areas. A brainstorming workshop attended by DISCOs and NEPRA representatives was held in December where areas for improvement at both NEPRA and DISCOs were identified to enhance regulatory effectiveness. Key recommendations included suggestions to improve the communications gap between NEPRA and DISCOs, and trainings to DISCO staff regarding filing petitions as required using appropriate documentation and forms.
- **Relationship between Ministry of Water and Power and Power Distribution Companies** – PDP advisors assisted the Ministry of Water and Power (MWP) and chairmen of power distribution companies (DISCOs) in supporting cooperation and communication between power sector policy

makers. National Electric Power Regulatory Authority (NEPRA), capacity building, issues of DISCO employees and the cash flow shortage at DISCOs were among the issues discussed.

- **Power Sector Circular Debt Report** – PDP in cooperation with AEAI completed the Power Sector Circular Debt Report. The report is a compilation of five years of data from power sector entities, NEPRA and the Ministry of Finance, detailing the five major causes of circular debt with recommendations for its elimination.
- **Cost of Service Model** – PDP's spreadsheet-based Cost of Service Model was used as a tool to determine the actual cost of service for supplying electricity to each customer category. This will help Islamabad Electric Supply Company (IESCO) in redesigning and aligning its tariffs to the actual cost of service and facilitate NEPRA to rationalize tariffs, leading to a reduction in the tariff differential subsidy, thus reducing the GOP's financial burden. Detailed presentations were given to key stakeholders—NEPRA's tariff division and IESCO's liaison team—on the Cost of Service study methodology, model and initial results. NEPRA's team expressed their confidence in the methodology and greatly appreciated PDP's efforts. IESCO's BOD was also briefed on the study's initial results.

The PDP Component 3 proposal was approved this quarter. Support to be delivered under Component 3 includes provision of support for Model and Turnaround DISCOs, delivery of energy conservation and demand-side management interventions, continued policy and regulatory reform work, expansion of Cost of Service studies to eight remaining DISCOs, installation of a national load management improvement program, and continuation of a national power factor improvement program. With the approval of the Component 3 proposal and execution of the required contract modification, PDP can now move forward in aggressively delivering all new tasks.

- **Load Management Improvement Project** – As part of PDP's project to reduce unscheduled load shedding through the provision of operators at both National Power Control Center (NPCC) and individual DISCO Power Dispatch Centers, a contract for installation of Automated Meter Reading (AMR) on 741 grid station incomers and feeder meters at DISCOs was awarded. PDP conducted consultation meetings with Lahore Electric Supply Company (LESCO), Sukkur Electric Power Company (SEPCO), IESCO, FESCO, GEPCO and PESCO to introduce DISCOs to the Load Management Data Improvement Project and initiate detailed coordination. This project will result in DISCOs and the NPCC determining in near real-time actual DISCO loads and NPCC targets to avoid unscheduled load shedding. Consequently, timely correction action will minimize unplanned load shedding; help reduce reserve margins, and free generation capacity for use by DISCOs. Production of AMR meters began this quarter. The USAID Power Distribution Program's CDA Water Pump Replacement project is reaching its final stages of completion. This will upgrade the water supply to the city and reduce power consumption by up to 2 Megawatts. USAID has allotted \$1,122,000 to cover all costs associated with the CDA replacements.
- **DSM Through Installation of Efficient Municipal Pumps** – The CDA has 187 tubewell pump stations throughout Islamabad of which only 135 are working and 52 are non-operational. The ones still functional operate with approximately 28% efficiency, resulting in increasingly large electricity bills that the CDA is unable to pay due to a lack of funds; this, in turn, increases the financial burden on the power distribution companies (DISCOs). The CDA also lacks funds to replace the pumps. Because of these factors, the USAID Power Distribution Program identified Islamabad as the first city to be offered USAID-funded potable water tubewell pumps. By replacing the 187 pumps, the Program expects to boost efficiency rates to 58%. This will decrease the CDA's electricity bills by \$865,000 a year and ensure a continuous supply of clean water to the community.

- **Turnaround DISCO Strategy Development** – PDP staff are aggressively working with PESCO Senior Management to finalize a list of interventions that will result in the financial turnaround of the company. The five-year strategy will include a subset of interventions to be pursued over the coming two years using USAID funding, a second group interventions to be implemented over the same time period by PESCO using their own resources, and a list of future interventions covering years 3-5 for which funding should be identified in the coming 24 months. Procurement processes have already been initiated for several projects including meter installations, power grid reconfigurations, and aerial bundled cable installations.

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\$63,199,409
Total Project Funds Expended to Date:	US\$35,655,878
Project Funds Expended During the Reporting Quarter:	US\$6,500,337

1.2. KEY PERSONNEL

	Key Personnel Name	Designation	Employee Type			Employment Type		Contact Number	Email Address
			USN	TCN	CCN	Long-Term	Short-Term		
1	Craig R. VanDevelde	Chief of Party (COP)	X	<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>	0334-5644410	cvandavelde@pdip.pk
2	M. Saleem Arif	Deputy Chief of Party (DCOP)	<input type="checkbox"/>	<input type="checkbox"/>	X	X	<input type="checkbox"/>	0333-4088513	m.saleem.arif@pdip.pk
3	Cameron Macnish	Director Finance & Admin.	<input type="checkbox"/>	X	<input type="checkbox"/>	X	<input type="checkbox"/>	0336-5135331	cmacnish@pdip.pk
4	Tahir Ali Khan	Senior Change Management (CM) Advisor	<input type="checkbox"/>	<input type="checkbox"/>	X	X	<input type="checkbox"/>	0300-8542300	tahirkhan@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

- **Relationship between Ministry of Water and Power and Power Distribution Companies** – PDP advisors assisted the Ministry of Water and Power (MWP) and chairmen of power distribution companies (DISCOs) in supporting cooperation and communication between power sector policy makers. National Electric Power Regulatory Authority (NEPRA), capacity building, issues of DISCO employees and the cash flow shortage at DISCOs were among the issues discussed.
- **Power Sector Circular Debt Report** – PDP in cooperation with AEAI completed the Power Sector Circular Debt Report. The report is a compilation of five years of data from power sector entities, NEPRA and the Ministry of Finance, detailing the five major causes of circular debt with recommendations for its elimination.
- **Analysis of Receivables and Collections for Special Secretary** – PDP advisors (Power Cell) visited Hyderabad Electric Supply Company (HESCO) and created a detailed report for the PDP Commercial Team to assist them in issues associated with collection and metering problems in commercial operations.
- **Pakistan Electric Power Company Status** – PDP halted Pakistan Electric Power Company's (PEPCO) attempt at preventing the appointment of the Peshawar Electric Supply Company (PESCO) Chief Executive Officer (CEO) selected by the PESCO Board of Directors (BOD) and the MWP, by successfully overturning the court case presented to the Islamabad High Court.
- **Power Sector Generation Demand Forecast** – PDP advisors completed a generation and shortfall analysis to assist MWP in understanding the cash necessary in curtailing load shedding through winter. Previously the cash required to stop load shedding was Rs178 billion but with cash inflows the amount drastically reduced to Rs40 million.
- **Tariff Differential Subsidy Issues with Domestic Consumer Category** – PDP advisors completed an analysis of the tariff differential study and domestic consumers to assist MWP in understanding how the monthly kilo-Watt hours (kWh) adjustments of some DISCOs are affecting payments from the Ministry of Finance.



*NEPRA-US AID joint workshop on
Regularity Compliance*

2.2. COMMERCIAL

- **Integrated Commercial Office Buildings at Multan Electric Power Company and Peshawar Electric Supply Company** – This quarter PDP made significant progress toward implementation of the Integrated Commercial Office (ICO) at Multan Electric Power Company (MEPCO). Work on

rehabilitating the ICO building and establishing a one-window Customer Services Center (CSC) approached its completion this quarter, with business process improvement and automation design work for Customer Information System (CIS) following. Procedures for new connections, disconnections and reconnections, change of service, bill adjustments and customer complaints also concluded in this quarter. MEPCO's senior management approved PDP's proposed process changes and PDP laid the groundwork for rehabilitating PESCO's ICO building and establishing a CSC with design execution expected in February 2013.

- **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 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** – PDP conducted Information Technology (IT) capacity building through which 16 programmers from Pakistan Information Technology Company (PITC), MEPCO, PESCO and HESCO were trained. Software development and testing for billing consumers was also completed in the quarter.
- **Commercial Processes Optimization, Improved Meter Readings and Discrepancy Management for Peshawar Electric Supply Company** – PDP continued implementing optimized processes in PESCO's City division and providing on-site support to the company. Additionally, PDP supervised the replacement of 2,024 meters and crews identified over 336 theft cases and recovered 0.39 Million kilo-Watt hours (MkWh). As a result of Improved Meter Reading (IMR) implementation, billing-related complaints witnessed a 90% reduction compared to billing complaints registered in the same period in 2011. The IMR implementation handbook issued to PESCO, MEPCO, Faisalabad Electric Supply Company (FESCO) and Gujranwala Electric Power Company (GEPCO) in the previous quarter will provide these companies with a complete understanding of optimized processes with regards to IT, commercial and implementation.
- **Improved Meter Readings and Discrepancy Management, Multan Electric Power Company** – After successful IMR implementation in Gulgasht, MEPCO senior management requested PDP to extend this project to the Hasnabad subdivision and train its staff for phased IMR implementation across MEPCO's entire coverage area. Approximately 2,000 meters were checked and 1,000 meters found defective and replaced. In both subdivisions consumer complaints witnessed a 70% reduction. PDP introduced USAID-donated handheld units (HHUs) to check accuracies of IMR devices and software and for providing hands-on training to meter reading staff.



Chief of Party Craig VanDevelde presenting Internal Audit Manual to FESCO BOD Chairman

2.3. FINANCIAL

- **Internal Audit Process Optimization** – PDP met with BOD Audit Committees of DISCOs to educate, inform and discuss proposed changes resulting from the new Internal Audit manual and co-sourcing. All nine DISCO BODs have formally adopted the Internal Audit manual and approved co-sourcing.

Implementation planning meetings with BOD Audit Committees and deployment of PDP's co-sourcing partner – BDO Ebrahim & Co. (BDO) – will be completed by the first quarter of 2013.

- **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 continue to 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 this quarter. DISCOs interested in ERP implementation in their organizations have requested PDP's assistance in preparing requests for proposals (RFPs) and participating as members of PDP's ERP Steering Committee. The ERP documentation manual provides DISCOs with a business blueprint for automating their business applications into one integrated solution. ERP implementation will allow DISCOs to significantly improve the efficiency and effectiveness of their financial and reporting operations.
- **Accounting Process Optimization** – PDP made substantial progress this quarter to update, revise, customize and finalize the accounting manual for DISCOs. This manual will be a comprehensive finance and accounting resource for an ERP environment, fully compliant with all governmental, regulatory and International Accounting Standards applicable in Pakistan. The accounting manual will also include descriptions and flowcharts of business processes. Once the manual has been approved by DISCO Finance Directors (FDs), it will be individually presented to DISCO BODs; DISCO FD approvals have begun and the adoption by BODs is expected within the first quarter of 2013.

2.4. COST OF SERVICE & TARIFF DESIGN

- **Cost of Service Model** – PDP's spreadsheet-based Cost of Service Model was used as a tool to determine the actual cost of service for supplying electricity to each customer category. This will help Islamabad Electric Supply Company (IESCO) in redesigning and aligning its tariffs to the actual cost of service and facilitate NEPRA to rationalize tariffs, leading to a reduction in the tariff differential subsidy, thus reducing the GOP's financial burden. Detailed presentations were given to key stakeholders—NEPRA's tariff division and IESCO's liaison team—on the Cost of Service study methodology, model and initial results. NEPRA's team expressed their confidence in the methodology and greatly appreciated PDP's efforts. IESCO's BOD was also briefed on the study's initial results.
- **Data Collection and Analysis** – PDP collected financial and operational data of IESCO, used to determine IESCO's revenue requirements and cost allocations to different categories. Customer, sales and revenue data by customer class and 336 line items from IESCO's financial data were used to classify, make functional and allocate power purchases, transmission and distribution cost elements to determine the cost incurred by IESCO in providing service to each customer class. Coincident peak demand data for all customer classes was derived through analyzing data of the grid station-level peak loads of 668 feeders after refining data from 794 feeders. Two scenarios were developed: one on the basis of current customer classes and the other based on the supply voltage differential. In both cases, the cost of service was calculated.



*Cost of Service and Tariff Design
Workshop for all DISCOs*

- **Circular Debt Report** – Assistance was provided in revising 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. A brainstorming workshop attended by DISCOs and NEPRA representatives was held in December where areas for improvement at both NEPRA and DISCOs were identified to enhance regulatory effectiveness. Key recommendations included suggestions to improve the communications gap between NEPRA and DISCOs, and trainings to DISCO staff regarding filing petitions as required using appropriate documentation and forms.

2.5. ENGINEERING

- **Load Management Improvement Project** – As part of PDP’s project to reduce unscheduled load shedding through the provision of operators at both National Power Control Center (NPCC) and individual DISCO Power Dispatch Centers, a contract for installation of Automated Meter Reading (AMR) on 741 grid station incomers and feeder meters at DISCOs was awarded. PDP conducted consultation meetings with Lahore Electric Supply Company (LESCO), Sukkur Electric Power Company (SEPCO), IESCO, FESCO, GEPCO and PESCO to introduce DISCOs to the Load Management Data Improvement Project and initiate detailed coordination. This project will result in DISCOs and the NPCC determining in near real-time actual DISCO loads and NPCC targets to avoid unscheduled load shedding. Consequently, timely correction action will minimize unplanned load shedding; help reduce reserve margins, and free generation capacity for use by DISCOs. Production of AMR meters began this quarter.
- **Tubewell Power Factor Improvement** – Installation of Low Tension (LT) capacitors on tubewell pumps reduces system demand without generating additional power, improves the quality of power being supplied to consumers through voltage and reliability improvements, and contributes to reduced load shedding. PDP continued providing trainings, technical assistance and capacitors to DISCOs to achieve these savings. The installation of 570 LT capacitors in MEPCO this quarter resulted in a 2,183 KVA reduction in demand bringing the total demand reduction thus far to 7,054 KVA. The 78 capacitors installed at FESCO resulted in a 455 KVA reduction in demand during the quarter; the 334 capacitors installed at LESCO reduced demand by 867 KVA, and the 63 capacitors installed in IESCO contributed a demand reduction of 209 KVA bringing the total to 499 KVA. The total demand reduction of this project is 10,292 KVA.
- **Power Factor Capacity Building & Training** – Recognizing the benefits of power factor improvement on voltage improvement and demand reduction, IESCO senior management requested PDP to provide training for managers and engineers in all five Circles. This quarter PDP organized a presentation and training session on power factor improvement at IESCO’s Islamabad Circle concluding awareness sessions and trainings. Twenty IESCO field staff from line superintendents to subdivision officers and Executive Engineers attended the session.
- **Expansion of Capacitor Installation Capacity** – Under Component 3, PDP is expanding its capacitor installation on tubewells to the entire country with approximately 150,000 capacitors now expected to be installed under the program. PDP will continue to support individual DISCOs through technical



Line staff replaces inefficient tubewell with a new energy efficient pump

assistance and LT capacitors with additional capacity supplied by Pakistani contractors. Installation contracts are in process and orders for the additional 126,000 capacitors are under procurement.

- **Planning and Engineering Computer Centers** – PDP continued working with the Planning and Engineering (P&E) staff of all DISCOs to establish computer centers to house new computers equipped with licensed ArcGIS and SynerGEE software, printers and a plotter. This quarter, PDP successfully established seven P&E centers at LESCO, GEPCO, FESCO, IESCO, MEPCO, PESCO and HESCO with PDP and DISCO senior management present at each launch. This equipment will modernize and strengthen the P&E Departments of DISCOs which in turn will assist DISCOs in reducing energy losses and increasing the power available to consumers.
- **Power Quality Monitoring** – As part of the PDP 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. This quarter, PDP held a workshop for all DISCO Planning Engineers at which the impact of power factor was presented, power analyzer equipment issued to all DISCOs and an introduction to the P&E Improvement Program given.
- **Geographic Information System Mapping Feeder Maps** – PDP continued Geographic Information System (GIS) mapping efforts with DISCOs this quarter with a total of over 250 distribution feeders mapped under the program. All GIS data for these feeders now resides with DISCOs who have been trained on how to produce these maps. For the first time, all DISCOs (with the exception of SEPCO) can produce accurate feeder maps which include their subdivisions.
- **Geographic Information System Mapping & Training** – DISCO management and engineers continued to show great interest in PDP’s GIS program, initiating expanded GIS data collection and assigning additional employees to learn and assist in data collection. Entire divisions are being mapped with PESCO committing to map an entire Circle. PDP is encouraging this type of activity by providing Global Positioning System units, technical assistance and training to DISCOs, guiding their staff to map areas where significant improvement and augmentation is needed with the expectation that this data will be used to produce higher quality projects using accurate GIS data.
- **Procurement of Engineered Materials** – This quarter, PDP received and evaluated bids for 126,000 LT capacitors and placed two (of four) tranches of equipment and material for upgrading congested distribution areas valued at over \$1.2 million. The Factory Acceptance Test for the \$4 million AMR system was successfully carried out in France and the first batch of meters are expected in February 2013.



USAID senior officials along with LESCO’s CEO at the inauguration of P&E Computer Center

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 Terms of Reference (TOR) 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 project was formally completed and handed over to PESCO this quarter with one PDP representative stationed in the organization for monitoring.



Utility Exchange Program for the Commercial staff of all DISCOs

- **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, 12 delegates from all DISCOs visited the Abu Dhabi Water and Electric Authority and Dubai Electric and Water Authority for the “Commercial Operations and Customer Services Exchange Program” where they were introduced to international best practices. PDP will continue organizing Utility Exchange Programs for 2013.

- **Quick Impact Lineman Safety Training** – This program has now become a major intervention with positive results. Its main objective was to reduce accidents, both fatal and non-fatal, due 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. Five training sessions were held: 24 line staff at MEPCO and 26 staff at PESCO were trained through the Change Management Project; 27 participants completed the First Aid and Cardiopulmonary Resuscitation Certification Course at Rescue 1122; 37 trainers from four DISCOs (LESCO, PESCO, FESCO and GEPCO) completed a Quick Impact Safety Training Program course at LESCO’s Regional Training Center (RTC); 16 safety officers including safety managers and their immediate supervisors were orientated to imparting “Quick Impact Safety Training” to other staff at their DISCOs.



Practical demonstration of lineman training at MEPCO RTC

- **Regional Training Center Upgrades** – Providing equipment to RTCs is instrumental in supporting instructors who have acquired new instructional skills through PDP’s Adult Training of Trainers Program. PDP prepared a plan for delivering multimedia and IT equipment and turned it over to the RTCs of eight DISCOs for enhancing the effectiveness of training programs. After detailed site visits, PDP confirmed equipment and furniture requirements, and developed alternative floor plans to maximize the space available at RTCs.

- **Adult Learning Training of Trainers** – In this quarter, PDP trained 18 trainers from eight DISCOs as Cadre-1 master training teams. This intervention will transform trainings at DISCOs from ineffective lecture-based to learning-based resulting in enhanced skill levels and knowledge, extending further to trainees trained by these graduates. PDP also graduated seven master trainers; master trainers are fully capable of training others, providing sustainability for a continuing cadre of skilled trainers. Ms. Gail Spence, Acting Director for USAID/Punjab was the chief guest at the graduation ceremonies of both groups.



Adult Learning Training for all DISCOs

- **Management Development Program** – This program continued with two workshops on Leadership Excellence which were attended by senior management from both DISCOs and NEPRA and were greatly appreciated by participants. The Management Development Program was designed to address the developmental needs of senior management at DISCOs. Based on its success, it has been proposed that PDP hold similar workshops in other DISCOs, particularly the turnaround and model DISCOs.
- **Board of Directors Development** – As part of its facilitation and development program for DISCO BODs, PDP began contacting potential facilitators and institutions and shortlisted Pakistan Institute of Corporate Governance (PICG) to develop a comprehensive engagement plan for BODs. These initiatives will build BOD leadership capacity while building skills for function-specific BOD positions resulting in sustainable leadership excellence. PDP communicated with the Company Secretaries of all DISCOs for feedback on PICG’s proposal which includes a PICG-certification for at least two BOD members per corporate regulations and requirements.

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 the PDP Gender Team’s initiatives, Communications and Outreach Team’s activities, IMR and documentaries for MEPCO and LESCO were completed this quarter. These documentaries are key in assisting PDP reach out to community members unaware of USAID’s work or what their DISCOs are doing for the area



Community meeting at I-10, Islamabad

- **Media Stories** – PDP continued to receive coverage for various interventions with over 40 newspaper articles and 19 television reports. These events included pump replacement projects for the municipalities of Islamabad and Peshawar; Utility Exchange Programs; inauguration of P&E Computer Centers at DISCOs; distribution of power analyzers to DISCOs; Adults Training of Trainers and linemen safety trainings.
- **Radio Program** – PDP continued its radio program ‘Behtri Ka Safar’ hosted at FM99 which features PDP experts talking to the general public in layman’s terms about USAID’s efforts in the country and how it is working toward strengthening Pakistan’s power sector.

- **Integrated Communications and Outreach Office for MEPCO** – The recently established Communications and Outreach Office at MEPCO began reaching out to community members through a series of meetings in Multan and surrounding areas. Targeted primarily at school-aged children, the initiative has already reached 6,000 households a number that will continue to expand as the Office expands its outreach activities. Through the Communications and Outreach Office, PDP will provide assistance to MEPCO for one year after which the company will take over. The Communications Office will assist MEPCO in improving outreach through consumer activities involving educational institutions and committees. Additional steps are also being taken at MEPCO to creatively rebrand the organization to increase the visibility of efforts undertaken by MEPCO to overcome the energy shortfall.
- **Consumer Awareness Material** – PDP, in close collaboration with DISCOs developed consumer awareness material through which information on new connection procedures, contact numbers for complaints, human safety, the consumer’s role in discouraging theft and useful tips on energy conservation can be circulated as flyers, posters, banners and standees. This quarter, all CSCs in eight circles, 35 divisions and 154 subdivisions of MEPCO received material for placement in their centers.



Program on new training methodologies

2.8. GENDER

- **Day Care Facility** – The design and requirements for the selected day care facility site at MEPCO was completed with the site scheduled to be handed over to MEPCO authorities through a launch ceremony in January. The facility will not only benefit 25 female employees with children but also assist male employees responsible for taking care of their children.
- **Customer Service Centers** – This quarter, PDP completed CSC infrastructure improvements at PESCO and GEPCO which will be handed over to the DISCOs by early February 2013. The rest area for the ICO building at MEPCO’s Musapak division is ready to be delivered, demonstrating PDP’s gender initiatives as crosscutting activities.

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	Gender Strategy Team Lead	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	Zahid Noor	CCN	Islamabad	Accounting Associate	T	Jan-06-11	Sep-16-13
18	Qasim Ali	CCN	Islamabad	Website Developer	T	Aug-20-11	Sep-16-13
19	Rizwan ul Haque	CCN	Islamabad	Procurement Associate	A	Apr-11-11	Sep-16-13
20	Waseem Iftikhar	CCN	Islamabad	Facilities Manager	A	Jan-18-11	Sep-16-13
21	Inam ullah Khan	CCN	Islamabad	IT Specialist	T	Jan-10-11	Sep-16-13
22	Shafique Sarwat	CNN	Islamabad	Engineering Team Data Entry Assistant	A	Nov-05-10	Sep-16-13
23	Waqar Nisar	CCN	Islamabad	ERP Manager	T	Sep-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)
24	Muhammad Bashir	CCN	Islamabad	Assistant Advisor Technical MWP	T	Oct-03-11	Sep-16-13
25	Asad Humayun Chohan	CCN	Islamabad	Assistant Monitoring & Evaluation MWP	T	Oct-03-11	Sep-16-13
26	Mubbasher Gulzar	CCN	Islamabad	Assistant Advisor Policy & Planning MWP	T	Oct-03-11	Sep-16-13
27	Abdullah Qasim Virk	CCN	Islamabad	Commercial AMR Manager	T	Oct-17-11	Sep-16-13
28	Hammad Hashmi	CCN	Islamabad	Advisor Technical MWP	T	Oct-25-11	Sep-16-13
29	Imran Ullah Khan	CCN	Peshawar	Business Process Analyst (PESCO CM - Task 7)	T	Nov-21-11	Apr-18-13
30	Muhammad Rehan ul Haq	CCN	Peshawar	Business Process Analyst (PESCO CM - Task 7)	T	Nov-21-11	Sep-16-13
31	Muhammad Zubair	CCN	Islamabad	Process Analyst	T	Nov-21-11	Jan-31-13
32	Taimur Shahid	CCN	Islamabad	Deputy Accounting Manager	A	Nov-22-11	Sep-16-13
33	Naseer Ahmad	CCN	Islamabad	Application Developer (CIS - Task 8)	T	Dec-01-11	Jun-30-13
34	Taimur Arshad	CCN	Islamabad	Application Developer (CIS - Task 8)	T	Dec-12-11	Sep-16-13
35	Hassan Ali	CCN	Islamabad	Visual Media Specialist / Documentaries	T	Dec-19-11	Sep-16-13
36	Zehra Akbar	CCN	Islamabad	Gender Coordination Associate	T	Jan-12-12	Sep-16-13
37	Mubbasher Hussain Gill	CCN	Islamabad	Sr. Application Developer (CIS - Task 8)	T	Jan-17-12	Jun-30-13
38	Humayun Parvez	CCN	Islamabad	IT Specialist	T	Feb-13-12	Sep-16-13
39	Saleem Qazi	US Citizen	Islamabad	Senior DISCO Technical Advisor	T	Feb-21-12	Sep-16-13
40	Hira Tahir	CCN	Islamabad	HR and Document Control Associate	A	Feb-24-12	Sep-16-13
41	Mariya Naseem Khan	CCN	Islamabad	Monitoring & Evaluation Manager	T	Mar-12-12	Sep-16-13
42	Maryam Ubaid Piracha	CCN	Islamabad	Writer and Copy Editor / Deputy Communications Manager	T	Apr-30-12	Sep-16-13
43	Faraz Ahmed	CCN	Islamabad	Logistics and travel Assistant	A	May-02-12	Sep-16-13
44	Atif Hussain Gillani	CCN	Islamabad	Logistics Coordinator	A	May-10-12	Sep-16-13
45	Hassan Khan	CCN	Islamabad	Associate Advisor Energy Policy	T	Jun-01-12	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)
46	Shafique ur Rehman	US Citizen	Islamabad	Sr. Distribution System Planning Expert	T	Jun-01-12	Sep-30-13
47	Syed Asad Abbas	CCN	Islamabad	Computer Design Specialist	T	Jul-23-12	Sep-16-13
48	Abid Latif Lodhi	CCN	Islamabad	Financial Management Team Lead	T	Jul-09-12	Sep-16-13
49	Tahir Ahmed	CCN	Islamabad	Operations Manager EE & DSM Division	T	Sep-17-12	Sep-16-13
50	Baqar Raza	CCN	Islamabad	Project Coordination Officer	A	Sep-17-12	Sep-16-13
51	Adeel Mahmood	CCN	Lahore	Assistant Accounts Officer	T	Sep-17-12	Sep-16-13
52	Muhammad Zubair Mahmood	CCN	Islamabad	DISCO Financial Management Specialist	T	Sep-17-12	Sep-16-13
53	Atif Ahsan	CCN	Islamabad	Deputy IT Manager	T	Sep-17-12	Sep-16-13
54	Riffat Mahmood	CCN	Lahore	Field Engineer EE & DSM Division	T	Sep-17-12	Sep-16-13
55	Samia Mehdi	CCN	Lahore	Communications Manager	T	Sep-17-12	Sep-16-13
56	Imran Lashari	CCN	Lahore	Electronic Media Specialist	T	Sep-17-12	Apr-30-13
57	Art Sedestrom	US Citizen	Islamabad	Commercial Operations Team Lead	T	Aug-13-12	Sep-16-13
58	John Pullinger	TCN / UK Citizen	Islamabad	Director EE & DSM Division	T	Sep-17-12	Sep-30-13
59	Saubana Rafiq	CCN	Multan	Event Management Officer	A	Nov-01-12	Oct-31-13
60	Muhammad Asghar Khan	CCN	Multan	Consumer Outreach Officer	A	Nov-01-12	Oct-31-13
61	Maryam Asif	CCN	Multan	Office and Admin Assistant	A	Nov-01-12	Oct-31-13
62	Muhammad Zeeshan Awan	CCN	Multan	IT Assistant	A	Nov-02-12	Oct-31-13
63	Muhammad Ali Zia	CCN	Islamabad	IT Administrator (CIS)	T	Nov-01-12	Sep-16-13
64	Naheed Chaudhery	CCN	Islamabad	Admin Assistant	A	Nov-01-12	June-01-13
65	Amer Zia	CCN	Islamabad	Project Lead (Reforms)	T	Nov-06-12	Sep-16-13
66	Tayyaba Gul	CCN	Islamabad	Receptionist Hill Road	A	Nov-19-12	Sep-16-13
67	Yawar Gilani	CCN	Lahore	Senior Program Engineer	T	Nov-19-12	Sep-16-13
68	Victor Muhammad	US Citizen	Islamabad	Lineman Training Specialist	T	Nov-26-12	Sep-30-13
Subcontractor: Energy Markets Group (EMG)							
1	Clare Novak	US Citizen	Islamabad	HR & Change Management Advisor	T	Nov-06-11	Sep-30-13

	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)	
<i>Subcontractor: National Rural Electric Cooperative Association (NRECA) International Limited</i>							
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 Operations & Management 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
<i>Subcontractor: PITCO (Pakistan Industrial Trading Company)</i>							
1	Usman H. Malik	CCN	All DISCOs' cities	Field Project Manager	T	Sep-18-10	Sep-13
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

	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)
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-02-12	Sep-13
17	Imran Khan	CCN	Field	GIS Specialist	T	Sep-03-12	Sep-13
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

	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)
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
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

	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)
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
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

	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)
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
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
<i>Subcontractor: Hassan Kaunain Nafees</i>							
1	Jaffar Sibtain	CCN	Islamabad	Senior Associate	T	Oct-10-11	Oct-31-12
<i>Subcontractor: SMC Private Limited</i>							
1	Akhlaq Ahmed	CCN	As above	Senior Tariff & Cost of Service Advisor	T	Nov-01-10	Sep-30-13
<i>Subcontractor: TELCONET Services Private Limited</i>							
1	Khurram Ehtesham	CCN	All DISCO cities	DISCO Metering Sys. Advisor	T	Nov-01-10	Sep-30-13
2	Ahmad Kamal Janjua	CCN	As above	Admin Human Resource Management Advisor	T	Nov-22-11	Sep-30-13

	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)
3	Naveed Akhtar	CCN	As above	Project Manager – Survey	T		Sep-30-13
4	Khizer Hayat	CCN	As above	Civil/Design Engineer	T	Aug-01-12	Oct-18-12
5	Muhammad Qasim	CCN	As above	Commercial Operation Specialist	T	Aug-01-12	Sep-30-13
6	Faran Sadiq	CCN	As above	Process Analyst	T	Sep-04-12	Sep-30-13
7	Atta ur Rehman	CCN	As above	Customer Accounts and Records Specialist	T	Sep-18-12	Sep-30-13
8	Muhammad Hatim Khan	CCN	As above	Business Process Improvement Specialist	T	Aug-01-12	Sep-30-13
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	Abdul Haq Sheikh	CCN	Islamabad	Procurement & Material Management Team	A	Mar-12-12	Sep-16-13
10	Sher Dil	CCN	Islamabad	Commercial Operations Team Member	T	Apr-02-12	Nov-30-12
11	Muhammad Haseeb	CCN	Islamabad	Information Management & IT Team Member	T	May-07-12	Sep-16-13
12	Saeed ur Rehman	CCN	Islamabad	Information Management & IT Team Member	T	May-07-12	Sep-16-13
13	Muhammad Asghar Khan Ghallo	CCN	Islamabad	Technical Team Member	T	Jun-27-12	Dec-31-12

	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)
14	Muhammad Rafiq Bari	CCN	Islamabad	Technical Team Member	T	Jun-27-12	Jan-11-13
15	Huma Cheema	CCN	Islamabad	HR & Change Management Team Member	T	Sep-10-12	Sep-16-13
16	Abu Sufyan	CCN	Islamabad	Application Developer	T	Nov-30-11	Sep-16-13
17	Arshad Mehmood	CCN	Islamabad	Billing System Specialist	T	Nov-30-11	Sep-16-13
18	Nadeem Ameer	CCN	Islamabad	Application Developer	T	Nov-30-11	Sep-16-13
19	Aamir Shahzad	CCN	Islamabad	Application Developer	T	Nov-26-12	Sep-16-13
20	Asif Jamal	CCN	Islamabad	Application Developer	T	Oct-24-12	Sep-16-13
21	Muhammad Abbas Anjum Lashari	CCN	Islamabad	Commercial Operations Team Member	T	Oct-22-12	Sep-16-13
22	Shabbir Ahmad	CCN	Islamabad	Application Developer	T	Oct-24-12	Sep-16-13
23	Tariq Javed	CCN	Islamabad	Commercial Operations Team Member	T	Oct-04-12	Sep-16-13
24	Adnan Khadim	CCN	Islamabad	Application Developer	T	Nov-15-12	Sep-16-13

4. PROGRESS AND ACCOMPLISHMENTS

1. GOVERNANCE		
#	Activity	Description / Results to Date / Future Results
1.	DISSOLUTION OF PEPCO	<p>NEED: A key action in the President of Pakistan’s power sector reform program is the dissolution of PEPCO. This action has suffered many delays and is impacting the establishment of independent DISCOs. The MWP has requested PDP’s assistance through assigned distribution and legal experts to achieve this goal.</p> <p>RESULTS TO DATE</p> <p>December: The winding up of PEPCO stalled the first two months of the quarter with the new Secretary’s focus on cash flow and load shedding. In December, the Joint Secretary (Power) was given the additional responsibility as PEPCO’s Managing Director and has until the end of March to wind up PEPCO. PDP was without legal counsel due to which it could not assist MWP with the issue. Legal assistance in the first quarter of 2013 will allow the process to continue to meet MWP’s deadline.</p> <p>FUTURE RESULTS: Dissolution completed.</p> <p>KEY PERFORMANCE INDICATORS IMPACTED: All governance.</p> <p>STATUS UPDATE: Current Life of Project (LOP) will continue through to PEPCO dissolution. This is expected by mid-2013.</p>
2.	BOARD OF DIRECTORS ASSISTANCE	<p>NEED: Provide MWP-requested training and mentoring of new DISCO BOD members; assist BODs to adopt proper operating policies; assist BODs’ Audit Committees to be in control of DISCOs’ Internal Audit process.</p> <p>RESULTS TO DATE</p> <p>October: PDP assisted MWP and DISCO Chairmen to support cooperation and communication between power sector policy makers.</p> <p>November: PDP conducted meetings facilitated corporate strategic training at MEPCO for BODs and senior management.</p> <p>December: PDP conducted meetings with BOD Chairmen to keep them apprised of MWP policies.</p> <p>FUTURE RESULTS: Assist HR and Change Management on director development.</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>

<p>3.</p>	<p>PROVIDE EMBEDDED SPECIALISTS TO MWP</p>	<p>NEED: The MWP requested embedded technical assistance with power sector reform.</p> <p>RESULTS TO DATE</p> <p>October: On MWP’s request PDP advisors conducted an analysis on lifeline consumers. PDP’s advisors prepared a number of documents to assist the Secretary’s understanding of legal issues. Advisors have also started working with NEPRA as per MWP’s request to analyze the distribution margins of DISCOs.</p> <p>November: PDP advisors prepared a document on smart metering and prepaid metering systems to assist in timely payments to DISCOs from government agencies.</p> <p>December: PDP advisors (Power Cell) assisted the Special Secretary to analyze DISCO receivables and collections.</p> <p>FUTURE RESULTS: Advisors will work with 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>
<p>4.</p>	<p>MWP IT PROGRAM</p>	<p>NEED: To implement IT improvements within MWP.</p> <p>RESULTS TO DATE</p> <p>July: PDP provided four DISCOs with a video conferencing system for the power sector.</p> <p>FUTURE RESULTS: Installation of server in MWP for Electronic Government Directorate and firewall router.</p> <p>KPIs IMPACTED: Improved effectiveness of MWP.</p> <p>STATUS UPDATE: This has been successfully implemented.</p>

2. COMMERCIAL

#	Activity	Description / Results to Date / Future Results
6.	NEW CUSTOMER INFORMATION SYSTEMS	<p>NEED: The worst performing functional area in each DISCO visited is the commercial area, especially 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 known manipulation. A modern IT-based system replacement is instrumental for smoother functionality.</p> <p>RESULTS TO DATE</p> <p>December: PDP completed final capacity building on Java for 16 programmers from PITC, MEPCO, HESCO and PESCO. Controlled and integration testing was completed for domestic consumers; the live parallel of domestic billing was installed at MEPCO's datacenter. Two batches of domestic consumer's bills were successfully printed and compared.</p> <p>FUTURE RESULTS: Continue with live parallel of domestic consumer billing, comparing the old with the new. Controlled and integrated testing of cash posting and industrial billing processes will be concluded. Business process improvement and testing will be completed in March 2013 and live parallel testing of the full billing system is scheduled for February 2012; the final version of the CIS will go live in May 2013.</p> <p>KPIs IMPACTED: Increased revenue and reduced non-technical loss including theft.</p> <p>STATUS UPDATE: Live parallel testing of domestic billing will continue through the quarter with cash posting and industrial bills being added in February 2013. The new billing system will be compared with the previous system for each bill produced for the subdivision's 41,665 consumers along with over a hundred reports for February, March and April. Application development for business process improvement will conclude in March, CIS in April with the system going live in May 2013.</p>
7.	INTEGRATED COMMERCIAL OFFICE	<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 project.</p> <p>RESULTS TO DATE</p> <p>October: After completing building rehabilitation PDP called tenders for the supply of furniture and CSC fabrication for MEPCO's ICO. PDP completed its review of disconnection, reconnection and change of service processes and presented them to MEPCO for approval.</p> <p>November: PDP began the evaluation process for the bids received against furniture supply and CSC fabrication tenders, and began working on bill adjustments and customer complaint procedures.</p> <p>December: PDP awarded contracts to local firms for supplying furniture for the MEPCO ICO building and CSC fabrication. Design</p>

		<p>recommendations for bill adjustment and consumer complaint procedures were completed and approved by MEPO management. PDP also started rehabilitation design activities for PESCO.</p> <p>FUTURE RESULTS: Renovation work for MEPCO's ICO building will be completed in January 2013. Work on PESCO's ICO building will commence in February and completed in March. PDP will develop a Standard Operating Procedure for the CSC and workflow procedures for the CIS.</p> <p>KPIs IMPACTED: Increased revenue and reduced non-technical loss, including theft.</p> <p>STATUS UPDATE: PDP awarded contracts for the supply of furniture and fabrication at MEPCO's CSC and initiated design activities for PESCO's ICO building. ICO sites at MEPCO and PESCO will be ready by end January and March respectively.</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>October: PDP continued census corrective actions at MEPCO for which the company's senior management agreed to provide meters and cables. Additionally, PDP was requested to provide logistics and project management support. Over 8,000 customers were enumerated when PDP began its consumer census at PESCO's Kohat Road subdivision from mid-September to October.</p> <p>November: PDP verified 142 tariff correction cases including both domestic and commercial, 126 meters and over 700 design meters at MEPCO.</p> <p>December: Corrective action on consumer discrepancies continued at MEPCO where PDP repaired 3,091 meters, charged 19,869 units to 32 of the 98 identified theft cases; the rest will be processed in January. Additionally, 125 sluggish meters based on an older design and 32 defective meters were replaced. At PESCO, 73 tariff changes from domestic to commercial tariffs were processed and under billed consumers were charged 247,794 units resulting in Rs2.5 million in additional revenue.</p> <p>FUTURE RESULTS: Corrective action work at PESCO and MEPCO will be completed in February 2012.</p> <p>KPIs IMPACTED: Reduced non-technical loss, theft reduction and increased revenue.</p> <p>STATUS UPDATE: The census activity at MEPCO is complete with 38,000 consumers enumerated. PESCO's consumer census is also complete.</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 known corrupt acts. 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>October: MEPCO’s BOD adopted and approved the new Internal Audit manual and co-sourcing for which PDP subsequently completed orientation training on the manual for its Internal Audit staff and BOD Audit Committee. Four other DISCOs formally adopted the manual, approved co-sourcing and held planning meetings to discuss implementation details. PDP either began or completed orientation training of the manual at Quetta Electric Supply Company (QESCO), PESCO, IESCO and LESCO while PDP’s co-sourcing partner BDO was deployed at PESCO, QESCO, MEPCO and LESCO.</p> <p>November: PDP made presentations to all DISCO BOD Audit Committees to educate, inform and discuss co-sourcing and proposed changes to the Internal Audit manual which received unanimous and enthusiastic support from all DISCO BOD Audit Committees. Six of the nine DISCOs formally adopted the manual, approved co-sourcing and held planning meetings to discuss implementation details. BDO was deployed at QESCO, PESCO, MEPCO and LESCO.</p> <p>December: Eight DISCOs formally adopted the Internal Audit manual, approved co-sourcing and held planning meetings to discuss implementation details, with GEPCO expected to follow next month. In the planning meeting with the FESCO Audit Committee, the deployment of BDO was finalized subject to clearance of the BDO staff’s CVs. The deployment of BDO at HESCO was finalized for February 2013 with the HESCO BOD.</p> <p>FUTURE RESULTS: The following results are anticipated by the end of next quarter for all DISCOs: adoption of the Internal Audit manual by all BODs 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 fully deployed at all DISCOs.</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>October: During discussions with PDP, DISCO FDs expressed their intention to utilize the ten-year financial forecast model to file tariff petitions with NEPRA and develop their organization's annual budget for the new fiscal year. DISCOs plan to use the interim period to input financial historical data to become familiar with the forecast model's capabilities.</p> <p>November: PDP successfully designed and delivered the ten-year financial forecast model and trained financial management staff of all DISCOs, and shifted into the monitoring and technical assistance phase.</p> <p>December: Previously requested model enhancements were completed and additional enhancements requested were reviewed and discussed.</p> <p>FUTURE RESULTS: Implementation of the model and DISCO staff training has been completed. The model will be used as a tool to 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.	DISCO ACCOUNTING MANUAL AND PROCEDURES UPDATE	<p>NEED: Develop accounting procedures and manual to supersede the outdated Water and Power Development Authority (WAPDA) legacy procedures.</p> <p>RESULTS TO DATE</p> <p>October: PDP worked with the DISCO Steering Committee of FDs to finalize the desired state and gap analysis sections of the DISCO accounting manual. The manual provides a roadmap to DISCO FDs in optimizing their accounting and financial business processes and establishing a best practice model for future business processes.</p> <p>November and December: PDP continued working with the DISCO Steering Committee to finalize the desired gap analysis sections of the DISCO accounting manual through the quarter.</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, operations and maintenance 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</p>

		assistance in responding to ad hoc requests.
14.	PROGRAM TO RECOVER TRADE DEBT RECEIVABLES	<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, which currently severely impact the GOP’s circular debt problem. Government agencies contribute the most 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>October: PDP facilitated an agreement between MEPCO and the Punjab Cooperative Bank (PCB) whereby PCB pursued collections of private consumer trade debt receivables. This will generate lessons learned integral in the development of a strategy for performing collection efforts for all permanently disconnected DISCO consumers. PDP facilitated a similar arrangement between Trust Investment Bank (TIB) and HESCO.</p> <p>November and December: Due to significant and unfavorable changes in the terms and conditions with PCB, MEPCO pursued the arrangement of collecting private consumer trade debt receivables with TIB instead.</p> <p>FUTURE RESULTS: The feasibility collection effort agreement between both MEPCO and TIB, 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 a strategy provided for a fully implemented collection effort which can be applied to other DISCOs.</p>
15.	ENTERPRISE RESOURCES PLANNING	<p>NEED: All DISCOs (except 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>October: In a meeting with IESCO’s BOD, PDP was requested to provide technical assistance in the preparation of RFP for ERP. As members of its ERP Steering Committee, PDP provided technical assistance to FESCO and IESCO.</p> <p>November and December: PDP continued to provide technical assistance to IESCO and FESCO.</p> <p>KPIs IMPACTED: Improved business processes.</p> <p>STATUS UPDATE: The ERP project is in its final stages; its documentation manual has been completed and handed over to DISCO counterparts. PDP’s role in the future will be to provide advisory services</p>

		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: Currently, existing tariffs of DISCOs are not based on actual allocated cost of service to each customer class. This results in inadequate revenues and requires 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>October: PDP analyzed the load and billing data of IESCO’s 794 feeders to determine demand by each customer class. Customer, sales and billing data was compiled for all IESCO’s customer tariff classes. PDP also held meetings with NEPRA to discuss proposals for mutual cooperation.</p> <p>November: PDP analyzed and reviewed the results of its Cost of Service Model. Two scenarios were developed, one based on current consumer categories and the other based on the supply voltage differential. Cost of service was calculated in both scenarios. PDP also provided assistance in revising the Circular Debt Report.</p> <p>December: PDP made a detailed presentation on the Cost of Service Study methodology, model and results to NEPRA’s tariff division and IESCO’s liaison team. IESCO’s BOD was also briefed on the initial results of the Cost of Service Study. NEPRA greatly appreciated PDP’s efforts and expressed their confidence in the methodology.</p> <p>PDP organized a workshop which was attended by representatives from DISCOs and NEPRA to identify areas of improvements at both organizations to enhance regulatory effectiveness. Key recommendations included suggestions to improve their communications gap and trainings for DISCOs on filing petitions correctly under applicable documents.</p> <p>FUTURE RESULTS: The Cost of Service 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 Cost of Service Study will be completed in Component 2 whereas the Cost of Service studies for the remaining DISCOs will be carried out in Component 3.</p> <p>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 has been populated with data from FY 2010-11 and cost of service calculated – updating results in line with data from FY 2011-12 is in progress in order to assist IESCO in filing its next petition to NEPRA in June 2013. AMR meters currently being procured will be installed on select feeders in each DISCO for profiling transformer-level loads.</p>

5. ENGINEERING

#	Activity	Description / Results to Date / Future Results
17.	DEFECTIVE METERS REPLACEMENT	<p>NEED: A large part of losses being incurred by DISCO are due to faulty meters. Surveying customer meters is instrumental in identifying those that need replacement or repair.</p> <p>RESULTS TO DATE</p> <p>October: PDP initiated plans to begin installation of approximately 9,000 new USAID-provided electronic meters in PESCO’s Kohat Road subdivision and the installation contract began mobilizing.</p> <p>November: The PESCO contractor mobilized its workforce and completed on-site familiarization activities. All materials were transferred to PESCO.</p> <p>December: PDP initiated the rehabilitation of 9,000 meters in FESCO and continued the repair and replacement of 6,500 meters in LESCO’s Niaz Baig subdivision. The project will replace or repair approximately 20,000 meters resulting in an increase in revenue for DISCOs as evident by the 16% increase in LESCO’s Nargis feeder.</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 by at least 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 being mobilized and the work will continue through May 2013.</p>
18.	LT POWER FACTOR IMPROVEMENT – MEPCO, LESCO, and IESCO	<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. PDP is working to fix this through the installation of LT capacitors.</p> <p>RESULTS TO DATE</p> <p>October: PDP continued its tubewell power factor improvement program at IESCO’s Talagang division and installed 10 LT capacitors in Chakwal resulting in a 39.7 Kilo Volt Amperes (KVA) reduction in demand on the IESCO system.</p> <p>PDP and MEPCO continued installing USAID-procured and MEPCO-owned LT capacitors on tubewell motors in the Bosan Road and Lodhran subdivisions. A total of 31 capacitors were installed resulting in a demand reduction of approximately 126.7 KVA on MEPCO’s system.</p> <p>PDP installed 11 USAID-procured capacitors in LESCO’s Mazhar Abad subdivision which resulted in a demand reduction of approximately 29.4</p>

		<p>KVA on LESCO's system.</p> <p>November: Installations of LT capacitors on tubewell motors continued at MEPCO's Lodhran and Ludan subdivisions with 210 capacitors installed resulting in a demand reduction of 811 KVA.</p> <p>Capacitor installations continued at IESCO's Dhanda Shah Bilawal, Talagang Rural, Talagang City Tamman and Baghwal subdivisions. Twenty five capacitors were installed with a demand reduction of approximately 57 KVA on IESCO's system.</p> <p>The installation of 73 LT capacitors at LESCO's Mazhar Abad and Haveli Rural subdivisions resulted in a demand reduction of 177 KVA on LESCO's system.</p> <p>December: Tubewell power factor improvements continued with assistance from PDP with LT capacitors provided by both PDP and DISCOs installed on rural tubewell feeders. Capacitor installations resulted in a capacity release of 113 KVA on IESCO's system; 661 KVA on the LESCO system; 1,245 KVA on the MEPCO system; 455 KVA on the FESCO system.</p> <p>FUTURE RESULTS: PDP will continue providing technical assistance to MEPCO, LESCO, IESCO, FESCO and PESCO. Tenders for 126,000 additional capacitors are currently being evaluated and reviewed.</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. Thus far this program has yielded a demand reduction of 10,292 KVA.</p>
19.	<p>POWER FACTOR IMPROVEMENT ENERCON STUDY FOR SMALL INDUSTRIAL CUSTOMERS</p>	<p>NEED: PDP will 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>October: The Engineering Team accompanied the National Energy Conservation Centre (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>November and December: Enercon continued to develop their study based on field investigations assisted by PDP. 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>KPIs IMPACTED: Reduced demand on the FESCO system, reduced losses, improved voltage, greater reliability, increased customer satisfaction.</p> <p>STATUS UPDATE: The Enercon study continues to concentrate on</p>

		power loom customers with multiple small motors, which they discussed with the United Nations Development Program but no project support has emerged. Enercon will co-present the study results with PDP to MWP Joint Secretary-Utilities in January.
20.	DISCO HT POWER FACTOR IMPROVEMENT	<p>NEED: To improve the high tension (HT) power factor across all nine DISCOs.</p> <p>RESULTS TO DATE</p> <p>October: PDP continued coordination with DISCOs on their efforts to replace or reinstate all 11 KV HT capacitors. An audit of grid stations including inspection of capacitor bank racks and equipment continued with 60% of auditing FESCO, GEPCO, HESCO, LESCO, MEPCO and PESCO completed.</p> <p>November: Auditing of the six DISCOs listed above concluded and work began on auditing SEPCO and IESCO.</p> <p>December: Auditing of SEPCO's began and completed for the eight other DISCOs.</p> <p>FUTURE RESULTS: PDP will complete audits of HT capacitor installations of all DISCOs by the end of March 2013.</p> <p>KPIs IMPACTED: Reduced demand on DISCO systems, reduced losses, improved voltage, greater reliability, increased customer satisfaction.</p> <p>STATUS UPDATE: PDP is analyzing the audit results and is advising each DISCO of the results for their area. HT capacitor work is expected to continue until summer 2013.</p>
21.	GIS SURVEY AND ENGINEERING ANALYSIS USING GIS SURVEY DATA	<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>October and November: In collaboration with IESCO, PDP completed GIS mapping of all Gujjar Khan's 14 feeders. Sample LT mapping was also conducted to enable planning engineers to use new USAID-provided software to analyze both LT and HT feeders of the entire Gujjar Khan division. PDP also began mapping of GEPCO's Tatlay Aali subdivision with 60% of the subdivision's distribution network surveyed. Four GEPCO field personnel were trained on GIS field data collection and map generation.</p> <p>December: PDP continued GIS mapping with DISCOs and mapped 138 distribution feeders. All data for these feeders was turned over to DISCOs along with training on how to produce accurate feeder maps and for the first time, all DISCOs with the exception of SEPCO have this capability. The GIS data is being used by DISCO engineers who attended PDP's GIS training to further enhance their GIS skills and analysis.</p> <p>FUTURE RESULTS: PDP will continue providing technical assistance and GIS training. DISCOs are being approached for identifying divisions</p>

		<p>that require improvements or an upgrade. PDP will work with the planning personnel of DISCOs to create optimum solutions by working with the new tools and equipment. PDP will also organize workshops and coaching sessions on performing field data collection and recording it in the GIS geo-database.</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 has received enthusiastic support and assistance from DISCOs in using GIS software to build the GIS geo-database and applying 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 LESCO, PESCO, FESCO and HESCO 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>October: PDP continued the procurement and final design of interventions to improve congested areas. Evaluations of tenders for material and equipment were also received.</p> <p>November: PDP performed field visits to confirm details of its interventions with DISCOs. It also completed procurement of equipment and materials for two (of four) tranches of equipment.</p> <p>December: Orders for \$1.2 million worth of equipment and material were placed.</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: After some delay, the designs for the congested area and network modifications have been completed and the balance of required material has been ordered. Field work will commence in April 2013 with completion scheduled for the second half of 2013.</p>
23.	<p>ENGINEERING PLANNING: ALL DISCOS</p>	<p>NEED: No DISCO has P&E capacities based on modern techniques, the lack of which is causing large losses.</p> <p>RESULTS TO DATE</p> <p>October: PDP inaugurated new P&E Computer Centers at LESCO and GEPCO headquarters. These new centers house USAID-provided computer and associated equipment which will enable DISCO planning engineers to implement the new USAID-provided GIS software and state-of-the-art engineering analysis computer programs. This will allow DISCOs, for the first time, to develop accurate maps of existing DISCO feeders and transfer locations and to conduct engineering analysis to reduce losses and optimize new projects. All nine DISCOs allocated space for establishing P&E centers.</p>

		<p>With PDP’s help, DISCOs continued establishing new PQM cells within their engineering departments. These cells will be responsible for monitoring power factor and voltage conditions, and initiating corrective actions where necessary. Thus far LESCO, PESCO, HESCO, MEPCO, IESCO and FESCO have established PQM cells.</p> <p>November: PDP inaugurated a new P&E Computer Center at IESCO at an event that received good media coverage and was attended by high-level USAID and PDP officials. With the help of DISCOs’ GIS field staff, activities were planned in an area where P&E is working well to prepare network optimization plans. This will provide accurate GIS field data to support engineering designs and development of optimum designs to carry out network improvements. PDP also carried out on-the-job training at LESCO’s Gulshan-e-Ravi, GEPCO’s Gujranwala Division II and IESCO’s Jhelum Division No. 2.</p> <p>December: PDP inaugurated three new P&E Computer Center at FESCO headquarters in Faisalabad, at PESCO headquarters in Peshawar and MEPCO headquarters in Multan. After PDP’s success in establishing Computer Centers at these six DISCOs, the centers were made operational and functional on a priority basis to support sustainable project objectives.</p> <p>FUTURE RESULTS:</p> <p>DISCOs will have the capacity to establish and maintain a GIS geo-database in addition to tools and trained personnel to use the database for creating optimum, cost-effective plans. This is expected to reduce their annual costs for system augmentation projects by 10-15%.</p> <p>KPIs IMPACTED: Reduced technical losses and annual augmentation program costs, improved reliability and improved customer satisfaction.</p> <p>STATUS UPDATE: The P&E capacity development program has now established and staffed P&E Computer Centers in eight of the nine DISCOs with plans for the ninth in QESCO despite security concerns in Quetta. The program is expected to continue gaining momentum in 2013 with PDP support and technical assistance continuing until June 2013.</p>
24.	<p>AUTOMATIC METER READING FOR HESCO, LESCO, MEPCO, PESCO AND IESCO</p>	<p>NEED: PDP was tasked to demonstrate new techniques and technologies to demonstrate improvements to the DISCOs. One such field is AMR.</p> <p>RESULTS TO DATE</p> <p>October: The first design workshop with AMR vendor Itron and DISCO representatives from Commercial, Billing, Management Information System and IT departments was held successfully in Lahore. This workshop introduced the details of the AMR project to DISCOs and identified details of their needs to finalize system design.</p> <p>November: Factory Acceptance Test was carried out in France on Itron commercial and industrial meters, attended by PDP representatives and metering and IT specialists from five DISCOs (MEPCO, HESCO, PESCO, IESCO and LESCO). Business Solutions Design follow up meetings will be held in January.</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 meters are scheduled to begin arriving in Pakistan in February and March 2013.</p>
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6. HUMAN RESOURCES & CHANGE MANAGEMENT

#	Activity	Description / Results to Date / Future Results
25.	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>October: PDP trained 229 staff members this month including the 150 trained by HESCO using its own resources but based on the program initiated by PDP.</p> <p>November: MEPCO restarted the Quick Impact Safety Training program and trained 57 line staff; HESCO trained 64 line staff.</p> <p>December: This month PDP trained 121 staff members – 57 of which were MEPCO employees and 64 HESCO employees.</p> <p>FUTURE RESULTS: In total, PDP will train approximately 2,400 linemen and linemen trainers in safety. It is also expected that PDP certified staff will train their own staff estimated at 9,500. PDP will also monitor designated trainers to ensure performance compliance. 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, a 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>
26.	ORGANIZATIONAL ASSESSMENT & RESTRUCTURING	<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 HRIS input.</p> <p>RESULTS TO DATE</p> <p>October: The Assessment Report and Terms of Service for the HRIS were delivered by the consultant. PDP briefed the DISCOs on organizational restructuring for its buy-in.</p> <p>November: PDP arranged a workshop in Islamabad where DISCO senior managers, representatives from NEPRA and PDP participated to determine a best fit organizational structure. Based on this feedback, an organizational structure will be proposed to harmonize with the DISCO's needs.</p> <p>December: PDP held a meeting in Multan to discuss implementation of</p>

		<p>various project components.</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>
27.	LINEMAN SAFETY EQUIPMENT	<p>NEED: Linemen do not have proper Personal Protective Equipment, a core factor in rising death rates. PDP will provide proper safety equipment and familiarization with its use in DISCOs.</p> <p>RESULTS TO DATE</p> <p>October: PDP received and stored tools and equipment in its Lahore warehouse. No further activity occurred during the quarter.</p> <p>FUTURE RESULTS: Distribute the procured equipment to DISCO RTCs.</p> <p>KPIs IMPACTED: Safety.</p>
28.	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>October: Four new staff was seconded.</p> <p>November: One staff member called back.</p> <p>December: No activity for this month.</p> <p>FUTURE RESULTS: Two to three seconded staff members are expected to join PDP during the next quarter.</p> <p>STATUS UPDATE: This is an ongoing program that will continue through LOP. Twenty staff members are on board currently.</p>
29.	UTILITY EXCHANGE PROGRAM	<p>NEED: DISCO employees must be introduced to international best practices being implemented at successful and efficiently run utilities in developed countries. PDP's Utility Exchange Program provides them with this opportunity.</p> <p>RESULTS TO DATE:</p> <p>October: PDP finalized the documents for the UAE-based program on commercial and customer services.</p> <p>November: Twelve delegates from nine DISCOs attended the "Commercial and Customer Services Exchange Program".</p> <p>December: PDP finalized the Utility Exchange Program plan for 2013 and finalized nominations for the "Customer Services and Women in Energy" 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, two in the US and Australia. It is anticipated that the entire program will be completed by July 2013.</p>
30.	<p>REVIEW AND DEVELOPMENT OF ORGANIZATIONAL, PROCESS AND PROCEDURE IMPROVEMENTS AT PESCO</p>	<p>NEED: Operations at PESCO’s City division must be brought at par with modern-day utilities in terms of practices, infrastructure and efficiency.</p> <p>RESULTS TO DATE</p> <p>October: PDP successfully completed the project and handed over operations to PESCO. To date, PDP corrected an estimated 600 anomalies on various feeders thus eliminating safety hazards and repairing damaged network components.</p> <p>November: With the project successfully completed, PDP prepared the final reports.</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>
31.	<p>MANAGEMENT DEVELOPMENT PROGRAM</p>	<p>NEED: In order to understand how to run an organization efficiently and in a professional, business-like manner, senior management of DISCOs needs an introduction to modern management practices.</p> <p>RESULTS TO DATE</p> <p>October: PDP conducted two sessions on “Leadership Excellence” which were attended by 55 senior management officials.</p> <p>November and December: PDP began finalizing the third proposed workshop on “Performance Management”.</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>

<p>32.</p>	<p>TRAINING AND CAPACITY BUILDING</p>	<p>NEED: DISCOs have not contributed towards acquiring the right resources for developing their human capital in terms of training and capacity building. This results in low productivity, increased accidents, and poor customer services. The absence of a skill-oriented learning culture has contributed in the demotivation of their employees, 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>October: PDP conducted four-day orientation programs for Internal Audit managers and staff on the new Internal Audit manual for IESCO (with 44 participants), QESCO (35 participants) and LESCO (48 participants). Additionally, 15 trainers were graduated from the Adult Learning Training of Trainers and the first Master Trainers were graduated. PDP also delivered IT and multimedia equipment to RTCs in LESCO, IESCO and GEPCO.</p> <p>November: A four-day orientation training program on the Internal Audit manual was conducted for LESCO (with 100 participants in four sessions) and IESCO (in two sessions with 25 participants). PDP delivered IT and multimedia equipment to RTCs in MEPCO, FESCO and HESCO.</p> <p>December: PDP completed orientation training for the Internal Audit manual for all Internal Audit management and staff for SEPCO (34 participants) and FESCO (59 participants in two sessions). PDP graduated 12 Adult Learning Training of Trainers and three additional Master Trainers. IT and multimedia equipment was delivered to QESCO and PESCO.</p> <p>FUTURE RESULTS: PDP will design and develop curriculum materials for the five-day program for meter readers and the four-day program for distribution planning principles for HR staff. Completing Adult Learning Training of Trainers, the graduation of three Master Trainers and the delivery of Impact Meter Reading training at a second division in MEPCO are activities planned for the future. PDP will also train MEPCO and HESCO trainers in conducting its Customer Service Excellence course.</p> <p>KPIs IMPACTED: Number of employees trained in 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
33.	DOCUMENTARIES	<p>NEED: PDP is working with DISCOs to produce corporate documentaries to improve their branding including presentations to stakeholders e.g. high-level government officials, donor agencies and other government departments.</p> <p>RESULTS TO DATE</p> <p>October: PDP prepared scripts for documentaries on MEPCO and FESCO and completed production on FESCO's documentary.</p> <p>November: Production began on documentaries for MEPCO and LESCO.</p> <p>December: Documentaries for MEPCO and LESCO were completed this month to be provided to both DISCOs in January. Documentaries for PESCO and the tubewell efficiency program are forthcoming.</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: Documentaries for GEPCO and PESCO are in progress.</p>
34.	CONSUMER AWARENESS MATERIAL	<p>NEED: There is a general misconception in Pakistan that the only way to solve the current energy shortfall is to generate more electricity. PDP's campaign will reach out to Pakistanis by informing them the power to change status quo lies in their hands through practicing energy efficiency. The material will help raise consumer awareness regarding procedures for new connections, contact numbers for complaints, human safety, consumers' role in discouraging theft and useful tips on energy conservation.</p> <p>RESULTS TO DATE:</p> <p>October: PDP, in close collaboration with DISCOs prepared consumer awareness material in Urdu which will be placed at complaint offices and customer service centers. This month, material was provided to QESCO and FESCO.</p> <p>November: PDP provided material to MEPCO and began preparing material for HESCO and LESCO. This material included fliers, banners, posters and standees and was distributed to MEPCO CSCs in eight circles, 25 divisions, 154 subdivisions and one Regional Complaint Center.</p> <p>December: PDP prepared consumer awareness materials for placement in HESCO, PESCO, IESCO, GEPCO, SEPCO and LESCO.</p> <p>KPIs IMPACTED: Consumer awareness.</p>

<p>35.</p>	<p>INTEGRATED COMMUNICATIONS AND OUTREACH DEPARTMENT</p>	<p>NEED: DISCOs face challenges in communications and outreach stemming mainly to the absence of resources, skilled staff, orthodox modes of communication, lack of corporate communication and image building which prevent DISCOs from achieving corporate communications standards.</p> <p>RESULTS TO DATE:</p> <p>October: PDP completed the refurbishment of MEPCO’s Integrated Communications Office and a four-member staff including consumer outreach officers and a graphics designer was hired to begin work in November. This Communications Office will help improve MEPCO’s outreach through various activities including holding events at educational institutions and community outreach. Other activities will include internal trainings, branding and improving the quality of experience at CSCs.</p> <p>November: PDP developed a work plan for the scope of work for the next six months and shared it with MEPCO for approval. Material for MEPCO was also finalized and handed over to the DISCO’s Customer Services Department for dissemination.</p> <p>December: During this month, PDP communications personnel conducted energy conservation campaigns in schools and farming communities to much success and resultant media coverage. Over 300 farmers and local female residents attended the sessions. The program has already reached out to 600 rural community members.</p>
<p>36.</p>	<p>MEDIA EVENTS</p>	<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>October and November: PDP organized numerous media events beginning with the P&E Computer Center in Islamabad, the Municipality Pumps Replacement Program in Peshawar, upgrading MWP’s IT infrastructure, PDP’s UAE-based Utility Exchange Program and HHU training in Multan. The Program received extensive and positive media coverage through these events.</p> <p>December: PDP inaugurated its newly established P&E Computer Center at FESCO as part of its P&E capacity building program. This was a media event at FESCO’s headquarters in Faisalabad and received wide publicity in both print and electronic media. PDP also organized a special interactive session with community members of Islamabad’s I-10 sector residents to gauge the impact of its tubewell program. The event’s chief guest was Assistant to the Administrator of USAID’s Office of Afghanistan and Pakistan Affairs, Alex Thier. Beneficiaries of the program provided feedback to him and thanked both USAID and CDA for all assistance provided. The event received wide coverage in both electronic and print media.</p> <p>STATUS UPDATE: The PDP Communications Team will continue USAID’s PDP promotion LOP.</p>

8. GENDER

#	Activity	Description / Results to Date / Future Results
37.	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 the headquarters, revenue offices, customer care centers and computer centers of DISCOs. PDP conducted a need assessment survey, which revealed that 99% of female employees require a basic day care facility in the vicinity of their workplace.</p> <p>RESULTS TO DATE</p> <p>October and November: No activities conducted.</p> <p>December: PDP completed the day care facility at MEPCO scheduled to be handed over in the last week of January. The facility will greatly benefit over 25 working mothers and fathers responsible for taking care of their children. MEPCO has employed two full-time attendants and nurse from WAPDA Hospital will be available for two hours daily. MEPCO contributed to the bare structure renovations and water boiler replacement and has set up a committee of female employees, female BOD members and spouses of senior MEPCO officials who will oversee, supervise and assure the sustainability of the facility.</p> <p>STATUS UPDATE: FESCO and HESCO authorities have not been able to allocate the site for the setup of their day care facilities despite proactivity of their focal persons who do not have the necessary authority to allow the project to move forward. Consequently, the facilities will not be set up at either DISCO. IESCO's BOD has already turned down the offer of a day care facility at the company.</p>
38.	CUSTOMER SERVICES CENTER IMPROVEMENT	<p>NEED: Currently, the environment for women working at Customer Service Centers is untenable and PDP's Gender Team is working with the Commercial Team on this intervention. The low cost project involves infrastructure improvement of those centers employing a large number of women.</p> <p>RESULTS TO DATE</p> <p>The Gender Team visited and identified potential customer service center site locations at IESCO, GEPCO, FESCO, MEPCO, PESCO and HESCO to carry out infrastructure improvements.</p> <p>November: PDP issued purchase orders to the vendor selected for work at PESCO and GEPCO.</p> <p>December: Work at GEPCO was completed.</p> <p>STATUS UPDATE: Two CSC infrastructure improvement projects to facilitate female staff at GEPCO and PESCO were completed and will be</p>

		handed over to respective staff in February 2013. Work is in progress at MEPCO's CSC and will be completed by the last week of January 2013. Purchase orders for FESCO and LESCO will be issued in early February 2012 and for HESCO in mid-March 2013. Furniture for the ICO at MEPCO's Musa Pak division is ready for delivery to demonstrate gender initiatives as a cross-cutting activity of PDP.
39.	GENDER EQUITY TRAINING	<p>NEED: Strengthen gender strategy within DISCOs across all PDP action plans.</p> <p>RESULTS TO DATE</p> <p>November: PDP issued Request For Quotations and 16 consultants and firms submitted offers to impart two-day gender equity trainings at all nine DISCOs. Five firms were shortlisted and will be invited to discuss their offers. Seven DISCOs have nominated their participants for the training sessions.</p> <p>STATUS UPDATE: Training at the Head Office level will be implemented from February to April 2013.</p>
40.	ENERGY CONSERVATION CAMPAIGNS AT WOMEN'S COLLEGES	<p>NEED: In order to build public awareness on energy conservation, PDP's Gender Team is carrying out talks regarding effective energy saving habits at home and the workplace with the support of women's colleges and universities. These talks are taking place at colleges within DISCOs coverage regions in order to build an understanding of the roles of DISCOs in their communities. This platform will also be used to encourage female students to avail internships and other employment opportunities in the energy sector with specific focus on DISCOs.</p> <p>RESULTS TO DATE</p> <p>November: PDP held a successful campaign at four selected women's colleges in the HESCO region where 1,500 students participated. The awareness campaign focused on effective energy saving measures, job opportunities in the sector, and information on HESCO's role and responsibilities in the country's power system.</p> <p>STATUS UPDATE: Campaigns have been held in five DISCO regional cities – IESCO, GEPCO, MEPCO, FESCO and HESCO. So far 7,500 students have participated with similar campaigns to be held in LESCO and PESCO in March and April 2013, respectively. Post assessment reports have been submitted.</p>
41.	INTERNSHIP / MANAGEMENT TRAINEE PROGRAM	<p>NEED: PESCO is facing prominent challenges in its operations arising from recruitment embargoes, political pressures and a shortage of funds, making it difficult to fill immediate recruitment requirements. The DISCO's current internship program fails to employ interns in gainful pursuits.</p> <p>RESULTS TO DATE</p> <p>September and October: PDP's Internship Program Implementation Team held meetings with all eight PESCO department heads and carried out a Resource Gap Analysis, which identified 42 positions in various departments of the company.</p> <p>November: PDP prepared job descriptions and communicated them to career officers at eight universities in the Khyber Pakthunkhwa province. Approximately, 500 CVs were received.</p> <p>STATUS UPDATE: CVs are being sorted and evaluated with the first batch of six interns scheduled to be positioned at the Finance Department</p>

		by early March 2013, after an orientation workshop at PDP's offices. As part of the internship program, and on PDP's request, PESCO has allocated space for an IT training lab at its headquarters.
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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 Component: 2, Deliverable: 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 Component 2, Deliverable: 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		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. Approved by USAID February 13, 2012.
Component 2 Deliverable 3		DISCO Equipment and Commodity Plan with Timeline. Approved by USAID. Strategy to assess and support selected DISCOs in design, arrangement of funding and implementation of large scale and replicable performance improvement projects. Approved by USAID on April 15, 2011.
Component 2 Deliverable 4		Strategy to advise selected DISCOs in the design, arrangement of funding, and implementation of large scale and replicable performance improvement projects. Submitted to USAID under FARA on April 19, 2011.
Component 2 Deliverable 5	6.4.2.3.3.4	An overall strategy to segregate and reduce technical and non-technical losses. Approved by USAID February 27, 2012.
Component 2 Deliverable 6	6.4.2.3.3.5	A USAID Power Distribution Program-wide Change Management- Focused Human Resource Management Improvement Strategy. Submitted to USAID; awaiting final approval.
Component 2 Deliverable 7	6.4.2.3.3.2	An overall DISCO Governance Improvement Strategy. Submitted to USAID on July 6, 2011. Approved by USAID February 27, 2012. (As Component 1, Deliverable 22)
Component 2 Deliverable 8		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. Plan submitted to USAID under Component 1, and approved with conditions . Further revisions will take place after surveys in 2013 towards the end of project.
Component 2 Deliverable 9	6.4.2.3.3.3	An overall DISCO-wide Revenue Management Improvement Strategy. Submitted to USAID; awaiting final approval.
Component 2 Deliverable 10		Develop a competitive and well-publicized DISCOs' Performance Improvement Program Strategy. Evaluation and identification of Key Performance Indicators for DISCOs. COR comments received on presentation. Submitted to USAID for final approval on July 21, 2011. Approved by USAID February 28, 2012.

Component 2 Deliverable 11	6.4.2.3.3.5	An overall Power Distribution Capacity Building and Training Strategy. Approved by USAID February 8, 2012.
Component 2 Deliverable 12		Integrated Component 1 and 2 Work Plan – no more than 10-page support plans for individual elements being combined into overall plan. Approved by USAID September 2011.
Component 2 Deliverable 13		Project design and due diligence reports on the first of two large-scale DISCO Performance Improvement Projects. Under FARA Reports for LESCO and MEPCO submitted to USAID in April 2011. Reports for HESCO and PESCO submitted to USAID August 31, 2011. No comments from USAID.
Component 2 Deliverable 14		USAID-funded activities Completion and 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)
Meeting with IESCO IT Management	October 3	Assist in completion of ERP questionnaire for RFP preparation.	IESCO will provide timely input for RFP presentation to BOD.
Orientation Training for New Internal Audit Manual at IESCO	October 8 - November 7	Introduction to the new Internal Audit manual.	Capacity building for 69 Internal Audit managers and staff.
Presentation to FESCO BOD	October 8	Provide technical assistance to FESCO Steering Committee regarding necessary for successful ERP implementation.	Educational and informative information for BOD.
Orientation Training for New Internal Audit Manual at QESCO	October 8-9	Introduction to the new Internal Audit manual.	Capacity building for 34 Internal Audit managers and staff.
Enercon Coordination Meeting	October 9	Meeting regarding assistance to assess potential for small industrial customer load factor improvement.	FESCO pilot study showed 3KVA customer load reduction is possible through power factor correction by installing capacitors on small industrial customers.
Internship and Management Trainee Program	October 10 & 16	Hold final discussions and reconfirmations of Gap Analysis Document and gathering inputs for job descriptions.	Determine number of vacancies and JDs for placement of internees at PESCO.

Event / Meeting	Date	Purpose	Outcome / Result Achieved
(a)	(b)	(d)	(e)
Visit to HESCO & LESCO	October 12	Observe procedures for billing, collection and receivables to prepare strategies for improving billing, minimize receivables and nonpayment, and increase collections.	Report submitted for further action.
Upgrading LESCO RTC	October 12	Handing over IT and multimedia equipment.	Improved delivery and effectiveness of training programs at RTCs.
Visit to CPPA	October 12	Organizational Assessment of CPPA	Report submitted to MWP.
Upgrading IESCO RTC	October 15	Handing over IT and multimedia equipment	Improved delivery and effectiveness of training programs at RTCs.
Work Plan Update Meeting with QESCO BOD	October 15	Update BOD on progress of PDP's Financial projects.	Discussed issues important to BOD.
Orientation Training for New Internal Audit Manual for LESCO	October 15- November 22	Introduction to the new Internal Audit manual.	Capacity building for 144 Internal Audit managers and staff.
Leadership Excellence Workshop	October 16-17 & 22-23	Development of senior management.	Capacity building.
Load Data Improvement Project Coordination Meeting	October 18	Clarify scope and responsibilities for making the grid station AMR project capable of supporting the Load Data Improvement Project.	Identified issues and strategies to the existing project meet reduced load shedding objectives.

Event / Meeting	Date	Purpose	Outcome / Result Achieved
(a)	(b)	(d)	(e)
Inauguration Event with LESCO in Lahore	October 19	LESCO P&E Computer Center Inauguration	Highly successful inauguration of new USAID and PDP-sponsored P&E Computer Center. Media coverage was received in all major electronic and press media.
Transformer Manufacturer Meetings	October 19-20	Discuss possibilities for the manufacture of high efficiency transformers.	Manufacturers indicated significant efficiency improvement available and showed interest in a pilot design.
Upgrading GEPCO RTC	October 22	Handing over of IT and multimedia equipment.	Improved delivery and effectiveness of training programs at RTCs.
Meeting MEPCO Senior Management and PDP Co-Sourcing Partner BDO	October 22-23	Provide guidance and clarity on outstanding issues regarding PDP's Program to Recover Trade Debt Receivables and Internal Audit Process Optimization projects.	Clarified direction and understanding on project goals and initiatives.
Organizational Restructuring Briefing Presentation to PESCO BOD and Management	October 24	Introduction to organizational restructuring project	PESCO BOD and management buy-in.
Bid Review Meeting with Creative Engineering	October 25	Final pre-award conference on the meter replacement project at FESCO.	Final clarification concluded with the contractor.
GEPCO Inauguration Event	October 30	P&E Engineering Computer Center inauguration with USAID.	Highly successful inauguration of new USAID and PDP-sponsored P&E Computer Center. Media coverage was received in all major electronic and press media.

Event / Meeting	Date	Purpose	Outcome / Result Achieved
(a)	(b)	(d)	(e)
IESCO Inauguration Event	November 1	P&E Engineering Computer Center inauguration with USAID.	Highly successful inauguration of new USAID and PDP-sponsored P&E Computer Center. Media coverage was received in all major electronic and press media.
Upgrading MEPCO RTC	November 6	Handover of IT and multimedia equipment.	Improved delivery and effectiveness of training programs at RTCs.
Upgrading HESCO RTC	November 7	Handover of IT and multimedia equipment.	Improved delivery and effectiveness of training programs at RTCs.
Utility Exchange Program – Commercial Operations & Customer Services, UAE	November 9-16	Introduction to utility best practices.	Capacity building.
Meeting with QESCO BOD Audit Committee Chairman	November 13	Gain feedback regarding recent implementation of PDP co-sourcing partner, BDO.	Constructive comments and feedback on communications protocol and other related issues.
Upgrading FESCO RTC	November 13	Handing over of IT and multimedia equipment.	Improved delivery and effectiveness of training programs at RTCs.
Peshawar Municipality Pump Event	November 13	Showcase USAID’s support to Peshawar’s municipalities and communities.	Regional print and electronic media reports.
Kick-off for FESCO Meter Replacement Program	November 19	Official kick-off meeting for FESCO’s Garden Colony subdivision meter replacement.	Replacement project for 90,000 new electronic meter installations underway.

Event / Meeting	Date	Purpose	Outcome / Result Achieved
(a)	(b)	(d)	(e)
Organizational Restructuring Workshop	November 28	Brainstorm to find the best organizational structure for an electric utility.	Organizational restructuring solutions.
USAID Energy Office Group Visit to HESCO Headquarters	November 28	Introduce USAID Energy personnel to HESCO and PDP operations in Hyderabad.	USAID personnel briefed on current situation and plans for the AMR project.
Orientation Training for New Internal Audit Manual at FESCO	November 28- December 1	Introduction to the new Internal Audit manual.	Capacity building for 34 Internal Audit managers and staff.
Power Quality Workshop in Islamabad	December 4	Seminar on power factor, power quality monitoring.	All nine DISCO Chief Engineers attended and learned about power factor and received power analyzer equipment.
Upgrading PESCO RTC	December 4	Handover of IT and multimedia equipment	Improved delivery and effectiveness of training programs at RTCs.
NEPRA-DISCO Compliance Workshop	December 6	Create an interface between NEPRA and DISCOs.	Improved relationship between both companies and improved processes in NEPRA and DISCOs.
NTDC Meeting on Load Data Improvement Management project	December 12	Present the Load Data Improvement Management project to NTDC management.	NTDC MD agreed to provide full support for the project and indicated the NPCC as the site for data storage.
Inauguration Event at FESCO	December 14	Inaugurate USAID-provided P&E Computer Center.	BOD, USAID and FESCO senior management present at highly successful media event of new USAID and PDP-sponsored P&E Computer Center.

Event / Meeting	Date	Purpose	Outcome / Result Achieved
(a)	(b)	(d)	(e)
Orientation Training on New Internal Audit Manual at FESCO	December 18-29	Introduction to the new Internal Audit manual.	Capacity building for 60 Internal Audit managers and staff.
Load Data Improvement Management Project Meeting at FESCO	December 19	Present project to FESCO management.	FESCO management fully supported project and assigned coordination personnel.
Organizational Assessment and Restructuring Meeting with MEPCO Management	December 20	Discussion on various components of the project, deliverables and way forward.	MEPCO participation.
Load Data Improvement Management Project Meeting at PESCO	December 20	Present project to PESCO management.	PESCO management fully supported project and assigned coordination personnel.
Linemen safety training in MEPCO	December 20	Linemen safety training and introduction to modern tools.	Safety awareness at MEPCO, concluding the training.
Load Data Improvement Management project at SEPCO	December 21	Present project to SEPCO management.	SEPCO management fully supported project and assigned coordination personnel.
Upgrading QESCO RTC	December 26	Handing over of IT and multimedia equipment.	Improved delivery and effectiveness of training programs at RTCs.
Workshop on Modern HR Concepts and Practices	December 27-28	Orientation to modern HR practices and concepts.	Capacity building.
SynerGEE Load Flow Analysis Webinar	December 29	Provide additional training for DISCO planning engineers who previously received classroom training on load flow analysis software.	PDP imparted training to 15 engineers on how to create SynerGEE models using existing electrical single line diagrams for power flow analysis.

6. PROBLEMS AND OBSTACLES

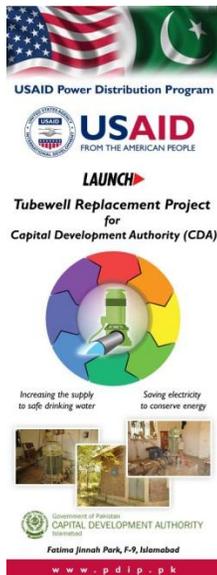
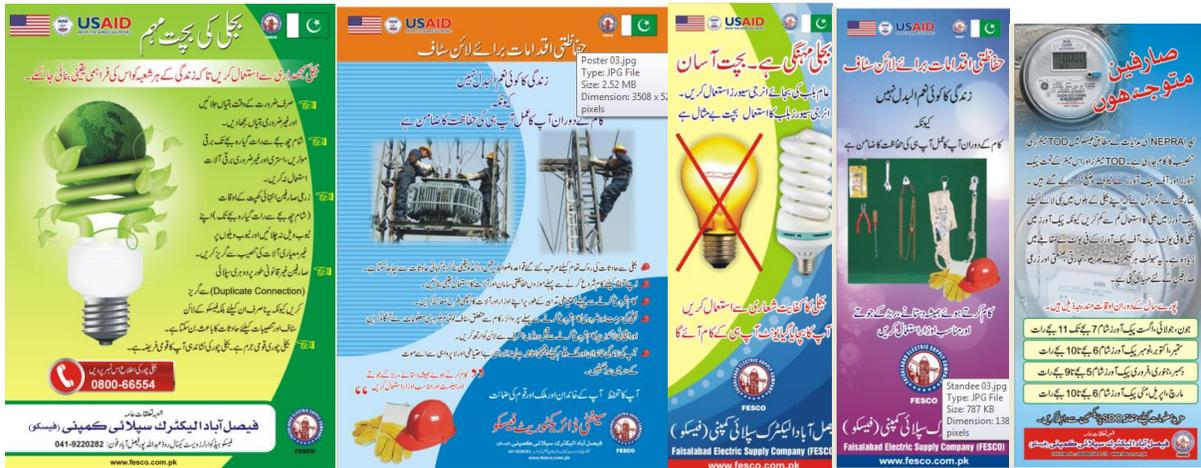
#	Problems/Obstacles/Issues	Steps Taken to Remedy Them
	(a)	(b)
1	The IMR (formerly Blind Meter Reading) process has identified that the baseline information of losses for DISCOs is not correct. The reason is that there is overbilling which will take a couple of months (and in some places longer) to 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 billing, providing credits to customers for overbilling and rectifying theft cases.
2	Instances have occurred where seconded staff from DISCOs was ordered to return to their postings.	PDP continues to work with DISCO senior management and BODs to assure that seconded staff remains with the project. In some cases, new personnel are being provided.
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.	PDP questions reassignments and in at least one case, the decision was reversed. P&E trainees are carefully selected and PDP obtained commitments from DISCO management where selected trainees are allowed to stay on the Engineering Team for at least three years. Inaugurations of new P&E centers are helping to build awareness of engineering planning as a desirable and important sector to work in.
5	HESCO was very slow in taking action to regularize illegal connections.	The HESCO BOD named a Member who is following the situation closely. Installation of ABC insulated LT cable is also in progress to reduce illegal connections and management is beginning to show progress in regularizing illegal customers.
6	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>Little has changed in the overall security situation from the previous quarter. Karachi, Quetta (Baluchistan) and Peshawar (Khyber Pakthunkhwa) remain the worst affected areas with numerous incidents of targeted and sectarian killings, suicide bombings and kidnapping. Although there is no perceived threat to PDP staff or expats, the four major areas of concern are: a) increased targeted killing in Karachi and Quetta, b) kidnapping of locals and expats rising in Baluchistan and Khyber Pakthunkhwa.</p> <p>Three major incidents occurred in KPK – terrorists destroyed many schools in the region; Peshawar Airport was the victim of a terrorist attack in December; KPK Senior Minister Bashir Ahmed Bilour along with eight others were killed in a suicide attack.</p>	<ol style="list-style-type: none"> 1. Margalla House has been demobilized due to its proximity to the main road and susceptibility to crowds of protestors. A new house located in a more secure area has been leased as residence for expat staff. 2. With the increase of activities in Peshawar, PDP leased a house in University Town, the safest area outside Cantt, to establish a local office and residence. Security has been enhanced with blast-proof film, razor wire, and CCTV system and road blocker with 24-hour guards stationed. 3. Close Protection Officers are used to cover all movement of expats to and from the Islamabad Airport during internal travel in high security areas. 	<ol style="list-style-type: none"> 1. Continuous monitoring of general security situation is routine, including close liaison with the USAID Regional Security Office. 2. All security work for newly leased housing was completed before occupation. 3. All security work of Peshawar House was completed and the house is ready for occupation.

ANNEX B: PRODUCTS DEVELOPED

Consumer Outreach Material for FESCO



Event Branding Material



USAID Power Distribution Program

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