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KED TRAINING NEEDS ASSESSMENT

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**KABUL ELECTRICITY SERVICE IMPROVEMENT PROGRAM
(KESIP)**

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KED Training Needs Assessment

Kabul Electricity Service Improvement Program (KESIP)

August 30, 2010



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PREFACE

DABS, with the government of Afghanistan and donor agencies are currently implementing major initiatives to address the quality of electricity service to the Afghan people.

Kabul has been given a priority as this is where the highest concentration of the population is and is the hub of the Afghan economy.

Human resource development has been identified as an urgent necessity to ensure that the necessary competencies are imparted to the employees of DABS, and to enable them to effectively manage and operate the company.

Manitoba Hydro International (MHI) was tasked to carry out a Training Needs Assessment to identify training needed by DABS (CH) employees and prepare a competency-based training plan.

A situational Analysis of DABS commenced on the 16th July, 2010 with consultations; interviews; meetings; review of relevant company records such as training plans, business plans, organization charts, on-going projects being handled by consultants, photographs of the state of the distribution network in the field, tour of offices to see the state of work environment, direct observations of operations such as customer service and processing of applications for new connections.

The findings of the situational analysis formed the basis of the training needs and the plan herein highlighted in this report.

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1.0 INTRODUCTION

1.1 Background

In the past, development assistance focused more on infrastructure development at the expense of the human dimension. As a result, most of the infrastructure put in place has declined as most of the people managing these do not have the necessary capacity and in some cases the right skills to do so. Priority is now shifting and more emphasis is being put on developing human capacity as a prerequisite to sustainable infrastructure development and management.

2.0 SITUATION ANALYSIS

Field visits to assess the state of the Distribution Network, Substations, Meters, transformers, and other Installations, Customer Service points, Meter Readers' transportation, Call Centres, observe employees at work, availability and state of employees' tools, state of equipment and technological advancement, standard of workmanship and house-keeping etc, was very necessary in order to determine :

- Whether the training being recommended is the only solution to the business problems
- Isolate reasons other than training that impact employees' performance negatively
- what type of training to recommend to target specific weak areas of the business identified during the field visits
- Which employees would require the proposed training and the level of their existing skills and knowledge
- What basic skills and knowledge is required from employees in most of the jobs in the company and
- Cost –Benefit analysis:
 - ✓ Whether post -training results in DABS performance is going to be higher than the cost of training or
 - ✓ Whether training existing employees is more expensive than recruiting and training new staff gradually

The situational analysis was aimed specifically at obtaining a quick synopsis of the base line performance in the areas of:

- State of Distribution Network
- Meter reading
- Billing processes
- Revenue collection and
- Customer service

The training needs assessment (TNA) was aimed at identifying the core training needs in the above areas as well as any essential complementary skill requirements such as Information Technology skills. The whole exercise was intended to gather adequate material that would be useful in the designing of the competency-based training plan for DABS Capital Hub employees.

The field visits however, could not be conducted because of time constraints and the security situation. Interviewing experienced, senior staff of DABS including consultants who have been on the Project long enough was considered a viable option to field visits.

3.0 APPROACH TO THE ASSIGNMENT

Situational Analysis: To guide the interviews, a list of questions (Appendix I) was developed and used to assess the state of affairs of the business out in the field. The checklist questions focused on activities of Distribution and Commercial departments in Kabul.

Interviews: Interviews were conducted among senior staff of the utility with high level responsibility for Distribution and Commercial Divisions.

Focus Groups: Focus group discussions were held with key operational staff involved in distribution network maintenance, Meter reading, Billing, Revenue Collection, and Customer Service.

Questionnaire: Taking into account the fact that most of the staff at DABS do not speak English language, a simple questionnaire (Appendix II) was developed and translated to Dari language before it was administered to the target staff mentioned above. The questionnaire was designed in such a way that basic information could be acquired from the employees regarding their:

- Current skill levels
- Abilities
- Qualification
- Training Aspirations and
- Training needs

The questionnaire also focused on core areas of training considered very necessary for the success of the KESIP initiatives.

Review of Records and Documents

Available records and documents were reviewed and an assessment made of the processes and management systems in place at DABS Capital Hub. The sampling of records and documents was done at random but generally focused at the targeted functions of Distribution and Commercial aspects of DABS (CH) business.

4.0 GENERAL OBSERVATIONS FROM THE INTERVIEWED EMPLOYEES ABOUT THE STATE OF THE DISTRIBUTION NETWORK IN KABUL

The distribution network is in need of upgrading and refurbishing. The network is estimated to be over thirty years old. It is prone to illegal connections and theft of electricity as it is not easy to clearly identify which cables lead to which customer premises.

There is no planned maintenance programme in place. Repairs are done at random when the system fails and when materials become available. Staff operating the distribution network were found to have limited or no technical qualifications, but have worked for the company for long and have acquired on- the- job experience. Distribution network

maintenance records to indicate replacement of vital installations like transformers were not being kept.

4.1 Maintenance of Distribution Network and operations of Commercial department

Specific observations:

- Combined technical and commercial losses are estimated at upwards of 44%.
- Preventative maintenance of the distribution network is not being undertaken. The maintenance staff however indicated that they carry out regular system inspection. This could not be readily established as there were neither maintenance nor inspection records.
- Repairs of distribution system are carried out on ad-hoc basis as and when breakdowns occur.
- No attempts have been made to undertake distribution network upgrade and renewal.
- Customers seemingly have taken advantage of the state of the system to illegally connect themselves to the grid without paying for it.

4.2 Illegal electricity connections

- It is not easy to tell which meter belongs to which customer as meters are mounted on top of poles. Standard practice provides that meters are mounted at the customer premises for security, ownership and ease of identification.

NB: *one of the meter readers indicated that customers are reluctant to allow meter readers into their premises and this could explain the company procedure of mounting meters atop poles outside customer premises.*

- Effort in place to reduce or discourage illegal connections of electricity. Customer premises and installations are not being visited on regular basis to ensure non existence of illegal users of electricity.
- Suppressed electricity accounts are not visited to confirm reasons for reduced consumption of electricity, to replace faulty or slow meters and avoid direct connection or bypassing of meters by customers.
- Meter readers are not frequently rotated to avoid collusion with customers.
- An effective disconnection for non-payment system exist, however, there is no mechanism in place to ensure that illegal electricity users once identified do not go back to using it again.
- No programme is in place to ensure that customers with suppressed electricity consumption accounts are encouraged to come back onto supply.

- There is an ongoing programme to count all the customers and transfer their information to customer information (CIS) system. Already 183,000 customers have been migrated to the new system.

4.3 Customer location and referencing system

- The company is in the process of procuring a Geographical Information System (GIS) to map the low voltage network in the city and link it with the Customer Information System (CIS).
- At the moment, customer premises are based on zoned management approach. The network has been divided into zones for purposes of meter reading. These zones are known and manned by one person. Commercial staff such as meter readers, attached to the zone know the customers and where they are located.
- This makes it difficult to rotate staff as it will require time to introduce the new employee to the customers.
- Although there is a reconciliation process that confirms consumption relative to payment due, Meter readers may have taken advantage of this system to collude with customers to deny the company revenue.

4.4 Customer Service Commercial department processes/procedures and level of customer service

- A customer Information System (CIS) is being procured to facilitate establishment of a comprehensive Customer data base.
- A customer call centre has just been established and will soon be fully operational when all customer information is transferred to the CIS.
- At the moment, there is no customer complaints resolution system that guarantees follow up of customer issues.
- Customer feedback mechanism is not adequate as most of the feedback is done verbally. When a customer complains that his or her supply is off and the problem is resolved, there is no follow up mechanism to ensure that the customer stays on supply, unless he or she complains again. The company does not have a mechanism for customers to express their views about the services they receive from the company.
- Majority of customer records are manual and there is no guarantee that they may be tampered with. This makes outstanding customer accounts very difficult to collect.
- Customers buy their own electricity meters including fittings required for new connection. The quality and the performance of such meters expose the company to revenue collection challenges, particularly if there is no system of testing and calibration. There are plans however, under KESIP II to replace electro mechanical meters with high quality digital meters. Specifically, 50, 000 new meters are expected soon and another 150, 0000 to follow. This will enhance loss reduction efforts and guarantee the company more revenue.

- Customer satisfaction surveys to gauge the level of customer satisfaction have not been done before. It is not easy to determine how dissatisfied customers could be at the moment. It is therefore important and urgent to put in place a strategy to determine a baseline satisfaction level index and enhance it thereafter.
- Customer Service Level Agreements (CSLA), among other customer satisfaction enhancement strategies can be explored.

4.4 Billing and Revenue Collection Procedures and Processes

- Revenue collection is partly an outsourced function. The company bills the customer and the customer pays through the bank. The company does not receive any cash and therefore does not have to employ cashiers.
- The proposed automated billing System, installation of about 200,000 digital meters, installation of Customer Information System, procurement of a GIS to map the low voltage network in the city will improve revenue collection and billing processes.
- Billing and revenue collection is the critical tail-end of the business value chain and require employees with high level of integrity and ethical conduct to safeguard the interests of the company. As systems are being put in place to enhance the processes, the commitment of the employees manning billing and revenue collection is as critical.

4.5 Aligned Human Resource development plan

- The organization is in transition from government to private sector orientation. The old culture will remain dominant for a while among employees as change takes root. Acceptance of the new way of doing things will be gradual and calls for tactical patience from among business leaders.
- Staff transition from DABMs to DABS is being implemented with senior management positions being filled competitively.
- A blue print of the Capital Hub Staffing Model and a performance management system is being developed.
- A comprehensive human resource training and development plan for the entire DABS Capital Hub employees will be necessary.
- Training of Technicians and Engineers is in the process as illustrated by the training records made available by HR department.
- Training and Development plan for technical staff below technicians i.e. customer-facing staff, Artisans, Craftsmen, etc, who will directly be carrying out system operations and maintenance is not in place yet.
- This Training Needs Assessment exercise targeted this group of operational staff in Distribution and Customer Service Divisions.

5.0 TRAINING NEEDS ASSESSMENT

5.1 Questionnaire

A questionnaire which was written in English and translated in to Dari language was used to facilitate identification of training needs by staff. The leaders of both Distribution and Commercial Divisions were brought together in a meeting and briefed on the TNA process and purpose of the questionnaire. The questionnaires were thereafter distributed to them to administer to their staff in their respective areas of operation. The team leaders administered the questionnaire and collected the responses for analysis.

5.2 Data Analysis

Nine hundred and fifty (950) questionnaires were administered to employees below the level of technician involved in meter reading, billing, revenue collection, loss reduction and customer service.

Six hundred and eighty seven (687) responses were received (as at 20th August 2010) representing 72% response. This is statistically a very good representation of the target population.

The responses were analyzed and the feedback included in the report particularly, issues that hinder good performance as well as training needs of the targeted employees.

6.0 RECOMMENDATIONS AND CONCLUSIONS

As indicated in the situation analysis, it is important to identify and isolate issues other than training that hinder employees' performance. These are the issues that should be considered priority and plans put in place to resolve them so that, together with proposed training, employees' performance can be enhanced in the respective areas of:

- Meter Reading
- Billing
- Revenue collection
- Loss Reduction and
- Customer Service

6.1 Prerequisites to improving performance

1. Stepping up repair and maintenance of Distribution network
2. Installation of company owned digital meters to replace electro mechanical ones in the system
3. Installation of bulk meters to monitor electricity consumption
4. Establishment of a meter laboratory for testing and calibrating meters
5. Installation of customer information system(CIS)/Automated Billing system
6. Installation of Geographical Information System(GIS) and integration with CIS
7. Recruitment of technically qualified staff to man the systems
8. Establishment of a performance and Reward Systems to institutionalize a performance culture in DABS (CH)

9. Review of staff salaries and benefits to motivate existing and attract top notch talent to the company
10. Institutionalization of safety culture to enhance safety of employees at work including safety gear and tools
11. Provision of adequate transportation to staff
12. Enhancement of communication between employees and supervisors through regular scheduled meeting such as team talk sessions
13. Resources should be identified to enable majority of employees have access to computer training so that the organization can gradually migrate its operations from paper-based to information technology aided operations
14. Basic business English should be introduced to staff to enhance their use of equipment such as computers.
15. DABS (CH) is undergoing a major change from government oriented organization to private sector business orientation. The shift represents a very significant change of mind set among. This call for training on change management to enable employees appreciate why the change is necessary and therefore supports it.

It is estimated that DABS (CH) constitute over 65% of the electricity business. If the above mentioned aspects of the business are resolved, the overall impact on the performance of the business will be very significant.

6.2 Establishment of a Staff Training Committee: (STC)

A staff training committee is necessary to establish. The committee members should come from Distribution and Commercial Divisions. Human Resources should be assigned the role of secretariat to the training committee. The role of the committee will be to allocate training resources on a business priority basis and to ensure that all functions that require training access it. The role of Human Resources is to obtain training requirements from line managers and develop draft annual training plan for review and approval by the STC. It is important to appreciate that the training plan should be flexible to respond to the dynamic business priorities.

6.3 Vendor - Provided Training

Suppliers of equipment, tools, materials, services to DABS (CH) should, as much as possible provide training as part of the package. Procurement of Systems and tools such as the ones mentioned here below represent an opportunity for staff training and would be necessary to identify and document the type of training required and the staff to benefit from the training, including timelines when such training will take place:

- ✓ customer information/Billing systems (CIS)
- ✓ Computers
- ✓ Hand Held Sets
- ✓ Geographical Information System (GIS)
- ✓ Meter testing and calibration lab
- ✓ Digital meters

6.4 Meeting with stake holders

Given the vast range of skills and competencies identified during the TNA (appendix III), it was necessary to arrange a meeting with stakeholders to prioritize the training so that focus on the areas which will yield immediate benefits in terms of DABS (CH) performance comes first on the training plan. The training plan was prepared according to the stakeholder priorities.

The training plan takes into account the fact that KESIP II contract comes to an end on the 8th November, 2011. This leaves about 15 months to plan and implement the training. As a matter of priority, the training plan attached herewith (appendix IV) will take 75 days to implement. This does not take into account the days required to source for trainers, arrange venues, identify and invite target staff to attend the training.

7.0 TRAINING PLAN

The training plan takes into account the immediate business priority areas which are: meter reading, billing, revenue collection, loss reduction and customer service. The training covering these priority areas will be implemented within the first 75 to 90 days.

Course Duration: The days provided per course are minimal; below which the training may not be sufficient.

Target group: Target group were identified by the stake holders and should not be changed by the trainers so that relevance of training is maintained.

Course objectives: Course objectives are not exhaustive. The trainers may wish to make some changes as long as the changes do not vary course objectives considerably.

Size of class: The class size provide for minimum and maximum number per class. The numbers may be varied downwards to avoid depleting the number of staff at work at any one time. The variation however, will affect the total training days proposed in the training plan.

Trainers: Kenya Power & Lighting Company has a training school that offers the courses in the training plan. If they are considered to offer the training, the trainers will be made available to DABS for the period of the training courses. However, this does not inhibit DABS (CH) from sourcing trainers from any other institutions that are considered to have the capacity to deliver the training cost effectively.

Training Venues: To be able to implement the proposed training within the proposed period, it is proposed that more than one venue be identified. This will enable trainers to run some courses concurrently and keep or safe on the time provided.

Appendix I

CHECKLIST FOR SITUATIONAL ANALYSIS

Distribution Network Maintenance

1. Is there a planned preventative maintenance programme for the distribution network?
2. Are there records of repairs of the distribution system, indicating what repairs were undertaken, for example replaced transformer?
3. Is there a regular installation inspection programme to ensure all system installations such as meter are not tampered with?

Loss Reduction

1. How does the company deal with illegal connections?
2. What comprehensive plans are in place to reduce losses from the over 44% t downwards? highlight them
3. Is there a strict meter installation procedure in the company in which only a certain cadre of staff are allowed to install meters?
4. Are new meters tested and calibrated before they are installed?
5. How regularly are test meters used to verify consumption among large customers to ensure that they are paying what they actually consume?
6. What customer referencing procedures does the company maintain?
7. Is the network mapping system updated as and when the network is extended?
8. Does the company have a strategy to replace faulty and slow meters currently in the field?
9. Where does the company suffer the highest losses in the value chain?

Commercial and Customer Service

1. Does the company maintain a customer complaints register that capture complaints and complaint resolution time versus target?
2. Does the company maintain a customer data base with all necessary customer details such as location, consumption pattern, category of customer, meter number, status of account, etc?
3. Are customer service staff at customer service points empowered with customer information to be able to serve them effectively?
4. How regularly are meters read?
5. How long does it take to connect new customers from the time they apply until they are connected?
6. Has the company conducted a customer satisfaction survey most recently?
7. What public relations strategies are in place to ensure that the company remains connected and maintains a positive public image?

Revenue collection

1. Does the company have a strategy to reduce losses?
2. Is the current tariff adequate to finance the operations of the company?
3. Besides the proposed installation of an automated billing system that is being procured, are there any other planned strategies to enhance revenue collection?
4. Are outstanding accounts declining or rising?
5. Are there circumstances under which bills are estimated, what are the circumstances?

6. Does the company maintain a database of debtors?
7. Does the company have a revenue protection strategy?

Human Resource Training and Development

1. Does the company have a comprehensive human resource training and development plan covering all aspects of the business aligned to its business strategy?
2. Does the company have an employee performance improvement strategy?

Appendix II

QUESTIONNAIRE FOR TRAINING NEEDS ASSESSMENT

1. How long have you worked for this organization?
2. What is your highest level of qualification? Tick the highest you possess.
 - Certificate
 - Diploma
 - Graduate
 - Post graduate
3. In what discipline?
4. What is your current job Title?
5. What are your main tasks in relation to your job?
6. What are the major problems /constraints /challenges you find executing your duties?
List a maximum of five.
7. What other skills do you need in relation to your job?
8. In your current job, do you need additional training in the following areas?
 - Basic computer operations
 - Data entry course
 - Proficiency in Microsoft Office
 - Proficiency in Ms Excel (for data management)
 - Meter Readers' course
 - Customer service course
 - Meter Testing and Calibration course
 - Basic Financial management course
 - Newly introduced Customer Information System training
 - Newly introduced Billing System training
 - Electrical Installation Inspection course
 - Distribution Network Operations and Maintenance course
 - Revenue Protection course

Appendix III

CORE AND COMPLEMENTARY TRAINING NEEDS IDENTIFIED DURING THE TNA

CORE NEEDS

1] Distribution in Support of Loss Reduction, Customer Service and Revenue Management

[Staff earmarked: Network Extension and Maintenance Crews, Electrical Installation/Inspection Crews, Meter Lab staff, Meter box maintenance staff]

Distribution Network Operation and Maintenance course

Meter testing and Calibration course

Meter Installation course

Meter operation course

Junction/Substation staff training on use of existing electronic meters

Safety Training course (for operations and maintenance staff)

2] Meter Reading

[Staff earmarked: Meter Installation Crews, Meter Readers, and Field Disconnection/Reconnection Staff]

Meter Readers' Training course

Customer Audit Training course

Implementation of Billing Schedule and Billing Zones

Anti-corruption Sensitization course

Bill Delivery training course

Performance monitoring training course

Large Power Metering and monitoring course

Safety Training course (for meter readers)

Technical Appreciation course for Meter Readers

3] Billing and Revenue collection

[Staff earmarked: Billing and Revenue Collection staff, Debt control staff]

Customer Care Course

Customer Relationship management course

CIS Data Capture and System Controls course

Database management/Administration course

Proficiency in Ms Excel course

Basic computing skills course

Anti-corruption Sensitization course

CIS Processes and Operational Systems course

Management reporting course

Disconnection and Reconnection course

4] Loss Reduction

[Staff earmarked: Routine Inspection staff, Technical Audit staff, Revenue Protection staff]

Meter Installation and Inspection course
Revenue Protection course
GIS Customer Regularisation course
GIS Operators' course
Fleet management course

5] Customer Service

[Staff earmarked: Customer facing staff, Call Centre staff,

Basic Computing skills course
Anti-corruption Sensitization course
Technical Appreciation course for Non-Technical staff
Customer satisfaction feedback tracking course
Customer Care course for call centre staff
Customer Service course for customer facing staff

6] Finance and Accounting

[Staff earmarked: Finance and Accounting staff]

- 1 Process mapping workshop
- 2 Basic Accounting workshop
- 3 Management Accounting workshop
- 4 Budgeting and Monitoring workshop
- 5 Specific Accounting Topics workshop
- 6 Chart of Accounts assignments workshop
- 7 GP Software training course

7] Information Technology

[Staff earmarked: Data Entry staff, Computer End Users, IT Support staff]

- 1 Microsoft and Cisco Certification course
- 2 Standard Information Technology Infrastructure Library training and certification(ITIL)
- 3 Database Management/Administration course for users
- 4 CIS Maintenance and Operations course

8] COMPLEMENTARY COURSES

[This is a basket of training needs identified across the categories of staff]

- 1 Commercial judgment course
- 2 Time management course
- 3 Planning, Forecasting, Budgeting course
- 4 Communication skills course
- 5 Delegation skills course
- 6 Decision Making course
- 7 Basic Computing course
- 8 Proficiency in Ms Excel course
- 9 Leadership and Integrity course
- 10 Basic supervisory skills course

- 11 Customer Relations course
- 12 Performance and Evaluation skills course
- 13 Change Management course
- 14 Project Management course
- 15 Finance for Non Finance people course
- 16 Basic Internet Usage course
- 17 Presentation Skills course
- 18 Drivers' course (57No) +40 to be hired
- 19 Basic computing course for users
- 20 Basic Business English course
- 21 Ms Office suite : PowerPoint, Word, Excel, Access, Outlook
- 22 CIS training course for:
 - ✓ 130 Meter Readers
 - ✓ 70 Cashiers
 - ✓ 140 Meter Technicians
 - ✓ 3-5 IT Support staff
 - ✓ 70 Customer Reps Staff
 - ✓ 15 Revenue Accounting staff
- 23 Supply Chain Management Processes training course
- 24 Human Resource Management Processes training course

APPENDIX IV

KABUL ELECTRICITY SERVICE IMPROVEMENT PROGRAM (KESIP) TRAINING PLAN

TRAININGS FOR : METER INSTALLATION CREWS, METER READERS, FIELD DISCONNECTION / RECONNECTION STAFF								
NO	NAME OF COURSE	DURATION	TARGET GROUP	COURSE OBJECTIVES	CLASS SIZE	TRAINERS	VENUES	
1.	Meter Reading	5 Days	<ul style="list-style-type: none"> ➤ Meter Installation Crews, ➤ Meter Readers ➤ Field Disconnection/ Reconnection Staff 	<ul style="list-style-type: none"> ➤ Practice safe work procedures ➤ Comply with the relevant electrical installation regulations when performing their duties ➤ Install equipment at customer intake point ➤ Take and record meter readings correctly ➤ Detect cases of fraud and faulty meters ➤ Interpret different billing tariffs ➤ Practice good customer care 	15 - 25	KPCL Training School	Client Premises	
2.	Customer Audit Training Course	2 Days	<ul style="list-style-type: none"> ➤ Meter Installation Crew ➤ Meter Readers ➤ Field Disconnection / Reconnection Staff 	<ul style="list-style-type: none"> ➤ Carry out Audit at Customers' premises ➤ Identify faulty equipment at the intake point correctly ➤ Carry out visual inspection at the customers installation correctly ➤ How to reduce losses in the systems 	15 - 25	KPLC training School and Commercial Services Team	Client Premises	
3.	Implementation of Billing Schedule and Billing Zones	2 Days	<ul style="list-style-type: none"> ➤ Supervisors for; ➤ Meter Installation ➤ Meter Reading ➤ Field Disconnection reconnection 	<ul style="list-style-type: none"> ➤ Plan bill schedules for their areas ➤ Identify the billing Zones ➤ Monitor the bills correctly ➤ Provide solutions to the billing cycles 	15 - 25	KPLC training School and Commercial Services Team	Client Premises	
4.	Anti Corruption sensitization Course	1 Day	<ul style="list-style-type: none"> ➤ Meter installation Crew ➤ Meter readers ➤ Field Disconnection/ Reconnection staff ➤ Call Centre staff ➤ All Frontline staff. 	<ul style="list-style-type: none"> ➤ Overview of Corruption ➤ The legal frame work ➤ Corruption prevention plan ➤ Corruption Risk Assessment ➤ Discussions – Areas prone to corruption ➤ Film ➤ Action plans 	30 -40	KPLC Training School	Client Premises	

KABUL ELECTRICITY SERVICE IMPROVEMENT PROGRAM (KESIP) TRAINING PLAN

TRAININGS FOR : METER INSTALLATION CREWS, METER READERS, FIELD DISCONNECTION / RECONNECTION STAFF

NO	NAME OF COURSE	DURATION	TARGET GROUP	COURSE OBJECTIVES	CLASS SIZE	TRAINERS	VENUES
5.	Performance Monitoring Training Course	5 Days	<ul style="list-style-type: none"> ➤ Meter Installation crews, ➤ Meter Readers, ➤ Field Disconnection/ Reconnection staff 	<ul style="list-style-type: none"> ➤ Broaden the participants' knowledge of performance management and its benefits to the Company. ➤ Focus on corporate performance targets and how they relate to individual performance and targets. ➤ Appreciate the concept of target setting and performance measurement. ➤ Impart to participants requisite skills to effectively and continuously manage the performance of their subordinates. ➤ Prepare participants for an effective performance appraisal interview. 	20 - 30	KPLC Performance & Career Management Section	
6.	Large Power Metering and Monitoring Course	2 Days	<ul style="list-style-type: none"> ➤ Meter Installation crews, ➤ Meter Readers, ➤ Field Disconnection/ Reconnection staff 	<ul style="list-style-type: none"> ➤ Practice safe work procedures ➤ Comply with the relevant electrical regulations when performing their duties ➤ Install current and voltage transformers correctly ➤ Install AMR, meters, local factor and power factor meters ➤ Detect Fraud in large metering equipment ➤ Analyse Fraud in large metering equipment 	15 - 25	KPLC training School and Commercial Services Team	Client Premises
7.	Safety Training Course for Meter Readers	3 Days	<ul style="list-style-type: none"> ➤ Meter readers 	<ul style="list-style-type: none"> ➤ To enhance safety awareness to the operational staff in the fields in order to eliminate exposure to hazards and avoid accidents/incidents during operations ➤ Overview of Company safety, health and Environment Policy ➤ Accidents and incidents causations and basic safeguards ➤ Accidents/incidents reporting & investigating procedures ➤ Electrical safety rules ➤ Role of supervisors & team leaders in safety Management ➤ Applicable legal frameworks: Country Energy Act ➤ Discussions on ; work quality, standards, competency, attitude ➤ Discussions on: case studies and statistical trends 	20 - 30	KPLC Safety, Health & Environment Department team and various Engineers in the training team	Client Premises
8.	Technical Appreciation for Meter Readers	5 Days	<ul style="list-style-type: none"> ➤ Meter Installation Crews, ➤ Meter Readers ➤ Field Disconnection/ Reconnection Staff 	<ul style="list-style-type: none"> ➤ Demonstrate Basic knowledge of Electricity ➤ Relay proper information from customers to supervisors ➤ Understand types of Distribution Equipment ➤ Explain the requirements of electricity supply to potential customers 	15-25	KPLC Training School	Client Premises

TRAININGS FOR : BILLING & REVENUE COLLECTION STAFF& DEBT CONTROL STAFF								
NO	COURSE NAME	DURATION	TARGET GROUP	COURSE OBJECTIVES		CLASS SIZE	PRPROSED TRAINERS	VENUES & BUDGET
1.	Customer care Course	3 Days	<ul style="list-style-type: none"> • Billing and Revenue Collection staff • Debt Control staff 	<ul style="list-style-type: none"> ➤ Who is a Customer? ➤ Principles of customer care ➤ Understanding Customer behavior and different types of customers. ➤ Customers needs 	<ul style="list-style-type: none"> ➤ Managing complaints ➤ Difficult Customers ➤ Effective Communication ➤ Inter-personal skills ➤ Stress Management 	15 - 25	Training school and Commercial Services Team	Client Premises
2.	Customer Relationship management Course	3 Days	<ul style="list-style-type: none"> ➤ Billing & Revenue Collection staff ➤ Debt Control Staff 	<ul style="list-style-type: none"> ➤ Fundamentals of winning in Today's hypercompetitive world ➤ Challenges in Customer retention and conventional strategies used by leading Organisations to lock in customers and lock out competition ➤ Customer loyalty and why many loyalty programs do not work ➤ Why conventional Customer Relationship management approaches fail to retain customers for life ➤ The four Perils of CRM and how to avoid them ➤ Technology driven CRM – advantages & Disadvantages ➤ The Compelling case for better CRM ➤ Leveraging your understanding of your customers for accelerated growth ➤ Building strong, long lasting beneficial relationships with key Customers ➤ Professional Management of potential conflicts with Customers ➤ Effective strategies for Maintaining and enhancing better CRM 		25 - 30	KPLC Customer Relations Department team	Client Premises
3.	Proficiency in MS Excel	3 Days	<ul style="list-style-type: none"> ➤ Billing/ Revenue Collection Staff ➤ Debt control staff 	<ul style="list-style-type: none"> ➤ Worksheet Functions and formulas ➤ Linking Worksheets ➤ Working with Lists ➤ Creating and using worksheet outlines 	<ul style="list-style-type: none"> ➤ Pivot Tables ➤ Working with Charts ➤ Analysing data ➤ Summarising data 	15 -25	KPLC Training School	Client Premises
4.	Basic Computing Skill Course	5 Days	<ul style="list-style-type: none"> ➤ Billing/ Revenue Collection Staff ➤ Debt control staff 	<ul style="list-style-type: none"> ➤ Gain an understanding of Basic Concepts of Information Technology ➤ Understand and be proficient in using Microsoft Windows ➤ Gain proficiency in use of word processors, spreadsheets and E-mail applications 		15 - 25	KPLC Training School	Client Premises
5.	Anti Corruption sensitization Course	1 Day	<ul style="list-style-type: none"> ➤ Billing & Revenue Collection Staff ➤ Debt Control Staff 	<ul style="list-style-type: none"> ➤ Overview of Corruption ➤ The legal frame work ➤ Corruption prevention plan ➤ Corruption Risk Assessment 	<ul style="list-style-type: none"> ➤ Discussions – Areas prone to corruption ➤ Film ➤ Action plans 	30 -40	KPLC Training School	Client Premises
6.	Disconnection and Reconnection Course	10 Days	<ul style="list-style-type: none"> ➤ Billing/ Revenue Collection Staff ➤ Debt control staff 	<ul style="list-style-type: none"> ➤ Practice safe working procedures. ➤ Disconnection and Reconnection procedures ➤ Use pole climbing equipments safely 	<ul style="list-style-type: none"> ➤ Work on pole tops confidently ➤ Make sound electrical and mechanical connections ➤ Use hand held tools correctly 	15 - 25	KPLC Training School and	Client Premises

TRAINING FOR: ROUTINE INSPECTION STAFF, TECHNICAL AUDIT & REVENUE PROTECTION STAFF								
NO	NAME OF COURSE	DURATION	TARGET GROUP	COURSE OBJECTIVES	CLASS SIZE	TRAINERS	VENUES	
1.	Meter Installation & Inspection Course	2 days	<ul style="list-style-type: none"> ➤ Routine inspection staff ➤ Technical audit ➤ Revenue protection staff 	<ul style="list-style-type: none"> ➤ Carry out Installation tests ➤ Carry out inspection in the building ➤ Install meters and other equipment in the meter box ➤ Commission the installation 	15 - 25	KPLC training School and Commercial Services Team	Client Premises	
2.	Revenue protection course	3 days	<ul style="list-style-type: none"> ➤ Routine inspection staff ➤ Technical audit ➤ Revenue protection staff 	<ul style="list-style-type: none"> ➤ Practice of safe work procedures. ➤ Types of energy meters ➤ Meter - tampering 	15 -25	KPLC training School and Commercial Services Team	Client Premises	
3.	GIS Customer Regularization Course	5 Days	<ul style="list-style-type: none"> ➤ Routine inspection staff ➤ Technical audit ➤ Revenue protection staff 	<ul style="list-style-type: none"> ➤ To enable the participants acknowledge how GIS can be used to identify and map customer locations ➤ To facilitate the participants understanding of how a customer's billing system or database can be integrated with a GIS ➤ To make the participants understand GIS capabilities and how it can be used in Customer Regularization ➤ To enable participants know how to use a GPS, to acquire and download spatial data, and how it can be used to collect data on customer locations 	15-25	Vendor – provided	Client Premises	
4.	GIS Operator Course	5 Days	<ul style="list-style-type: none"> ➤ Routine inspection staff ➤ Technical audit ➤ Revenue protection staff 	<ul style="list-style-type: none"> ➤ To enable participants understand how Geographical Information Systems work ➤ To enable the participants differentiate vector and raster data and understand their uses in GIS environment ➤ To empower the participants to understand how geospatial data are gathered, processed, stored and modified ➤ To give the participants the capability to understand fundamental principles of database processing with respect to GIS environment, and develop skills on how to make queries a database ➤ To allow participants evaluate the use of GIS for different types of applications ➤ To provide the participants with the skills necessary to analyze geographic data ➤ To enable the participants to appreciate and learn the techniques of gathering geographic related information from the field or existing maps or records and positioning them onto a framework of existing spatial data structures 	15-25	Vendor – provided	Client Premises	
5.	Fleet Management Course	3 Days	<ul style="list-style-type: none"> ➤ Routine Inspection staff ➤ Technical Audit staff ➤ Revenue Protection staff 	<ul style="list-style-type: none"> ➤ Carry out business environment analysis ➤ Plan for vehicle utilisation ➤ Plan routing of vehicles ➤ Prepare maintenance schedules ➤ Plan for human resources requirements ➤ Arrange for road license insurance, inspection ➤ Prepare and obtain necessary documents for export ➤ Prepare budgets for fleet management ➤ Enhance effective communications with customer/user department. 	25 - 30	KPLC – Transport Ruaraka team	Client Premises	

TRAINING FOR: CUSTOMER FACING STAFF / FRONTLINE STAFF & CALL CENTRE STAFF							
NO	NAME OF COURSE	DURATION	TARGET GROUP	COURSE OBJECTIVES	CLASS SIZE	TRAINERS	VENUES
1.	Basic Computing Skills Course	5 Days	<ul style="list-style-type: none"> ➤ Billing/ Revenue Collection Staff ➤ Debt control staff 	<ul style="list-style-type: none"> ➤ Gain an understanding of Basic Concepts of Information Technology ➤ Understand and be proficient in using Microsoft Windows ➤ Gain proficiency in use of word processors, spreadsheets and E-mail applications 	15 - 25	KPLC Training School	Client Premises
2.	Anti-Corruption sensitization Course	1 Day	<ul style="list-style-type: none"> ➤ Billing & Revenue Collection Staff ➤ Debt Control Staff 	<ul style="list-style-type: none"> ➤ Overview of Corruption ➤ The legal frame work ➤ Corruption prevention plan ➤ Corruption Risk Assessment ➤ Discussions – Areas prone to corruption ➤ Film ➤ Action plans 	30 -40	KPLC Training School	Client Premises
3.	Technical appreciation for non technical staff	5 days	<ul style="list-style-type: none"> ➤ Customer facing Staff ➤ Call Centre Staff 	<ul style="list-style-type: none"> ➤ Practice safe work procedures ➤ Basic knowledge of electricity ➤ Explain the requirements of electricity supply to potential customers ➤ Basic maintenance procedures ➤ Customer energy Management 	20 - 30	KPLC training School	Client Premises
4.	Customer Service course for all Call Centre staff & frontline staff	3 Days	<ul style="list-style-type: none"> ➤ Customer facing Staff ➤ Call Centre Staff 	<ul style="list-style-type: none"> ➤ Who is a customer ➤ How to receive a customer ➤ Listening & communication skills ➤ Telephone etiquette ➤ Stress Management 	20 - 30	Call Centre Supervisor and Customer Relations Team	Client Premises
5.	Customer care Course	3 Days	<ul style="list-style-type: none"> ➤ Billing and Revenue Collection staff ➤ debt Control staff 	<ul style="list-style-type: none"> ➤ Who is a Customer ➤ Principles of customer care ➤ Understanding Customer behavior and different types of customers. ➤ Customers needs ➤ Managing complaints ➤ Difficult Customers ➤ Effective Communication ➤ Inter-personal skills ➤ Stress Management 	20 – 30	Training school and Commercial Services Team	Client Premises

Total training days with assumption of one group in each training program = 75 days

Overall training days will be determined by the number of staff in the Company and the class size.

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