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FOURTH QUARTERLY PROGRESS REPORT JULY-SEPTEMBER 2011

Produced by:

**USAID POWER DISTRIBUTION
PROGRAM**

OCTOBER 15, 2011



Engineering workshop held on September 22nd, 2011 | with the CEOs of the DISCOs to discuss engineering strategy and to come up with ideas and action plans.



The US Ambassador Cameron Munter's wife, Dr. Marilyn Wyatt, Chief Guest of the workshop for training female IESCO staff in the IT discipline, interacting with the participants of the workshop. Dr. Wyatt also inaugurated the PDIP website that was launched at the same event.



PDP implementing its Rural Feeder Power Factor Correction PIP at MEPCO. The Lodhran Subdivision was jointly selected as the site for the Power Factor Correction Performance Improvement Project. The project improved the power factor and improve technical losses by installing capacitors on the rural motors active on the feeder.



Senior management of PDP, including COP Dick Dumford, meeting with the World Bank executive staff at the PDP head office to discuss mutual cooperation.



A meeting was held on September 16th with the CEO and senior management of SEPCO, the recently formed DISCO, to discuss their needs and possible areas where PDP can cooperate with the DISCO to help it stabilize and improve its performance.



A two-day Communications Workshop was held with the PR and Customer Services department officials of the eight DISCOs on September 23, 2011. The workshop aimed at educating the DISCO employees about the possible use of Communication and PR tools to improve outreach and project a positive and brand conscious image of the DISCOs with their consumers and media.



PDPs Outreach program “Behtri Ka Safar” (Journey of Improvement) was launched on the FM 101 radio station on September 23, 2011. The COP Dick Dumford and DCOP Saleem Arif went on air in the initial broadcast of the program. The program is part of PDP’s communications campaign and aims at creating awareness among the consumers about the role of PDP in improving the DISCOs and the efforts of DISCOs themselves. The program will have 13 weekly episodes in which employees of various DISCOs will participate and clarify their role and agenda as an effort to reach out to their consumers. The program will be interactive as the audience will be able call with their questions to their relevant DISCO officials live.



USAID Power Distribution Program (PDP) in a workshop on September 9, 2011 kicked-off the new internal audit manual for power distribution companies (DISCOs). The new internal audit manual shall improve DISCO operational efficiencies that will help reduce cost and improve revenue and internal controls by assisting prevention and detection of frauds and irregularities. Ms. Rukhsana Gilani (Chief Internal Auditor, PEPCO) and Mr. Gulam Mustafa (Chief Internal Auditor, WAPDA) also attended the event.

PAKISTAN-US ENERGY PROGRAM

USAID POWER DISTRIBUTION PROGRAM

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ACRONYMS

AA	Ask Corporation
ACSS	Allocated Cost of Service Study
ADB	Asian Development Bank
Af/Pak	Afghanistan/Pakistan Task Force
AGP	Auditor General of Pakistan
Barqaab	Barqaab Consulting Services (Pvt.) Limited
BoD	Board of Directors
BoI	Board of Investment
CCN	Cooperating County National
CEDD	Coal and Energy Development Department
CPPA	Central Power Purchasing Agency
CEO	Chief Executive Officer
CFL	Compact Fluorescent Lamp
CFO	Chief Financial Officer
CIS	Customer Information System
CM	Change Management
COP	Chief of Party
COSS	Cost of Service Study
COTR	Contracting Officer's Technical Representative
CPFF	Cost plus Fixed Fee
CPPA	Central Power Purchasing Agency
CPR	Contractor Performance Reports
CRCP	Consumer Rights Commission of Pakistan Limited
CRM	Customer Relationship Management
CSO	Civil Society Organization
CT	Current Transfer
CTS	Capital Techno Security
DCOP	Deputy Chief of Party

DISCO	Power Distribution Company
DSM	Demand Side Management
EAM	Enterprise Asset Management
EBRD	European Bank for Reconstruction and Development
ECI	Empowerment thru Creative Integration (Pvt.) Limited
EDS	Electricity Distribution System
EEC	USAID/Pakistan Energy Efficiency and Capital Program
EGAT	Economic Growth Agriculture and Trade Bureau, USAID
EMG	Energy Markets Group
ENERCON	National Energy Conservation Centre
EPP	USAID/Liberia Emergency Power Program
ERP	Enterprise Resources Planning
ESCO	Energy Service Company
EU	European Union
FAR	Federal Acquisition Regulation
FARA	Fixed Amount Reimbursement Agreement
FESCO	Faisalabad Electric Supply Company Ltd.
FT	Field Team
GENCOs	Government-Owned Thermal Power Generation Companies
GIT	Government Indicator Toolkit
GOP	Government of Pakistan
GRA	Gas Regulatory Authority
GTIP	Generation and Transmission Improvement Program
HESCO	Hyderabad Electric Supply Company Limited
HO	Home Office
HR	Human Resource
HT	High Tension
ICO	Integrated Commercial Office
IEC	International Electro technical Commission
IEEP	Institution of Electrical and Electronic Engineers Pakistan
IESCO	Islamabad Electric Supply Company Limited

IFI	International Debt Collecting Agency
IPP	Independent Power Producer
IQC	Independent Quality Contract
IRG	International Resources Group
ISI	Inter-Services Intelligence
IT	Information Technology
JBIC	Japan Bank for International Cooperation
KESC	Karachi Electric Supply Company Limited
KPA	Key Performance Area (according to PDP Component 2 Proposal)
KPI	Key Performance Indicators
KPMG	KPMG Tasee Hadi & Company
KV	Kilovolts
kVARh	Kilo Voltage Amperes Reactive per hour
kW	Kilowatt
kWh	Kilowatt-hour
LEAP	USAID/Liberia Energy Assistance Program
LEC	Liberia Electric Corporation
LESCO	Lahore Electric Supply Company Limited
LIFE	USAID/Egypt Lifting Incomes from Environment
LOE	Level of Effort
LRMC	Long Run Marginal Cost
LT	Long Term
LT	Low Tension
LV	Low voltage
M&E	Monitoring and Evaluation
MD	Managing Director
MIS	Management Information System
MOF	Ministry of Finance
MOU	Memoranda of Understanding
MEPCO	Multan Electric Power Company Limited
MPNR	Ministry of Petroleum & Natural Resources

MW	Megawatt
MWP	Ministry of Water and Power
NEPRA	National Electric Power Regulatory Authority
NGO	Non-Governmental Organization
NRECA	NRECA International Limited
NTDC	National Transmission and Dispatch Company Limited
O&M	Operations and Maintenance
PCP	Power Conservation Plan
PDD	Project design document
PDP	Pakistan Power Distribution Companies Performance Improvement Program
PEPCO	Pakistan Electric Power Company
PESCO	Peshawar Electric Power Company
PIAP	Performance Improvement Action Plan
PIP	Performance Improvement Project
PITCO	Pakistan Industrial Trading Company (Pvt.) Limited
PM	Project Manager
PNAC	Pakistan National Accreditation Council
POC	Point of contact
PPIB	Private Power and Infrastructure Board
PPP	Public-Private Partnership
PSQACA	Pakistan Standards and Quality Control Authority
PSRWG	Power Sector Reform Working Group
PT	Power Transformer (voltage to voltage)
PWC	Price Waterhouse Coopers
QC	Quality Control
QESCO	Quetta Electric Supply Company Limited
RFTOP	Request for Task Order Proposal
RSO	Regional Security Officer
RIAA	Rizvi, Isa, Afridi and Angell
RTC	Regional Training Centers
SAIDI	System Average Interruption Frequency Index

SIMS	System Information Services
SMS	Smart Systems (SMC-Pvt.) Limited
SOW	Scope of Work
TCEB	Thar Coal and Energy Board
TCN	Third Country National
TDY	Temporary Duty
TelcoNet	TelcoNet Services (Pvt.) Limited
TESCO	Tribal Area Electric Power Company Limited
TNA	Training Needs Assessment
TOT	Training of Trainers
UN	United Nations
USTDA	United States Trade and Development Agency
US	United States
USAID	United States Agency for International Development
USEA	United States Energy Association
USG	United States Government
USN	United States National
USTDA	United States Trade and Development Agency
V&A	Vitelli & Associates
VAR	Voltage Amperes Reactive
VP	Vice President
WAPDA	Pakistan Water and Power Development Authority
WB	World Bank

I. OVERVIEW BY CHIEF OF PARTY

The fourth Quarterly Report of the Power Distribution Program covers the continuing efforts made by United States Agency for International Development (USAID) and International Resources Group (IRG) to implement improvements affecting the overall commercial performance of the participating Pakistan Government owned Power Distribution Companies (DISCOs) and the Ministry of Water and Power (MWP). The USAID Power Distribution Program (PDP) has two components. Under Component 1, the program familiarized itself with the MWP, the DISCOs, National Electric Power Regulatory Authority (NEPRA), and their current performance, preparing reports, conducting operational audits, and developing with these agencies Action Plans (PIAPs) to include DISCO-wide interventions as well as more than 20 demonstration projects. These led to Component 2 of implementation of the program, where action plans and related projects are being finalized and implemented in joint coordination with the DISCOs and Ministry of Water and Power (MWP) to achieve performance improvements. The project is currently on schedule.

During this quarter a number of workshops were carried out with DISCO counterparts in each of the areas where PDP is assisting, including Governance, Commercial, Engineering, Finance, Customer Relations and Outreach. Working Groups and Steering Committees were formed for Senior Managers, Chief Engineers, Chief Financial Officers of all DISCOs to address common issues, such as audit procedures, commercial meter reading and billing procedure improvements, accounting manual content and Engineering standards revision and power factor improvements. These groups will be maintained to guide and coordinate the performance improvement activities of the program, with the expectation they become permanent coordination groups to sustain changes after the program completion in September 2013. DISCO personnel remain enthusiastic. In the MWP, we have engaged a senior HR/Labor Lawyer to support the Minister's stated aim of executing the Prime Minister's directive to dissolve Pakistan Electric Power Company (PEPCO) by the end of October, a target that remains on track.

In addition to the longer term improvements, "Quick impact" actions were identified and implemented with good results. These included the highly successful Multan Electric Power Company Limited (MEPCO) rural feeder optimization that permanently reduced load on a rural feeder by half a megawatt by correcting power factor, and gave what the DISCO called "marvelous results," improving the power supply to both farmers and local villages due to the power factor improvement. Another was the census of Lahore Electric Supply Company Limited (LESCO)'s worst subdivision, which showed a potential for \$500,000 annual increase in revenues and over \$600,000 one-time revenue increase from correcting customer meter related problems. The DISCO has endorsed this action by offering to provide the new meters and materials to make the corrections. Additional good news has been the high level of acceptance and willingness to take initiative on their own to continue to make these improvements in other parts of the DISCO systems. Also, a series of meter reading-related workshops identified a number of improvements to the current commercial procedures that can immediately increase revenue and reduce losses, and these are currently being demonstrated at a subdivision in the Islamabad Electric Supply Company Limited (IESCO) DISCO, with full support of the CEO and his staff.

Activity on demonstration projects continued with detail design and procurement gaining speed for the material and equipment needed to demonstrate engineering improvements, conduct safety training for linemen, and develop distribution planning and engineering capabilities.

We continue to be proud of our team and the excellent working relationships we have developed with our DISCO and MWP counterparts and we remain optimistic that, with our teamwork, significant improvements can be realized.

I.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
Amount Obligated Under Task Order:	US\$14,499,409
Total Project Funds Expended to Date:	US\$6,651,080
Project Funds Expended During the Reporting Quarter:	US\$2,821,621

I.2. KEY PERSONNEL

	Key Personnel Name	Designation	Employee Type ¹			Employment Type		Contact Number	Email Address
			USN	TCN	CCN	Long-Term	Short-Term		
1	J. R. "Dick" Dumford	Chief of Party (COP)	x	<input type="checkbox"/>	<input type="checkbox"/>	x	<input type="checkbox"/>	0301-8550123	ddumford@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 Advisor	<input type="checkbox"/>	<input type="checkbox"/>	x	x	<input type="checkbox"/>	051-2270991-16	tahirkhan@pdip.pk
5	Robert Kolling	Senior Manager/Advisor Distribution	x	<input type="checkbox"/>	<input type="checkbox"/>	x	<input type="checkbox"/>	051-2270991-16	rkolling@pdip.pk
6	Shahid Iqbal	DISCO Finance Management Accounting team lead	<input type="checkbox"/>	<input type="checkbox"/>	x	x	<input type="checkbox"/>	051-2270991-16	siqbal@pdip.pk

¹ USN-United States National; TCN-Third Country National; CCN-Client Country National

2. HIGHLIGHTS FROM THE QUARTER

GOVERNANCE:

- PEPCO Dissolution – On track for October dissolution approved by Minister.
- Temporary Staff recruited for assisting the Joint Secretary Power – 4 of 6 have reported.
- MWP IT hardware and software program procurement commenced.
- IT system Administrator has been hired.

COMMERCIAL:

- Meter reading procedure review workshops held with meter supervisors and their managers from the DISCOs to review and improve existing procedures and to foster accurate billing. Improvements to be demonstrated at IESCO's Westridge subdivision
- Census survey at LESCO's worst performing subdivision completed. Results indicate \$500,000 annual revenue increase available by correcting identified problems, plus one-time revenue of \$650,000 to correct billing and deposits.
- Metering survey conducted by US Specialist to address LESCO's inability to measure power received from NTDC. Report to be available in October with recommendations, but initial findings are that neither LESCO nor NTDC knows how much power is supplied to LESCO.
- USAID developed Customer Information System (CIS) selected for use in Pakistan DISCOs.

FINANCIAL:

- MWP has agreed to support PDP offer to assist recovery of trade debt receivables of Sindh government \$300 million debt to provide new AMR metering to Sindh government facilities to establish reliability of metering.
- Private receivable investigation determined Provincial collection can be improved if police can accompany them. Status of approval of a new official procedure allowing this is being determined.

ENGINEERING:

- Rural Feeder power factor improvement in Multan (MEPCO) on Lodhran 11 kv feeder with 181 tubewell customers. Correcting power factor on this feeder released approximately 500Kw. DISCO and customers surprised and pleased. DISCO now plans to do 10 feeders.

HUMAN RESOURCES:

- Initiative to train DISCO safety trainers so that they can spread the best safety practices in their respective DISCO will shortly start with 620 linemen and line superintendents and 62 Sub Divisional Officers (SDOs) in Hyderabad Electric Supply Company Limited (HESCO). The effort will be replicated in remaining

DISCOs and 9,600 linemen and line superintendents and 960 SDOs will be trained in the program. The objective is to quickly provide safety training to reduce lineman fatalities.

- Basic IT training program crossed the milestone of training 500 trainees and had a media event with an entire class of women attended by the US Ambassador's wife, Dr. Marilyn Wyatt. Total program is training 1100 DISCO employees at their locations throughout Pakistan.
- Lineman safety equipment review by US and DISCO experts determined priority equipment needs are to prevent falls and safely ground lines.
- Lineman Apprenticeship Training program: US expert has developed a draft program in consultation with DISCO safety experts.

COMMUNICATIONS & OUTREACH:

- DISCO website upgrades started, along with PDP demonstration website to improve effectiveness and to tell the DISCO story. The new DISCO Sukkur Electric Power Company (SEPCO) will be the first to receive support as it gets established.
- Weekly broadcasting of DISCO radio program started in September to connect DISCOs management to customers.

CHANGE MANAGEMENT:

- Ninety-one DISCO candidates have been identified to be seconded to PDP for capacity building and development as agents of sustainable change. Selection is underway.
- Thirty-six candidates have been selected for the first out-of-country Utility Management Exchange Programs based in Turkey, South Africa, and the United States.

3. PROGRAM STAFFING

	Employee Name	US citizen/TCN/CCN ²	Work location in country	Position Title	Type T or A ³	Employment Term		Remarks
						From	To	
	(a)	(b)	(c)	(d)	(e)	(f)	(g)	(h)
IRG DIRECT HIRE								
1	Dick Dumford	US Citizen	Islamabad	Chief of Party	T	Oct-21-10	Oct-30-11	
2	Saleem Arif	CCN	Islamabad	Deputy Chief of Party	T	Oct-1-10	Sep-30-13	
3	Cameron Macnish	TCN/UK Citizen	Islamabad	Director Finance & Admin	T	Jan-27-11	Jan-27-12	
4	Qurat ul ain	CCN	Islamabad	Project Manager Associate	A	Oct-18-10	Sep-16-12	
5	Javed Akhtar	CCN	Islamabad	Security Manager	A	Oct-29-10	Sep-16-12	
6	Makhdoom Umar	CCN	Islamabad	Accounting Manager	T	Oct-26-10	Sep-16-12	
7	Shoaib Zafar	CCN	Islamabad	IT Manager	T	Oct-11-10	Sep-16-12	
8	Zia ur Rehman	CCN	Islamabad	Communication Manager	T	Apr-1-11	Sep-16-12	
9	Nazir Chaudhery	CCN	Islamabad	Procurement Specialist	T	Jul-11-11	Apr-13-12	
10	Hamza Khalil	CCN	Islamabad	Project Coordinator	A	Aug-1-11	Jul-31-12	
11	Faiz Alam	CCN	Islamabad	Finance & Admin Office Manager	A	Apr-5-11	Sep-16-12	
12	Kishwar Mohsin	CCN	Islamabad	Receptionist	A	Nov-4-10	Sep-16-12	
13	Mahmood Aslam	CCN	Islamabad	HR & Capacity Building Expert	T	May-2-11	Sep-30-12	
14	Shaheer Ali	CCN	Islamabad	Planner & Scheduler	T	Jun-14-11	Sep-30-12	
15	Ch Abdul Ghafoor	CCN	Islamabad	DISCO Coord (FESCO)	T	Aug-25-11	Aug-24-12	
16	Malik Khurram Shahzad	CCN	Islamabad	Admin Assistant	A	Nov-4-10	Sep-16-12	
17	Zahid Noor	CCN	Islamabad	Accounting Assistant	T	Jan-6-11	Sep-16-12	
18	Qasim Ali	CCN	Islamabad	Communication & Graphics Assistant	T	Aug-20-11	Aug-19-12	
19	Rizwan ul Haque	CCN	Islamabad	Procurement Associate	A	Apr-11-11	Sep-16-12	
20	Waseem Iftikhar	CCN	Islamabad	Admin Assistant	A	Jan-18-11	Sep-16-12	
21	Inam ullah Khan	CCN	Islamabad	IT Assistant	T	Jan-10-11	Sep-16-12	
22	Nazia Nasar	CCN	Islamabad	Receptionist # 22 Hill Side Road	A	May-31-11	Sep-30-12	
23	Sarwat Shafique	CNN	Islamabad	Office Assistant	A	Nov-5-10	Sep-16-12	
24	Khursheed	CCN	Islamabad	Cook # 22 Margalla Rod	A	Oct-21-10	Sep-16-12	
25	Waseem Soraya	CCN	Islamabad	Cook Assistant # 23	A	Oct-26-10	Sep-16-12	
26	MASIH Afzaal Gulzar	CCN	Islamabad	Janitory Support	A	Oct-21-10	Sep-16-12	
27	Jan Ghulam	CCN	Islamabad	Gardener # 23 ST 19	A	Oct-26-10	Sep-16-12	
28	Zahid Malik	CCN	Islamabad	Chef Cook # 23	A	Jan-7-11	Sep-16-12	

² CCN – Cooperating Country National; TCN – Third Country National.

³ T – Technical position; A – Administrative position.

	Employee Name	US citizen/TCN/CCN2	Work location in country	Position Title	Type T or A3	Employment Term		Remarks
						From	To	
	(a)	(b)	(c)	(d)	(e)	(f)	(g)	(h)
29	Ijaz	CCN	Islamabad	Janitory Support # 22	A	Dec-15-10	Sep-16-12	
30	Anees Ahmad	CCN	Islamabad	Chef Cook # 22, Hill Road	A	May-31-11	Sep-16-12	
31	Humayun Afzal	CCN	Islamabad	Asst Cook # 22, Hill Road	A	May-31-11	Sep-16-12	
32	Abdul Qadeer	CNN	Islamabad	Office Boy - # 22, Hill Road	A	May-31-11	Sep-16-12	
33	Imran Sadeer	CNN	Islamabad	Janitory support #, Hill Road	A	May-31-11	Sep-16-12	
Subcontractor: NRECA International Limited								
1	Garry Bartlett	US Citizen	Islamabad	Finance Management Accounting Expert	T	Nov-1-10	Sep-30-13	Co-Lead - NECRA
2	Janet Kauffman	US Citizen	Islamabad	Commercial Ops Billing Cycle Expert	T	Oct-21-10	Sep-30-13	Lead - NECRA
3	Robert Kolling	US Citizen	Islamabad	Sr. Manager/ Advisor Distribution	T	Dec-15-10	Sep-30-13	Advisory Group, MWP
4	Peyton Gleaton	US Citizen	Islamabad	Sr. Distribution Systems Team Lead	T	Feb-7-11	Sep-30-13	Team Lead Technical Group
5	Ray Thayer	US Citizen	Islamabad	Sr. Distribution Systems Specialist	T	Jul-15-11	Jul-14-13	
Subcontractor: PITCO (Pakistan Industrial Trading Company)								
1	Usman Malik	CCN	All Discos' cities	Field Project Manager	T	Sep-18-10	Sep-17-12	
2	Tahir Khan	CCN	Islamabad	Director Change Management - PDP	T	Nov-8-10	Jan-31-12	as above
3	Tehseen Chohan	US citizen	as above	HR Team Lead	T	Oct-1-10	Sep-3-12	as above
4	Noor Mengal	CCN	as above	Sr. Distribution Systems Construction Planner	T	Oct-1-10	Sep-3-12	as above
5	Kamran Riaz	CCN	as above	Sr. Cost of Service and Tariff Design	T	Oct-25-10	Nov-24-11	as above
6	Fazal-e-Khaliq	CCN	as above	Customer Accounts/Record Specialist	T	Nov-23-10	Nov-21-11	as above
7	Rehan Hameed	CCN	as above	HR Specialist	T	Nov-22-10	Mar-22-12	as above
8	Shahid Iqbal	CCN	as above	Disco Financial Mgmt. Accounting Dir.	T	Nov-1-10	Oct-30-11	
9	Shoab Cheema	CCN	as above	Change Management Specialist	T	May-23-11	Sep-30-12	
10	M. Zaheer	CCN	as above	Project Implementation Manager	T	May-23-11	Sep-30-12	
11	Ammir Naqvi	CCN	as above	Cost of Service Specialist	T	May-23-11	Sep-30-12	
12	Hafiz Muhammad Nabeel Ishaque	CCN		GIS/ Mapping Specialist	T	Feb-28-11	Sep-17-12	
13	Hasnain Gohar	CCN		GIS/ Mapping Specialist	T	Feb-28-11	Sep-17-12	
14	Jamshaid Akhtar	CCN		GIS/ Mapping Specialist	T	Feb-28-11	Sep-17-12	
15	Muhammad Sikandar	CCN		GIS/ Mapping Specialist	T	Feb-28-11	Sep-17-12	
16	Mustafa Ahmed Bangash	CCN		GIS/ Mapping Specialist	T	Feb-28-11	Sep-17-12	
17	Sohail Rehman Khan	CCN		GIS/ Mapping Specialist	T	Feb-28-11	Sep-17-12	

	Employee Name	US citizen/TCN/CCN2	Work location in country	Position Title	Type T or A3	Employment Term		Remarks
						From	To	
	(a)	(b)	(c)	(d)	(e)	(f)	(g)	(h)
Subcontractor: RIAA (Rizvi, Isa, Afridi and Angell)								
1	Mahvash Malik	CCN	Islamabad	Legal Advisor	T	Dec-6-10	Jun-5-12	Advisory Group, MWP
Subcontractor: SMC Private Limited								
1	Dr. Zahir Fikri	CCN	All DISCO cities	Quality Manager	T	Oct-2-10	Sep-30-13	Mobilized
2	Shafique ur Rehman	CCN	as above	Sr. Distribution Planning Advisor	T	Dec-6-10	Sep-30-13	
3	Akhlaq Ahmed	CCN	as above	Sr. Tariff & Cost of Service Specialist	T	Nov-1-10	Sep-30-13	
Subcontractor: TELCONET Services Private Limited								
1	Khurram Ehtesham	CCN	All DISCO cities	Metering Sys. Advisor	T	Nov-1-10	Sep-30-12	
2	Atta ur Rehman	CCN	as above	Customer Acct's & Record Specialist	T	Sep-18-10	Sep-30-12	
3	Ahmad Kamal Janjua	CCN	as above	HR Specialist	T	Nov-22-11	Sep-30-12	
4	Arshad Mehmood	CCN	as above	Billing Sys. Specialist	T	Sep-18-10	Sep-30-12	

4. PROGRESS AND ACCOMPLISHMENTS

I. 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 the Pakistan Electric Power Company (PEPCO). This action has suffered many delays and is impacting the establishment of independent DISCOs. The MWP has requested PDP assistance through the assigned distribution and legal experts to achieve this goal.</p> <p>RESULTS TO DATE:</p> <p>July: Meeting was held with PEPCO on Monday August 29. Phase 2 completed by the end of next week. Work on Phase 3 items to start from the first of Sept. Project was about one month behind, but did not change the target date of November 5 for the dissolution of PEPCO.</p> <p>August: The MWP was assisted by PDP’s distribution management expert to develop an activity list and timeline to achieve dissolution of PEPCO, and a Pakistani labor law expert was provided to assist in the dissolution.</p> <p>September: The MWP Office Orders for dissolution of PEPCO have now been drafted and submitted for issue.</p> <p>FUTURE RESULTS: Completion of the activities required to achieve PEPCO dissolution continue on schedule to enable the PEPCO BOD to pass a resolution by end of October for the winding up of PEPCO and passing the required Declaration of Solvency.</p> <p>KPIs IMPACTED: All Governance</p>
2.	ESTABLISH INDEPENDENT CPPA	<p>NEED: GOP Power Sector Reform program requires establishment of an independent Central Power Purchasing Agency (CPPA) to replace the National Transmission and Dispatch Company Limited (NTDC) unit now handling fund transfers for all DISCOs. Independent CPPA has been in development for several years with multiple delays.</p> <p>RESULTS TO DATE:</p> <p>July: MWP established a priority for establishment of CPPA Board of Directors. The CPPA Company Secretary post was advertised by MWP with Power Sector Reform Working Group (PSRWG) assistance.</p> <p>August: PDP provided transparent identification of qualified executive candidates for CEO. A business plan and timeline for CPPA establishment was developed. Government of Pakistan (GOP) announced a Board of Directors for the new CPPA but not a CEO.</p> <p>September: There has been limited movement on this issue during September.</p> <p>FUTURE RESULTS: The business plan and time-line to establish new CPPA is still to be presented to Minister MWP by Secretary MWP in Sept. A CEO for the new CPPA expected to be announced in September has not yet been announced.</p>

		<p>KPIs IMPACTED: Transparency of governance Reduce circular debt</p>
3.	BOARD OF DIRECTOR ASSISTANCE	<p>NEED: Provide MWP requested training and mentoring of the new DISCO Board of Directors (BOD). Assist the BOD to adopt proper operating policies Assist the BOD Audit Committee to be in control of DISCO internal audit process.</p> <p>RESULTS TO DATE:</p> <p>July: Setting up meeting was planned with DISCOs Board Chairmen for future workshops and trainings. All meetings were to be conducted by the first week of Sep 2011.</p> <p>August: PDP conducted new BOD member orientation and training classes for all appointed board members and provided recommended board governance policies and rules.</p> <p>September: The MWP-DISCO Board Chairman and CEO meeting planned for Sept 27 to discuss the impact of the dissolution of PEPCO has been rescheduled to October 12.</p> <p>FUTURE RESULTS: Training for new Quetta Electric Supply Company Limited (QESCO) and SEPCO board members will be scheduled when their appointments have been formally announced. The audit manual revision team will include BOD Audit Committees in the review and finalization of revisions.</p> <p>KPIs IMPACTED: Board members trained Board Effectiveness All governance</p>
4.	PROVIDE EMBEDDED SPECIALISTS TO MWP	<p>NEED: The MWP requested embedded technical assistance to assist in the reform of the power sector.</p> <p>RESULTS TO DATE:</p> <p>July: PDP provided personnel at the MWP to provide professional support to the MWP on a daily basis since November 2010. The Secretary MWP urgently requested additional temporary support for up to two years in the form of six Pakistani professionals to assist in new functions under the power sector reform. First of the six new appointments to augment PSRWG in MWP to support JS (Power) accepted offer to commence work on 12 Sep. Second and third of first tranche of 3 were interviewed and pay scales awaited from MWP before offers were made. Ads for second tranche of 3 sent out in later half of the month. Responses expected by 6 Sep.</p> <p>MWP IT Systems Administrator interviews were postponed to commence post Eid once resumes were received from Sect Officer Saulat.</p> <p>August: Job descriptions and recruiting of these personnel is being carried out. The six new Pakistani personnel will provide assistance to the MWP in the following areas until the MWP obtains approval to add coverage with its own staff:</p> <ul style="list-style-type: none"> Policy and Planning Technical Support Performance Monitoring Loans & Bilateral <p>September: Four of the new personnel have now reported to the Ministry.</p>

		<p>FUTURE RESULTS: A fifth new employee will report to the Ministry on October 25th and the last will report in November, as the position is being re-advertised. The duration of these temporary personnel is anticipated to be approximately 18 months, until the MWP can source the positions.</p> <p>KPIs IMPACTED: Effectiveness of MWP reform</p>
	DISCO 2012 BUDGET DEVELOPMENT ASSISTANCE	<p>NEED: BOB to provide 9/19</p> <p>RESULTS TO DATE:</p> <p>FUTURE RESULTS:</p> <p>KPIs IMPACTED:</p>
5.	COST OF SERVICE DETERMINATION	<p>NEED: Neither the DISCOs nor NEPRA know exactly the cost of serving the various tariff groups (slabs), although Cost of Service (COS) is a criteria for DISCO rate setting.</p> <p>A study will be done at one DISCO to demonstrate to all the methodology and techniques required to make an accurate determination of actual cost of service by customer classification.</p> <p>RESULTS TO DATE:</p> <p>July: Meeting was held at IESCO. IESCO constituted a committee to facilitate and work with the COS team. Data templates were prepared and delivered to IESCO. The work on a Project Design Document for Demand Side Management was initiated and the first part of DISCO's Cost of Capital determination exercise was completed.</p> <p>August: The study was planned and resources acquired. The DISCO IESCO was selected and formal agreement was reached with CEO.</p> <p>A kick-off meeting was held at IESCO on Aug 25, 2011. A joint Steering Committee was being organized with IESCO to oversee the study. The sampling technique was selected and sample sizes determined. The initial COS Model was completed.</p> <p>September: A joint Steering Committee has been organized with IESCO to oversee the study. Work to carry out the study continues. IESCO has formed the steering committee headed by Finance Director and one member each from Customer Service, Technical and IT. Formal approval by the CEO and announcement of the subject committee occurred during September. The PDD for Demand Side Management draft has been discussed with the Joint Secretary-Power.</p> <p>FUTURE RESULTS: A Workshop is being organized in October to inform the other DISCOs of what has been done so far and to integrate them into the development process.</p> <p>KPIs IMPACTED: Revenue and Load Shedding</p>
6.	MWP IT PROGRAM	<p>NEED: To implement IT improvements within the Ministry of Water and Power.</p> <p>RESULTS TO DATE:</p> <p>July: Contracting Officer's Technical Representative's (COTR) provisional approval obtained in August 16 coordination meeting subject to minor adjustments. COTR to provide written approval noting minor adjustments – Change DISCO lap tops to Desk top units and delete separate item for video conference terminals. MWP owed PDP resumes for additional 3 candidates for IT Systems Administrators.</p> <p>August: An IT improvement program was developed with the MWP and joint agreement was reached on sharing the</p>

	<p>responsibility for providing equipment and maintenance. MWP Power Sector will be provided with up to date hardware and software to enable normal IT operations and communication. This includes units installed in executive offices at DISCOs. For sustainability, PDP will provide a system administrator for the first year of operation.</p> <p>September: The System Administrator selection was completed in September and he is on board and working. The local procurement of the IT hardware is in process with bid closing 1st week in October.</p> <p>FUTURE RESULTS: Equipment award is anticipated by mid-October. We expect the equipment to be delivered by end of October and complete deployment of equipment will take approximately two months.</p> <p>KPIs IMPACTED: Effectiveness of the MWP</p>
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2. COMMERCIAL

#	Activity	Description/ Results to date / Future Results
7.	NEW CUSTOMER INFORMATION SYSTEMS (CIS)	<p>NEED: The worst performing area in the DISCOs is the commercial area, including the process from meter reading through bill collection. The current electronic system used for this process consists of 1980's technology COBOL based customer databases. The existing system has many drawbacks and limitations, including being subject to manipulation, which is known to be occurring. It is in need of replacement with a modern IT based system.</p> <p>RESULTS TO DATE:</p> <p>July: CIS specifications were finalized. CIS RFP sent to Home Office (HO) for review, but COP review of paper from Commercial Team Lead sent on 18 Aug indicated benefit of adopting the USAID Bangladeshi/Sudan CIS model. If agreed, PDP could conceivably save 4 months and \$200K.</p> <p>Implementation plan was developed and reviewed. List of references received and contact made. Commercial Team lead visited Bangladesh to view the application of this 'open source' CIS. User check was performed.</p> <p>August: CIS system software was evaluated. The planned CIS software installation is a system designed during two successive USAID projects and installed at many of the distribution systems in Bangladesh, in use successfully for approximately 5 years. A similar version has been installed in South Sudan, also successfully. The cost is substantially below commercial systems.</p> <p>September: The CIS software has been selected and approved by USAID.</p> <p>FUTURE RESULTS: The schedule targets start of CIS customization for October 2011, and to begin parallel operation testing with the existing Legacy system in Pakistan in January 2012. Following approximately 9 months of testing, training and parallel operations the new CIS system will be ready to place in regular operation in Oct 2012. The initial coordination trip to Bangladesh will occur in second week of October, and mobilization plans will be finalized during October. A four-six person team is envisaged to work in Bangladesh for several months to make the initial conversion to the Pakistan system. DISCO trainees who will become future trainers will be included.</p> <p>A second and third DISCO will receive the new CIS as soon as the first DISCO is proven. Concentration is on high commercial loss subdivisions.</p> <p>KPIs IMPACTED: Increased Revenue Reduced non-technical loss including theft</p>

8.	IMPROVED METER READING	<p>NEED: Improve effectiveness of current meter reading process and reduce inaccurate billing and revenue loss.</p> <p>RESULTS TO DATE:</p> <p>July: Assistance to DISCOs to improve their use of existing manual commercial procedures was on-going. Revisions to current procedures planned to be ready for first implementation by Sep 30, 2011. A team visited each DISCO to determine root causes of noncompliance with current procedures.</p> <p>August: Operating audits indicated that more than half the DISCO losses are non-technical, and the majority of these losses center around meter reading. It was determined that existing procedures and inspections are not properly carried out, but reasons not clear.</p> <p>September: Two DISCO workshops were held with front line meter reading supervisors and managers in first and second week of September to review and streamline meter reading and meter change-out procedures. These workshops were followed by a presentation workshop of recommendations for change to DISCO senior management in late September.</p> <p>FUTURE RESULTS: The Westridge Operation Division in IESCO has been selected as the demonstration division to prove the improvements for approximately one month and to train implementation teams of DISCO employees. At the end of this period roll-out to other DISCO divisions will begin, and similar procedures carried out at additional DISCOs.</p> <p>KPIs IMPACTED: Reduced non-technical losses including theft Increased revenue Improved Employee attitude</p>
9.	DEFECTIVE METERS REPLACEMENT	<p>NEED: To initiate a service order monitoring program for the replacement of faulty meters so that revenue and accuracy of billing is enhanced.</p> <p>RESULTS TO DATE:</p> <p>August: It was determined that current procedures to replace defective meters is not working well, with excessive delays of months to achieve replacement after a meter has been found defective.</p> <p>September: Improvement recommendations were developed in meter reader workshops and provided to DISCO management at a late September workshop.</p> <p>FUTURE RESULTS: These are included in the issues being implemented at the DISCO division demonstration in Item 8.</p> <p>KPIs IMPACTED: Reduction of non-technical losses, increase revenue.</p> <p>OTHER AREAS INVOLVED: Engineering</p>
10.	INCENTIVES FOR PUNCTUAL PAYMENT	<p>NEED: To improve Revenue Collection through incentives like discount for bills paid on time.</p> <p>RESULTS TO DATE:</p> <p>August: This is a new concept for Pakistan. There is no history available.</p> <p>September: This subject was discussed with DISCOs in the September Commercial Workshops, and there was no interest in the concept.</p> <p>FUTURE RESULTS: It is being put aside for the time being. Review in future to see if DISCOs interested. Last entry.</p>

		<p>KPIs IMPACTED: Receivables</p> <p>OTHER AREAS INVOLVED: Financial</p>
11.	IMPROVEMENT OF BATCH SYSTEM FOR BILL PROCESSING	<p>NEED: To improve the timely delivery and hence the payment of the bills.</p> <p>RESULTS TO DATE:</p> <p>August: It has been learned that batch processing is held up and does not start until complete meter readings are available, delaying bill deliveries by a week or more waiting on just a few readings. There is some suspected manipulation involved.</p> <p>September: Workshops were held in September to work with DISCOs to discuss methods to streamline the meter reading process, including more timely input. A concept was agreed upon by the stakeholders.</p> <p>FUTURE RESULTS: These improvements are part of the improvement activity being demonstrated at the DISCO division mentioned in item 8. The DISCOs will request re-program of the existing Legacy database system to produce batches on scheduled dates while tracking any un-received inputs without waiting.</p> <p>KPIs IMPACTED: Receivables, Revenue</p>
12.	ENERGY LOSS REDUCTION BY ANTI THEFT	<p>NEED: To reduce theft especially since increased theft is anticipated due to tariff hikes. The idea is to devise an incentive based anti-theft campaign.</p> <p>RESULTS TO DATE:</p> <p>August: The need for an anti-theft plan has been determined and a number of possible actions identified. PDP has a new employee who has extensive experience in this area who is developing a list of specific anti-theft actions to be explored.</p> <p>September: PDP presented and discussed anti-theft issues in the September Workshops with DISCO management. Some of these issues will be included in the division demonstration project noted in Item 8.</p> <p>Specific theft related issues were also identified in a customer census carried out by PDP at LESCO Allama Subdivision Clifton Feeder.</p> <p>FUTURE RESULTS: Correction of illegal installations in the Clifton Feeder are being pursued with LESCO assistance, centering around proper installation by PDP of new electronic meters being provided by LESCO. A PDP team is still planned to visit PESCO, SEPCO and HESCO to discuss anti-theft and other loss reduction issues in October.</p> <p>KPIs IMPACTED: Non-technical loss reduction and theft</p> <p>OTHER AREAS INVOLVED: Engineering; Communications & Outreach</p>
13.	CENSUS SURVEY	<p>NEED: To identify and rectify data discrepancies, theft, tampering, meter problems, etc.</p> <p>RESULTS TO DATE:</p> <p>July: A recent IESCO census precedent confirms revenue improvement and loss reduction results from taking a census of high loss feeders. A visit was made to LESCO on Aug 15 in this regard. A High loss subdivision was selected. Subcontractor started survey, but selection criteria found not followed by DISCO personnel. New subdivision was subsequently selected. Survey was to be completed by Sept 30. In addition to the survey, a plan to identify and resolve discrepancies and monitor results was formulated. Survey of first feeder (approximately 3000 consumers) neared completion. 6 feeders (18-19,000) remaining.</p> <p>August: PDP is using subcontractor with DISCO personnel to execute this activity on LESCO's highest loss subdivision. A</p>

		<p>census can be done in a subdivision in 4 weeks and show extrapolated results. Early results show multiple meters common on most houses to beat the sliding scale tariff, and that meter replacement with new electronic meters will reduce almost all losses.</p> <p>September: During September, PDP used a subcontractor working with DISCO personnel to execute this activity on a feeder in LESCO's highest loss subdivision. This census was done in the subdivision in 4 weeks and extrapolated results are now available. They show a one-time increase in revenue from correction of billing for unbilled units and correction of customer deposits of approximately Rs 65 million (\$755,000) and an increase in annual revenue from the Clifton feeder from disconnection of illegal connections and meter corrections of Rs 43 million (\$500,000). It was confirmed that meter replacement with new electronic meters will reduce almost all losses.</p> <p>FUTURE RESULTS: LESCO has agreed to supply the new meters, and PDP will install them to demonstrate correct methodology. Up to 5% improvement in performance is anticipated. The concept of a feeder census followed by corrections will be pushed with all DISCOS.</p> <p>KPIs IMPACTED: Non-technical loss reduction and theft Increased Revenue</p> <p>OTHER AREAS INVOLVED: Engineering</p>
14.	METERING SURVEY COMMON POINTS	<p>NEED: LESCO CEO has indicated inability to accurately measure amount of power received from NTDC. Substation incomer and outgoing feeder metering is reported to be inaccurate or non-operable. Power received represents more than 85% of DISCO costs. There are 22 interfaces involved, known as common delivery points.</p> <p>RESULTS TO DATE:</p> <p>July: US metering expert Bud Stanley is in Pakistan to ascertain the true situation and develop recommendations to correct any deficiencies by carrying out field inspection and analysis of metering situation in LESCO. Bud Stanley and Shafiq ur Rehman visited 8 Common Delivery Point (CDP) sites to gather data: 7 LESCO grid stations and 1 Independent Power Producer (IPP). The existing CDP meters do not have the capability of delivering data remotely. During their meeting, NTDC offered to share the monthly CDP readings that are sent to CPPA with LESCO which would be advantageous in not duplicating metering. LESCO's concern for CDP metering Current Transformer (CT) accuracy was investigated and found to be adequate for high accuracy metering.</p> <p>August: Initial results indicate LESCO does not know how much power is received and NTDC does not know how much power is delivered.</p> <p>September: Bud Stanley visited LESCO during September and carried out field inspection and analysis of metering in 27 substations in LESCO. A metering Workshop was held with LESCO operations and engineers in second week of September.</p> <p>FUTURE RESULTS: The report on the metering will now be available in October, and it will contain specific recommendations.</p> <p>KPIs IMPACTED: Distribution losses, tariff applications</p> <p>OTHER AREAS INVOLVED: Engineering</p>

3. FINANCIAL

#	Activity	Description & Expected Results in September
15.	DISCO INTERNAL AUDIT PROCESS IMPROVEMENT	<p>NEED: DISCO audit improvements are seriously needed as current procedures are inadequate by all accounts. Internal controls audits are not required and Government Auditors report the DISCO audits are not reporting corrupt acts known to be occurring.</p> <p>Deficiencies identified include the following:</p> <ul style="list-style-type: none"> Failure to maintain an updated audit manual. Failure to include certain testing of compliance with laws, regulations and critical organizational policies and procedures and internal controls over financial reporting. Lack of competence in DISCO internal audit staff. Lack independence of the internal audit function. Corruption within the internal audit function. <p>RESULTS TO DATE:</p> <p>July: It was determined that the Internal Audit Manual project needs a separate workshop due to the different audience and uniqueness of the issues. PDP proposed to expand the scope of the annual audit to include a report on compliance and on internal control over financial reporting, internal audit manual update and to introduce an external audit resource to work alongside the DISCO internal audit staff to perform certain compliance testing and substantive testing. The change would be implemented through an MWP policy directive.</p> <p>A meeting was held with the Auditor General of Pakistan office and Director General of Audit WAPDA who provided enthusiastic support for the new expanded scope annual audit and new internal audit framework to reduce the burden on DISCOs of multiple audit requirements.</p> <p>August: PDP selected and retained the audit assistance sub-contractor and held kickoff workshop. Attendees included Managers and Deputy Managers of Internal Audit of all DISCOs, representative from Director General of Audit WAPDA (GoP), Chief Auditor of WAPDA, Chief Auditor of PEPCO and KPMG. Received enthusiastic support of project objectives from Auditor General of Pakistan and Director of Audit WAPDA office. Work is scheduled to begin immediately.</p> <p>Project is designed to expand the scope of the annual audit and the internal audit manual to test for compliance and internal controls. In addition, the project will establish a strong audit relationship with the BOD Audit Committee and a co-sourcing relationship with an independent external audit firm to work alongside the DISCO internal audit staff.</p> <p>September: A steering committee has been formed made up of DISCO auditors, PDP and KPMG specialists. The GOP Auditors are interested parties but rules prevent them from being members of the committee.</p> <p>FUTURE RESULTS: A first draft of the revised and updated standard DISCO manual is still planned for October 15th. An RFP is in development to engage co-source audit firms to work alongside DISCO internal audit staff. The internal audit function needs to report to the BOD Audit Committee. This is included in the project objectives.</p> <p>KPIs IMPACTED: All Commercial and financial and governance</p>
16.	DISCO Business Plans (10-year financial	<p>RESULTS TO DATE: Various financial forecast models have been evaluated and a model approach has been selected. RFP has been developed and procurement is underway.</p> <p>FUTURE RESULTS: The final 10 Year Financial Forecast Model will be rolled out in two workshops in Nov/ Dec 201. This</p>

	forecast)	model will assist DISCOs in the preparation of business plans, budgeting and tariff petitions. KPIs IMPACTED: Financial
17.	DISCO ACCOUNTING MANUAL And PROCEDURES UPDATE	<p>NEED: Develop Accounting procedures to supersede the outdated WAPDA Legacy procedures.</p> <p>RESULTS TO DATE:</p> <p>July: The PDP effort to update DISCOs Accounting Manual was kicked off in a DISCO Workshop on Fri Jul 29 at PDP office. A final framework was concluded and work began on a gap analysis between current business practices and future (best) business practices. The primary objective was to identify immediate business process improvements, especially, those which may impact timely monthly financial reporting.</p> <p>August: PDP project is underway to work with DISCOs to update their Accounting Manuals. PDP accounting subcontractors were selected and mobilized. A combined DISCO Kick-off Workshop was held and a Steering Committee made up of all DISCO Financial Directors was formed. The workshop finalized an Accounting Manual framework and procedure revision work has begun. Gap analysis underway at two DISCOs, documenting the difference between current business practices and future (best) practices to identify improved business processes which can be implemented immediately.</p> <p>September: Procedure revision work is in process with gap analysis underway at two DISCOs, documenting the difference between current business practices and future (best) practices to identify improved business processes which can be implemented immediately.</p> <p>At MEPCO request PDP accompanied its FD during a meeting with NEPRA to explain US Financial Accounting Standard (FAS) 71-Accounting for the Effects of Certain Types of Regulation.</p> <p>FUTURE RESULTS:</p> <p>A first draft of the updated modern Accounting procedures – developed for all DISCOs – will be routed for review by the DISCO FD Steering Committee that will issue the final approval.</p> <p>Project is still expected to be completed in 4-6 months.</p> <p>KPIs IMPACTED: Distribution losses Collection Efficiency Aggregate losses reduced Profitability O&M Cost</p>
18.	PROGRAM TO RECOVER TRADE DEBT RECEIVABLES	<p>NEED: The 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 methods and assistance is needed to improve these debts, which severely impact the GOP circular debt problem. Government Agencies contribute most to this problem, the worst being the Sindh provincial government, which owes the DISCO HESCO approximately \$300 million. A primary issue in Sindh is reported to be a lack of confidence in HESCO billing.</p> <p>RESULTS TO DATE:</p> <p>July: Collection agencies were being considered as a means to recover private trade debt receivables. PDP MWP legal counsel advised that the use of collection agencies would require NEPRA approval. PDP interested to coordinate efforts with FESCO and</p>

		<p>MEPCO to make the appropriate filing with NEPRA to allow collection agencies.</p> <p>PDP discussed a government receivable business model which would provide Government of Sindh (GoS) with an Advanced Metering Infrastructure (AMI) on government facilities as an inducement for GoS to settle its outstanding receivables amount of approximately \$300 million. If successful, this model may be applied to other large government receivables accounts. This was discussed with the Secretary MWP on Saturday Aug 27. Proposed changes in the electricity law are expected to strengthen the DISCOs ability to collect past due amounts. However, these changes may take a significant length of time to implement.</p> <p>August: PDP is working through the MWP to offer its services to install new automated electronic metering for improved accuracy in future billing. Approximately 16,000 meters are involved. This would propose installing Automated Meter Reading (AMR) at strategically defined Sindh government facilities in exchange for settling the government's delinquent receivable amount of approximately \$300 million.</p> <p>Private billing collection techniques were also explored with the banking community, which has the best record for recovery in Pakistan.</p> <p>September: The offer of PDP support has been discussed with the Minister MWP who is favorable to the idea. MWP is writing a letter to the Gov't of Sindh to introduce PDP, and has indicated it will support a meeting with Gov't of Sindh to explore this idea.</p> <p>Concurrently PDP has clarified the legality of DISCOs to use collection agencies and is scheduling meetings between DISCOs and collection agencies to explore use of this method. Also, the subject of the local provincial government agency charged to assist the DISCOs with collections has been investigated, and it has been learned that the main reason they are not effective is because they do not have permission for police to accompany them. A law to allow this support is in process and PDP is working to identify its status and determine how it can be expedited. The provincial government estimates a 30-40% improvement in collection of receivables will result from this change.</p> <p>FUTURE RESULTS: Pursue contact discussions with Sindh government to provide AMR metering. Continue to develop applications of banking sector techniques to private collections. Work with DISCOs to implement. Expedite new law to allow provincial support of law enforcement.</p> <p>KPIs IMPACTED: Revenue Collection Efficiency</p>
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4. ENGINEERING

#	Activity	Description/ Results to date / Future Results
19.	DEVELOPMENT OF STANDARDS FOR NEW MATERIAL EQUIPMENT	<p>NEED: There are no standards for new type equipment being provided by PDP on demonstration projects, such as Spacer Cable, construction of AMR meters, low loss transformers, congested areas, etc. The NTDC-generated book in use for equipment/construction standards is outdated. DISCOs improvise in situations where the 1970s standard does not apply. Congested areas need new standards.</p> <p>RESULTS TO DATE:</p> <p>August: In the short term PDP can highlight noncompliance with the existing standards and show DISCOs the way for a review of standards.</p> <p>September: A kickoff standards improvement workshop with the Chief Engineers of all DISCOs and NTDC was held in September in this regard. A Standards Committee was formed at this meeting to oversee up-dating of the existing distribution standards, including adding new materials and equipment provided by PDP.</p> <p>FUTURE RESULTS: Distribution standards updates applying to all DISCOs will be planned and carried out under the direction of the Standards Committee with PDP assistance.</p> <p>KPIs IMPACTED: Profitability O&M Cost/Megawatt hour(MWh) Capital expenditure (capex) per Km of HT line SAIFI</p>
20.	HIGH LOSS SUBDIVISIONS, HIGH LOSS FEEDER CENSUS OF CONSUMERS	<p>NEED: The current Consumer Information Billing System lists the consumers on each feeder but the data is unreliable. A census reconciling DISCO records with field realities is needed, followed by correction of anomalies.</p> <p>RESULTS TO DATE:</p> <p>July: A recent IESCO census precedent confirms revenue improvement and loss reduction results from taking a census of high loss feeders.</p> <p>August: LESCO, the largest DISCO, agreed to do census on two of the highest loss feeders in high loss subdivision. This process is underway.</p> <p>Discovered problems include many homes with multiple meters, which allow the customer to avoid the sliding tariff scale and which can be hooked together to provide unmetered power. Also customer deposits for service are based on anticipated load. Most customers claim only 1 Kw of load but have much higher demand. Millions of Rupees of deposit are being lost in this manner. How to correct the problem is under study. LESCO personnel have been given many thought provoking ideas on data keeping and proper planning processes.</p> <p>FUTURE RESULTS: Specific action will be identified for the DISCO to correct causes of high feeder loss and commercial problems identified by the census. Initial findings indicate a savings of about 5% will be available through simple correction of discovered anomalies. Current total losses on these feeders are 15%. It has been agreed that the DISCO will provide new meters and PDP will properly install the new electronic meters</p>

		<p>to correct the bulk of the problems.</p> <p>KPIs IMPACTED: Distribution losses Aggregate Technical and Commercial loss</p> <p>OTHER AREAS INVOLVED: Commercial</p>
21.	CORRECTING THE PHASE AND LOAD IMBALANCE OF TRANSFORMERS AND FEEDERS	<p>NEED: Hundreds of transformers each year suffer from failure because of imbalance of load among the three phases.</p> <p>RESULTS TO DATE:</p> <p>August: The AMR transformer metering included in the PDP pilot projects will allow these problems to be identified and corrected. Clip on devices for lineman tool kits to use to check loading is under discussion. A yearly check of phase for imbalance has been identified to be a part of DISCO procedures. In this regard FESCO is collecting customer information by assigning a code to each transformer using their manual CIS.</p> <p>September: Limited movement has occurred on the project in September.</p> <p>FUTURE RESULTS: Identification of phase imbalance will be pursued with DISCOs and yearly check procedure enforcement will be emphasized, with overloads and phases will be corrected by the DISCO. Better adherence will be a relatively low cost improvement providing excellent reduction in operating costs.</p> <p>KPIs IMPACTED: Distribution loss O&M cost/MWh Profitability</p>
22.	DEMAND SIDE MANAGEMENT: LOAD SHIFTING	<p>NEED: Reduce the peak at each DISCO and spread the load using pricing mechanism through rationalizing tariff.</p> <p>RESULTS TO DATE:</p> <p>July: Work on PDD for Demand Side Management was initiated and the first part of DISCO's Cost of Capital determination exercise was completed.</p> <p>August: A policy paper on Demand Side Management immediate actions was in preparation for completion during September.</p> <p>September: A policy paper on Demand Side Management immediate actions has been prepared and is in final internal review. It recommends, among other actions, that Pakistan consider a rationing model that was used very successfully in Brazil to reduce demand by 25% during a 9 month crisis caused by lack of rain. It will be dependent on a fair administration and effective communication to educate customers.</p> <p>FUTURE RESULTS: PDP will pursue identified improvement actions with DISCOs and MWP.</p> <p>KPIs IMPACTED: Reduced National Load shedding</p> <p>OTHER AREAS INVOLVED: Cost of service</p>

23.	FEEDER POWER FACTOR IMPROVEMENT	<p>NEED: The DISCOs poorly monitor and correct the power factor on their feeders, particularly feeders with large motor loads such as tube-well pumps, or small industrial and commercial enterprises.</p> <p>RESULTS TO DATE:</p> <p>July: Ray Thayer and Shafiq ur Rehman visited MEPCO the week of August 15th to review tubewell sites and select a feeder on the Lodhran subdivision. Lal Kamal Feeder was selected for the Quick Intervention Power Factor Improvement Project.</p> <p>Lal Kamal would initially receive LT capacitors for the “quick intervention” project, and would be followed up with other interventions to support the LT capacitor intervention.</p> <p>The follow on project was determined to be the MEPCO Power Factor Improvement Project. The cost/benefit analysis developed from the MEPCO field work indicated a payback period of less than a year. The PDD was developed by end of August.</p> <p>August: An Engineering analysis done by PDP on rural feeders in Multan (MEPCO) identified a very poor power factor in the range of 50-60%.</p> <p>The DISCO was not aware of the impact of this situation on feeder load, but was supportive of making improvements when appraised of the analysis. Under PDP guidance 7 MEPCO lineman teams have been trained and are working to improve the power factor on one feeder by installing capacitors on tube-well motors. These capacitors were located in stock at the DISCO. The DISCO has an additional 3,400 capacitors in their warehouse. Initial results showed a 25% reduction in tube-well load due to capacitor installation. Engineering analysis indicated that this intervention had the potential to reduce the load on this feeder by reducing the reactive power requirements. Calculations indicated 500Kw of load could be reduced. The tube-well owners and the DISCO managers were amazed and highly pleased with these (to them) totally unexpected results. The cost of the material to make a half MW saving is approximately \$15,000.</p> <p>September: The DISCO was supportive of making improvements when appraised of the analysis. Seven MEPCO lineman teams were trained and worked under PDP experts’ guidance to improve the power factor by installing LT capacitors on 181 rural motors on Lal Kamal Rural Feeder. Subsequent measurements indicated the motors were requiring an average of 6.21 less amps per phase and 3.19 kVA less per motor.</p> <p>Engineering analysis had indicated a potential to reduce the load on this feeder by 500 kW by reducing the reactive power requirements. The actual demonstrated reduction is 468 kW. The cost of the material to make a half MW saving is approximately Rs 1.2 million (\$14,000).</p> <p>FUTURE RESULTS: PDP is planning a second feeder improvement at MEPCO using the same crews. The trained DISCO supervisors will lead the effort. The DISCO is talking about doing ten feeders and plans a media announcement thanking USAID for making them aware of the possibilities for savings.</p> <p>With this demonstration of power factor improvement demand reduction, the concept of DISCO power factor investigation and improvement across the entire DISCO environment has the potential to reduce the Pakistan power sector load demand by as much as 1,000 MW from similar analysis of the 6,800 feeders in the system.</p> <p>A workshop with all DISCOs is being planned for early October to discuss the power factor impact and improvement by the DISCOs. A first emphasis will be on DISCOs getting their HT capacitors back in service. The PDP meter specialist noted that none of the HT capacitors were operational in any of the 94 LESCO substations he visited. Subsequent emphasis will be placed on LT capacitors.</p>
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		KPIs IMPACTED: Load shedding requirements reduced, Increased revenue, Better performance of customer equipment
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5. HUMAN RESOURCES

#	Activity	Description/ Results to date / Future Results
24.	TRAIN DISCO PLANNING ENGINEERS	<p>NEED: DISCO planning Engineers need to be trained in establishing and maintaining proper GIS databases and how to use these with the software to be provided by PDP.</p> <p>RESULTS TO DATE:</p> <p>July: Peer review of draft PDD was completed. Implementation plan was drafted and work started with a focus on GIS. Study on common information model (CIM) for GIS and distribution network modeling was underway. The capacitor application study was done for tube-wells in MEPCO to serve as a case study for P&E training of DISCO staff.</p> <p>August: Currently DISCO distribution engineering planning is almost non-existent. PDP will show benefits to DISCOs and get them on-board with making improvements. The intervention has identified the planning software to be provided to the DISCOs and demonstration DISCOs are being selected.</p> <p>PDP teams are currently working with LESCO, FESCO and MEPCO on GIS mapping.</p> <p>FUTURE RESULTS: Complete software procurement and turn over to DISCOs to begin training programs.</p> <p>KPIs IMPACTED: Capex per Km HT line O&M Cost/MWh</p> <p>OTHER AREAS INVOLVED: Engineering; Communications.</p>
25.	SAFETY TRAINING PROGRAM: TRAINING OF TRAINERS	<p>NEED: DISCOs experienced lineman 18 fatalities in June alone. Both short and long term safety training is needed.</p> <p>RESULTS TO DATE:</p> <p>July: It was decided that a safety program was to be developed over the course of the next two months.</p> <p>August: PDP is working with the DISCOs to train the existing DISCO trainers using current DISCO safety requirements and spread the best practices throughout each subdivision. A schedule is being developed to deploy the trained trainers to as many subdivisions as quickly as possible. The subdivisions will also be encouraged to report near-misses and accidents as well as fatalities.</p> <p>September: The US Safety Expert was present on the ground in September and with the safety supervisor of HESCO developed the quick safety training program to achieve a better safety record by improving lineman and lineman supervisor adherence to basic safety procedures and to set up a longer term sustainable DISCO training</p>

		<p>program, including Training of Trainers and establishing a sustainable emphasis program for safety in all DISCOs.</p> <p>FUTURE RESULTS: The Quick Results Safety Training program is being scheduled for HESCO in October/November, with a first group of 670 linemen, continuing until safety training is provided in other DISCOs for up to 10,000 linemen.</p> <p>KPIs IMPACTED: Number of Fatal accidents Number of Non-fatal accidents</p> <p>OTHER AREAS INVOLVED: Engineering; Communications.</p>
26.	BASIC IT TRAINING	<p>NEED: To enhance the basic IT training programs of the DISCOs. The publicizing of the 500th trainee benchmark and training of female staff from IESCO is also in the plan.</p> <p>RESULTS TO DATE:</p> <p>July: PDP launched a country wide basic IT skills development program for DISCO staff on July 5. More than 1100 DISCO personnel will be trained at nine locations throughout Pakistan on essential IT skills to enhance their work productivity. Criteria for selection of trainees will be emphasized. Completed training for 9 batches: 4 batches from IESCO, 2 from PESCO, 2 from HESCO, and 1 from LESCO.</p> <p>August: A nation-wide program is on-going to train DISCO personnel in basic IT skills at their locations. Classes were currently on-going at five DISCOs.</p> <p>September: A very successful media event centered on an all-woman class from the DISCO IESCO was held September 26, with VIP Dr. Marilyn Wyatt, wife of the US Ambassador, as Chief Guest. Milestone of training 500 DISCO employees was reached in September and more than 700 employees have been trained to date.</p> <p>FUTURE RESULTS: A total of 1100 DISCO personnel will receive this training during 2011, provided across Pakistan at all nine DISCO locations.</p> <p>KPIs IMPACTED: All Commercial</p> <p>OTHER AREAS INVOLVED: Communications & Outreach; CM</p>
27.	LINEMAN SAFETY EQUIPMENT	<p>NEED: Linemen do not have proper personal protective equipment (PPE), contributing to the high death rates for linemen. PDP will provide proper safety equipment and familiarization with its use at one DISCO as an intervention. HESCO has been selected.</p> <p>RESULTS TO DATE:</p> <p>August: A list of equipment for the DISCO HESCO was prepared and submitted for review by experts.</p> <p>September: The list of equipment for the DISCO HESCO was prepared and was reviewed with DISCO Safety experts. It was learned that improper grounding and falls are the main causes of linemen fatalities. The list of equipment is being revised to address these issues.</p> <p>FUTURE RESULTS: The new equipment will be ordered in October, with Delivery first quarter 2012.</p> <p>KPIs IMPACTED: Safety</p>
28.	LINEMAN	<p>NEED: The DISCOs do not have lineman development programs or proficiency requirements. The death and</p>

	<p>APPRENTICESHIP PROGRAM</p>	<p>accident rates are extremely high, up to 18 in one month. PDP will assist with the establishment of a proper lineman training program to produce qualified linemen on a sustainable basis.</p> <p>RESULTS TO DATE:</p> <p>August: A Working Group was formed with the DISCOs to coordinate activities with the US expert/course developer. PDP arranged for a training expert to join the team in mid-September, and contact was been made with two respected lineman apprenticeship training programs in the US – Illinois and Ohio. Both were agreeable to provide assistance to establish a lineman apprenticeship program in Pakistan.</p> <p>September: The training expert who was in Pakistan in September worked with the DISCOs to outline the basics of this program.</p> <p>FUTURE RESULTS: A full-time lineman training expert is being mobilized in October to assist in establishing a lineman apprenticeship training program that will be established in Pakistan. It will be built on the needs of the DISCOs, who need a shortened training program that focuses on local practices and requirements, to institutionalize basic lineman training through a multi-year apprenticeship.</p> <p>KPIs IMPACTED: Safety</p>
29.	<p>SECONDED DISCO EMPLOYEES</p>	<p>NEED: DISCO employees are to be seconded to the PDP team for capacity building experience and to be agents of future sustainable change.</p> <p>RESULTS TO DATE:</p> <p>July: Formal letters to DISCOs including methodology, JDs, application forms, per diems and administrative/logistics setup were finalized to be sent out.</p> <p>Seconded staff was expected to be selected in Sep and arrive late Sep/Oct. 10 room guest house nearby was scoped for first tranche. Further accommodation plans were to be developed, as more responses were received.</p> <p>Team leads were assigned to complete specific work assignment plans covering Job descriptions for their respective functional area and place on the Master Server.</p> <p>August: Job Descriptions for 15 positions were developed and the DISCOs were requested to nominate candidates for the positions.</p> <p>September: A total of 36 candidates have been received to date and are under evaluation.</p> <p>FUTURE RESULTS: Candidate Selection will be made by PDP and seconded employees will be integrated into the PDP program as team members and given meaningful work assignments.</p>

6. COMMUNICATION & OUTREACH

#	Activity	Description/ Results to date / Future Results
30.	UPGRADE DISCO WEBSITES - COMMUNICATIONS OUTREACH WORKSHOP	<p>NEED: To improve effectiveness of DISCO Websites to serve customers and to tell the DISCO story.</p> <p>RESULTS TO DATE:</p> <p>July: A new Communications & Outreach Assistant scheduled to have initial design of PDP website ready by end of first week in Sep. Websites for PESCO, FESCO and HESCO were planned to be re-designed in the first phase, with initial results by 3 week of September.</p> <p>August: Initial PDP demonstration website was under development and almost ready for roll-out. The new DISCO SEPCO and DISCOs PESCO, FESCO and HESCO requested assistance with their websites.</p> <p>September: On 23-24 September a Communications Outreach Workshop was held with representatives from seven of the nine DISCOs. The results of this workshop were the forming of a communications strategy for each DISCO and training on media management and consumer awareness. US expert Joan Ablett, along with Pakistan expert Hateem Ghafoor provided training. Each DISCO is using the information received at the Workshop to develop a DISCO specific Communications and Outreach Strategy.</p> <p>The Initial PDP demonstration website has been developed and launched on Sept 26 by the wife of the US Ambassador, Dr. Marilyn Wyatt, during a Basic IT women's training event held in Islamabad. The new DISCO SEPCO requested web site assistance, and a site meeting was held with the SEPCO MIS department, and data was collected PDP is currently developing the web site in coordination with SEPCO. DISCOs PESCO, FESCO and HESCO have each nominated a focal point employee and PDP is coordinating to assist them to re-design their web sites.</p> <p>FUTURE RESULTS: The SEPCO web site is scheduled to be formally launched by end of October.</p> <p>The individual DISCO Communication and Outreach Strategies will be approved by DISCO management and submitted to PDP by mid-October. PDP will assist with fine tuning and the plans will be submitted to DISCO management for approval for implementation. PDP will then assist them with implementation.</p> <p>KPIs IMPACTED: Customer Relations</p>
31.	DISCO RADIO PROGRAMS	<p>NEED: To connect DISCO management to their customer base.</p> <p>RESULTS TO DATE:</p> <p>July: COTR's approval was sought for continuing radio programming. PDP had already requested DISCOs to obtain nominations for their participation in radio programs. Recordings were planned from the 2nd week of September.</p> <p>August: PDP arranged for DISCO representatives to participate in 13 weekly radio programs to broadcast DISCO related customer issues nation-wide during the peak listening time of Friday afternoon, when Pakistanis are traveling back to their villages. Five DISCOs nominated spokesmen for their participation in the radio programs.</p> <p>September: The first two live broadcast programs have been aired in September. In light of the recent riots in Gujranwala, the GEPCO CEO was offered time to explain his DISCOs position to their customers.</p>

		<p>FUTURE RESULTS: The broadcasts are planned to continue.</p> <p>KPIs IMPACTED: Customer Relations</p>
32.	PDP DOCUMENTARY	<p>NEED: To create awareness in stake holders and consumers about PDP and its function.</p> <p>RESULTS TO DATE:</p> <p>July: PDP initiated process of producing 6-8 minutes duration documentary to project USAID assistance to MWP and DISCOs. Script of Documentary was approved by DOC office and shootings were scheduled to start in late August.</p> <p>August: A contract for a 6 min documentary was awarded. The documentary entered process of being filmed and was to be completed in September. The Documentary will tell the PDP story and emphasize the improvements possible through team work.</p> <p>September: The documentary is in process of being filmed and was to be completed in September, but has been delayed until mid-October.</p> <p>FUTURE RESULTS: The documentary will be used to promote PDP to stakeholders.</p> <p>KPIs IMPACTED: Customer Relations</p>
33.	LOAD SHIFTING TO OFF-PEAK HOURS: PUBLIC MESSAGES ON THE TELEPHONE	<p>NEED: Create awareness among consumers to inculcate usage practices that help shift the load to off-peak hours.</p> <p>RESULTS TO DATE:</p> <p>August: A SMS procedure has been developed for review.</p> <p>FUTURE RESULTS: DISCO and MWP approval to implement a procedure will be proposed.</p> <p>KPIs IMPACTED: Consumer Relations</p> <p>OTHER AREAS INVOLVED: Engineering</p>

7. CHANGE MANAGEMENT

#	Activity	Description/ Results to date / Future Results
34.	DISCO CHANGE MANAGEMENT	<p>NEED: The DISCOs in Pakistan are operating on a legacy system of WAPDA. Personal initiative is not encouraged. Situations where improvements are recognized to be needed are tolerated as being beyond the DISCO employees reach and dangerous to his/her career to attempt change. This attitude must change if real improvement is to be achieved and sustained.</p> <p>RESULTS TO DATE:</p> <p>August: Under Governance above see the PDP assistance being provided to dissolve PEPCO, establish CPPA and mentor/train the DISCO BOD's. These will be major factors in establishing the environment for Change to occur within the DISCOs. Other PDP Actions are being targeted to develop a sense of ownership within each DISCO.</p> <p>FUTURE RESULTS: As PEPCO influence is reduced, through a combination of media activity and improved DISCO management and communication, combined with improved training and human resource initiatives, an esprit de corps will be developed to encourage DISCO employees to take initiative and improve DISCO performance. In the interim PDP will be the spark to ignite change.</p> <p>KPIs IMPACTED: All</p>
35.	CHANGE MANAGEMENT WORKSHOP - MANAGERS LIST OF 55	<p>NEED: There is a recognized need for change management in the DISCOs. Some examples:</p> <ul style="list-style-type: none"> Corruption at work and in the society Poor or no performance management system No distinction between good or bad performance Improper HR systems Poor or missing tools Lack of participative management No accountability – CEO makes all decisions High customer expectations No integrated planning Single power supplier <p>RESULTS TO DATE:</p> <p>July: In late June PDP conducted a two day Strategic Planning and Change Management Workshop. 34 senior managers from every DISCO attended, the first time in power sector history this many senior personnel from all the DISCOs to attended such a workshop. The workshop produced a list of 55 specific problems which these managers see as impediments to DISCO improved performance.</p> <p>FUTURE RESULTS: PDP is working to address each item on the list to develop implementation plans for</p>

		<p>achieving improvements. The first draft of this effort will be available by mid-October. The plans will be reviewed with the DISCO senior managers and implementation initiated.</p> <p>KPIs IMPACTED: All</p>
36.	PESCO SUBDIVISION DEMONSTRATION OF CHANGE MANAGEMENT	<p>NEED: Change Management requires demonstration in the real DISCO environment to show DISCO employees the benefits of making productive changes.</p> <p>It has been determined to make a demonstration in a poor performing DISCO at up to four of its worst performing subdivisions. PESCO has been selected.</p> <p>RESULTS TO DATE:</p> <p>July: COP held a meeting with senior PESCO staff and discussed performance improvement action plan for PESCO and implementation of projects under FARA.</p> <p>August: The CEO of PESCO agreed to support the project. Development of the detailed work-plan initiated and a SOW for required manpower and resources was developed.</p> <p>The Change Management Project will evaluate improvements to the following:</p> <ul style="list-style-type: none"> Management infrastructure – roles (JDs and KPIs) assignments Processes and procedures Mindset and Behavior An Operations Room and MIS will be created at the subdivision <p>September: The CEO of PESCO has agreed to support the project and the subdivision has been selected. A detailed work plan has been approved and required manpower and resources are being sourced and mobilized.</p> <p>FUTURE RESULTS: The study will take 24-28 weeks to complete. The start of the study is expected to occur in October. A detailed work plan has been approved and required manpower and resources are being sourced and mobilized.</p> <p>Expected Benefits of the project:</p> <ul style="list-style-type: none"> Process improvement Visibility for good performance Better Resource and Time management KPI tracking on a daily basis Transparent and fair implementation of incentives and overtime policies Better quality of work life Better customer care. <p>KPIs IMPACTED: Commercial and Operations KPIs</p>
37.	UTILITY EXCHANGE	<p>NEED: DISCO employees have no experience with a properly running electric utility operation. This exposure is an important aspect of the change process which must be achieved for sustainable improvements to DISCO operations.</p> <p>RESULTS TO DATE:</p>

		<p>July: Program agenda was finalized for the first three “exchanges” with input from John Hammond. First location: Turkey, 2nd South Africa, 3rd USA. Requests were sent out to DISCOs for nominations on Aug 19.</p> <p>August: A program for 160 utility exchanges over the next two years was arranged with the United States Energy Association. The first three exchanges will take place in October, November and January in Turkey, South Africa and the USA.</p> <p>The first exchange will provide Commercial and Finance management exposure. The second will provide Operations exposure, and the third will provide Human Resources exposure to selected candidates. Selection of candidates is in process from DISCO nominations which have been received.</p> <p>September: Candidates (36) have been nominated and selected for the first three visits and an orientation workshop at PDP is being planned.</p> <p>FUTURE RESULTS: Participants will be challenged to identify observed improvements that can be implemented in Their DISCOS and PDP will follow-up on implementation. The DISCO personnel will be further developed.</p> <p>KPIs IMPACTED: Capacity Building</p>
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DELIVERABLE REPORTS

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

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

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 PDP Implementation Task Force Organization and Staffing Plan with planned timelines. This Deliverable, incorporating COTR review comments, was transmitted under cover letter to USAID COTR for final approval on 23 April 2011.
Component 2 Deliverable 3		DISCO Equipment and Commodity Plan with Timeline. Approved by USAID. Strategy to advise and support selected DISCOs in design, arrangement of funding and implementation of large scale and replicable Performance improvement Projects. Submitted to and approved by USAID COTR.
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 and approved by USAID COTR.
Component 2 Deliverable 5	6.4.2.3.3.4	An overall strategy to segregate and reduce technical and non-technical losses. Submitted to USAID for approval on May 25.
Component 2 Deliverable 6	6.4.2.3.3.5	A PDP wide Change Management- focused Human Resource Management improvement Strategy. Complete, final version is under review.
Component 2 Deliverable 7	6.4.2.3.3.2	An overall DISCO Governance Improvement strategy. Submitted to USAID July 6.
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 Amendment 5.
Component 2 Deliverable 9	6.4.2.3.3.3	An overall DISCOs-wide Revenue Management Improvement Strategy. Submitted to USAID for approval on 02 July.
Component 2 Deliverable 10		Develop a competitive and well publicized DISCOs Performance Improvement Program Strategy. Evaluation and identification of Key Performance Indicators (KPI) for DISCOs. COTR comments received on presentation. Submitted to USAID for Final Approval Jul 21, 2011.
Component 2 Deliverable 11	6.4.2.3.3.5	An overall power Distribution Capacity Building and Training Strategy. Submitted to USAID for Final Approval Aug 16, 2011.

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

5. KEY EVENTS AND MEETINGS

Event/Meeting	Date	Purpose	Outcome/Result Achieved
(a)	(b)	(d)	(e)
DISCO IT Skills Development Program Kickoff Event	Jul 5	COP inaugurated training for the first batch of DISCO IESCO staff. 1100 DISCO staff will be trained for five days each in Microsoft Office Suite and basic IT skills at each of the eight locations in Pakistan through Nov.	Launch event covered prominently by the media. Radio FM 101 and ARY News featured the event. High returns expected in enhanced staff productivity and efficiency.
PSRWG meeting with MWP, PEPCO at WAPDA House, Lahore	Mon Jul 25 - Jul 27	PSRWG met with legal advisers to discuss the Electricity Act and the 18th Amendment. The following two days they met PEPCO.	PEPCO agreed to provide requested reports and data.
Engineering Equipment Workshop	Jul 26	Engineering personnel from four DISCOs (LESCO, FESCO, MEPCO and HESCO) were consulted on equipment specifications for engineering performance improvement projects.	All attendants agreed on the material specifications. RFQ issued shortly.
Technical consultations with DISCOs	Tue Jul 26	LESCO, FESCO, MEPCO and HESCO participated in order to discuss technical equipment specification needed for the relevant engineering PIPs.	The DISCOs consented to technical equipment specifications of engineering PIPs and a similar consultation meeting with the remaining four DISCOs was planned.
DISCOs Financial Management Workshop	Fri Jul 29	The PIP to update DISCOs' accounting manual was kicked off. All DISCO CFOs and their subordinates attended as well as KPMG and PWC. DISCOs were also informed of upcoming PDP financial management projects. The workshop goal was to determine an Accounting Manual framework from which fieldwork can begin.	The outcome was a finalized accounting manual framework. It also provided a platform to inform DISCOs of upcoming PDP financial management projects. The updated Accounting Manual will be compliant with international accounting standards and compatible with an ERP environment. This PIP will improve productivity of current processes.

Event/Meeting	Date	Purpose	Outcome/Result Achieved
(a)	(b)	(d)	(e)
Roundtable meeting with energy sector journalists	TBD	To assess and understand: <ul style="list-style-type: none"> - Perception of Media about DISCOs and MWP - Perception of Media about GoP energy Reforms - Perception & Knowledge of Media about USAID's energy projects 	<ul style="list-style-type: none"> • The roundtable meeting helped in understanding the mindset of Pakistani media especially the nature of news and stories they are interested in with relation to the power sector. • Taking the opportunity, PDP COP also introduced media personnel to the broader objectives of PDP project and the way forward of the project. • Helped build a constructive relationship with media.
COP Meeting with PESCO	Wed Aug 3	PDP discussed the performance improvement action plan for PESCO and implementation of projects under FARA.	Progress was made on the meeting agenda and action plan was further developed and finalized.
DCOP meeting with CEO MEPCO	Thu Aug 4	Ideas exchanged on implementation of engineering projects and other strategies to improve MEPCO performance.	Discussed implementation of engineering projects under PDP action plan for MEPCO. Also discussed the "quick fix" project of installing LT capacitors on a high loss tubewell feeder.
Financial Team's Meeting with KPMG and PITCO	Thu Aug 4	Financial team and DCOP met with Mr. Kamran Iqbal Yousafi, partner KPMG at their Lahore office.	The agenda for the meeting was to plan for the accounting manual update for the DISCOs.
Team Lead Meeting to Discuss "Quick Fixes" at DISCOs	Tue Aug 9	PDP team met to brainstorm and compile a list of 29 "quick fix" projects designed to cut losses and enhance revenues at DISCOs with visible results by September, 2011.	
Financial Team's Meeting with Audit General of Pakistan	Wed Aug 19	Meeting held with Director Audit, PIFRA (Auditor General of Pakistan), Islamabad	
Meeting with Director Audit AGP.	Aug 19, 2011	Seeking guidance on how to involve Auditor General of Pakistan with Internal Audit Manual update project.	Recommended meeting with DG Audit WAPDA.

Event/Meeting	Date	Purpose	Outcome/Result Achieved
(a)	(b)	(d)	(e)
Financial Team's Meeting with Director General (DG) Audit WAPDA	Tue Aug 23	Meeting with DG Audit to discuss PDP Internal Audit Manual Update Project	DG Audit very cooperative and supportive.
Kick off Meeting	25th August, 2011	Apprise IESCO the purpose of Cost Of Service Study and request for support in data gathering	IESCO committee formed to support PDP Cost Of Service Study (COSS) team in data/information gathering for IESCO COSS.
One day Internal Audit Manual Update Project	August 25, 2011	<ul style="list-style-type: none"> To introduce and present a revised and updated internal audit manual with expanded scope of compliance and internal controls over financial reporting. To introduce and present the concept of co-sourcing which uses an external audit resource provider to assist in the expanded scope, improve competence, provide independence and perform training. 	<ul style="list-style-type: none"> A framework was presented for internal audit manual update. Introduced and presented an internal audit co-sourcing structure.
2 day Commercial Workshop Group A	7-8th Sep 2011	Workshop to debate the commercial procedures with the relevant DISCO staff.	Modified the commercial procedures so that the implemented changes increase revenue and transparency.
A workshop was held for the Internal Audit Manual Update project.	Sept 9, 2011	It was determined that the Internal Audit Manual project needs a separate workshop due to the different audience and uniqueness of the issues. PDP is proposing to expand the scope of the annual audit to include a report on compliance and on internal control over financial reporting, internal audit manual update and to introduce an external audit resource to work alongside the DISCO internal audit staff to perform certain compliance testing and substantive testing.	Project has begun. Field work was initiated.

Event/Meeting	Date	Purpose	Outcome/Result Achieved
(a)	(b)	(d)	(e)
2 day Commercial Workshop Group B	14-15th Sep 2011	Workshop to debate commercial procedures with the relevant DISCO staff.	Modified the commercial procedures so that the implemented changes increase revenue and transparency.
SEPCO CEO visit to PDP.	Sept 16, 2011	Determine needs of newly formed DISCO.	Information shared and the CEO articulated SEPCO problems.
One day workshop on DISCO's Consumers Awareness Strategy	September 22, 2011	To understand needs of DISCOs' public relations and customer services for improving their image and the awareness of consumers through consumer awareness kits.	Workshop helped in gauging needs of DISCOs in terms of their requirements for consumer awareness kits to identifying material which will be uniform across the 8 DISCOs as well as material based on DISCOs specific needs.
Two-Day Workshop on DISCO Communications and Outreach Strategy	September 23-24, 2011	<ul style="list-style-type: none"> The objective was to train DISCO staff on communications and outreach strategy Understanding the role of PR in DISCOs 	<ul style="list-style-type: none"> Participants learned how to develop communication strategies. Developed a generic and a DISCO specific strategy in the workshop. Participants reached better understanding of the concept of 'Corporate Branding' and the need for a uniform design.
One-day workshop on Modification of Manual Commercial Procedures	Sept 26, 2011	<ul style="list-style-type: none"> Explain need, desired outcomes of revising procedures Present proposed changes to management 	Management brought on-board with the concept and need for procedure modification for continued support of their staffs efforts.
1st Joint Meeting of PDP Cost Of Service Study Team and IESCO Committee	27th September, 2011	Discussed the need for field visit to assess the existing situation and data availability	<p>Agreed on the data collection methodology starting with field visit to study the power supply receipt and delivery cut off points, existing data recording and communication mechanism.</p> <p>List of IESCO CDC Points Received on 6th October, 2011.</p>
Meeting with NEPRA Director General of Tariffs and facilitated by MEPCO.	Sept 27, 2011	Regarding the DISCOs use of collection agencies.	Determined DISCO has operational decision and requires no NEPRA intervention or approval.

Event/Meeting	Date	Purpose	Outcome/Result Achieved
(a)	(b)	(d)	(e)
Meeting with AGP Deputy Auditor General.	Sept 27, 2011	Regarding independence of Auditor General of Pakistan as a member of Internal Audit Manual Update steering committee.	Auditor General of Pakistan unable to be member of steering committee but supports project initiatives.
Formulation of DISCO specific strategy for corporate improvement	Sept/Oct 2011	<ul style="list-style-type: none"> To review the past year performance (through KPIs) and identify areas of improvement To finalize corporate direction for performance improvement in 2012/13 	<ul style="list-style-type: none"> DISCOs Performance Improvement Action Plan developed Finalization of PDP Performance Improvement Projects
2nd Joint Meeting of PDP COSS Team and IESCO Committee	6th October, 2011	Reviewed the list of Common delivery points of IESCO for selection of Grid station for Field visit.	220 kV Burhan Grid Station was selected for field visit. Date of the visit to be confirmed by IESCO team lead.

6. PROBLEMS AND OBSTACLES

#	Problems/Obstacles/Issues	Steps Taken to Remedy Them
	(a)	(b)
1	Unavailability of direct interface with NEPRA	Working level arrangements made through third parties, DISCO or MWP

7. SECURITY RISKS

Security Risks	Steps Taken to Overcome Them	Progress
<p>The security situation in Pakistan has ebbed and flowed in last three months. Some events of note include:</p> <ol style="list-style-type: none"> 1. Kidnapping of an American Mr. Weinstein from Lahore. 2. Kidnapping of son of ex-Governor Punjab Salman Taseer from Lahore. 3. Death sentence by Anti-Terrorist Court to Mr. Qadri who killed ex-Governor Punjab Salman Taseer. 4. Political instability and processions by opposition political parties. 5. Electricity shortfalls and outages that led to widespread strikes / riots across Pakistan, including large demonstrations in Islamabad. The public also destroyed a number of DISCO offices in Punjab. 6. Norwegian bomber triggered initial concern about a possible Islamist copycat attack on the Norwegian Embassy next door to PDP house. 	<p>The security situation was closely monitored and alerts were issued to caution all concerned where there was any chance of a threat to PDP staff. Steps taken to ensure safety of our staff included:-</p> <ol style="list-style-type: none"> 1. Movement of all expats was restricted during riots and strike. 2. House security was reviewed after abduction of Mr. Weinstein. Additional locks and peepholes are being fitted to expat bedroom doors. 3. Movement to DISCOs was reduced and meetings at DISCO offices were avoided. 4. Movement was restricted whenever security situation was not good. 5. Additional use of CPOs for cover for expats moving to and from airports has been initiated. 6. Initial reaction to enhance security and liaise with Norwegian Embassy security by our contractor, CTS, was admirable. It obviously ended up being a false alarm as the bomber was a Norwegian right wing extremist. 	<p>Continuous monitoring of the general security situation is routine, including close liaison with the USAID security office.</p>

ANNEX A: COMMUNICATION PRODUCTS DEVELOPED




PAKISTAN - US ENERGY PROGRAM

Promoting the Role of Women in the Power Sector
Information Technology Training Program
 For IESCO's Female Staff

Organized by
USAID's Power Distribution Improvement Program
 September 26 – 30, 2011
 Islamabad, Pakistan

FROM THE AMERICAN PEOPLE




PAKISTAN - US ENERGY PROGRAM

Information Technology Training Program
 For
 Islamabad Electric Supply Company (IESCO)

Organized by
 USAID's Power Distribution Improvement Program
 Islamabad, Pakistan

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USAID
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Live Talk Show Series
BEHTRI KA SAFAR

Every Friday on



Eid Mubarak

About PDIP



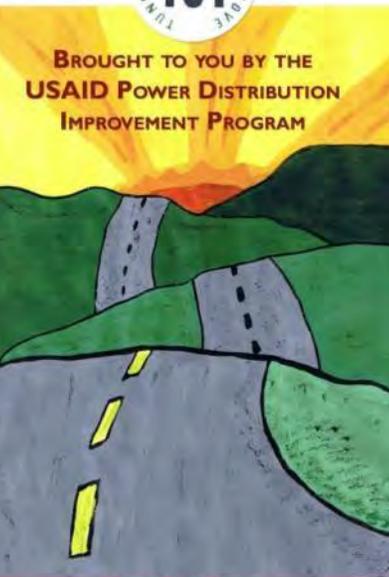
Wish you and your family a happy
Eid Mubarak

From

MWP-USAID Power Distribution Improvement Program (PDIP) is a 3-year, USAID funded program which aims at working jointly with government-owned electric power Distribution Companies (DISCOs) to improve their performance in terms of reduction in losses, improvement in revenues and customer services so as to bring them to a level of well run utility in other progressive countries. This is an assistance and support from the Government of United States to the Government of Pakistan in its efforts for Power Sector Reforms to end the current energy crisis.




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3.5 x 2 feet



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 PDIP

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8 x 3 feet



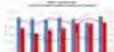
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PDIP

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POWER FACTOR CORRECTION PERFORMANCE IMPROVEMENT PROJECT

As part of its overall commitment to improve the efficiency of the power sector, USAID is supporting the Power Factor Correction Performance Improvement Project (PFCPIP) in Sindh province. The project aims to improve the power factor of industrial and commercial facilities, which will result in energy savings and reduced emissions. The project is being implemented by the Sindh Electric Power and Water Board (SEPCO) and is supported by USAID through the Power Distribution Improvement Program (PDIP).



The project has achieved significant results, with a power factor improvement of 0.15 across the project area. This has resulted in energy savings of 1.5 million kWh per year, which is equivalent to a reduction of 1.5 million kWh in CO2 emissions. The project is a model for other industrial and commercial facilities in Sindh province.

IMPROVING COMMERCIAL PROCEDURES OF DISTRIBUTION COMPANIES

The project has also focused on improving the commercial procedures of distribution companies. This has involved the development of a set of standard operating procedures (SOPs) for the distribution companies. These SOPs cover a range of areas, including the collection of bills, the payment of bills, and the provision of customer service. The SOPs have been developed in consultation with the distribution companies and are being implemented across the project area.

The project has also focused on improving the financial performance of the distribution companies. This has involved the development of a set of financial indicators (FIs) for the distribution companies. These FIs cover a range of areas, including revenue, costs, and profit. The FIs have been developed in consultation with the distribution companies and are being implemented across the project area.



ONLINE PRESENCE IS MUST FOR EVERY BUSINESS

The project has also focused on improving the online presence of the distribution companies. This has involved the development of a set of guidelines for the distribution companies on how to improve their online presence. These guidelines cover a range of areas, including the development of a website, the use of social media, and the provision of customer service. The guidelines have been developed in consultation with the distribution companies and are being implemented across the project area.



Power Distribution Improvement Program's team visited Sukkur Electric Power Company, Sukkur on September 27, 2011 **3**

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USAID POWER DISTRIBUTION IMPROVEMENT PROGRAM

Improving commercial procedures of distribution companies | Page 4
Power factor correction performance improvement project | Page 5

Cover Photo: **SEPCO**
Sukkur Electric Power Company, HQ, Sukkur
(Newly licensed distribution company)

EMPOWERING WITHIN THE POWER SECTOR EQUALITY OF GENDER

During its 26th September twenty female employees working in the engineering, customer service, commercial, and control departments at Islamabad Electric Supply Company (IESCO) received IT training for a week, thanks to the USAID sponsored Power Distribution Improvement Program. The training was part of the broader initiative of the program to train more than 1,000 DISCO employees in the use of IT since technological skills are essential to the workings of any significant enterprise in the current world economy. Special attention has been placed by the program on the inclusion of the female DISCO staff at the training since the representation of the gender remains poor in the DISCOs.

The opening ceremony for the training of the female staff was held at the Haroon hotel in Islamabad and Dr. Marilyn Wyatt, the wife of the US Ambassador Cameron Munter participated in the event in the spirit of honor.



Dr. Marilyn Wyatt, US Ambassador's wife interacting with IESCO's Female IT Staff

In the next three 400 DISCO employees have received IT training under the USAID Power Distribution Improvement Program. IT training sessions are additional 100 employees will be trained by local facilitators to strengthen and build the capacity of the DISCO work force. With the ability to handle new age technology it is expected that the performance level of the staff will rise significantly leading to better functioning and more efficient DISCOs.

For more information visit <http://www.pdip.pk> today!

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Email your views, suggestions and comments to pdip@pdip.pk

USAID Power Distribution Improvement Program is a 3-year USAID funded program that aims at reducing energy loss and improving the efficiency of the power sector. The program is being implemented by the Sindh Electric Power and Water Board (SEPCO) and is supported by USAID through the Power Distribution Improvement Program (PDIP).

Press Coverage

USAID introduces internal audit manual

USAID holds workshop for power distribution companies

USAID holds training workshop for DISCOs

USAID holds workshop for senior PRACS staff of DISCOs

For more information visit <http://www.pdp.pk/>

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Research Design and Data Collection, Documentation, Photo Entry, Quality

Registration Box
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USAID Power Distribution Improvement Program (PDIP) is a \$200 million program aimed at making power and government services more efficient. USAID is working with the Government of Punjab to improve the performance of the power distribution companies (DISCOs) in the province. The program is part of a larger effort to improve the quality of public services in the province. USAID is working with the Government of Punjab to improve the performance of the power distribution companies (DISCOs) in the province. The program is part of a larger effort to improve the quality of public services in the province.

PAKISTAN - US ENERGY PROGRAM

**USAID's Power Distribution Improvement Program
PICTORIAL SUPPLEMENT
SEPTEMBER 2011 | Volume 2**



From the American People

Live Talk Show Series Every Friday "Behari Ka Safer" on FM 101

13 weekly episodes

PDIP Outreach program "Behari Ka Safer" (A Journey of Improvement) was launched on the FM 101 radio station on September 23, 2011. The CDF Dads Dawlat and DCCOP Goleen Araf were in for the talk show broadcast of the program. The program is part of PDIP's communications campaign and aims at creating awareness among the consumers about the role of PDIP in improving the DISCOs performance. The program will have 13 weekly episodes in which DISCOs representatives will participate and clarify their role and spend an effort to reach out to their consumers.

HR & CHANGE MANAGEMENT (WORKSHOP)

Monday 26 September 2011

US Ambassador's wife Dr. Marilyn Wyatt interacting with IESCO's IT Trainers

A WORKSHOP ON HR & CHANGE MANAGEMENT

• Wyatt: "I am excited to see the progress of the program and the role of the IT trainers in the program."

• The US Ambassador's wife Dr. Marilyn Wyatt, Chief guest of the workshop for training IESCO staff in the IT discipline, interacting with the participants of the workshop. Dr. Marilyn Wyatt, also inaugurated the PDIP website that was launched.

Discussion on Engineering Strategies with DISCOs' Chief Engineers and NTDC

USAID Power Distribution Improvement Program held a consultation workshop on September 22nd with the DISCO Chief Engineers and representatives from National Transmission and Dispatch Company (NTDC) to review and discuss new line materials to be introduced on the performance improvement projects, a strategy for developing an automatic metering infrastructure (AMI) and improvements needed to the current design and construction standards. At this meeting it was agreed to form a Standards Committee whose members would include representatives from each DISCO and NTDC, along with PDIP as an advisor.

Discussion with USAID on the PDIP Program

COMMERCIAL (WORKSHOP)

Wednesday 7th September 2011

Discussion on Recommendations (Proposed Charges)

A set of 7 working for DISCOs staff had their workshop for Senior Managers

USAID Power Distribution Improvement Program (PDIP) held a set of training workshops on September 7th aimed at improving the commercial procedures and efficiency of power distribution companies (DISCOs). The topics under discussion included the "Meter Reading Process" and "Meter Change Process" and finding ways to bring improvements to DISCOs' existing procedures by establishing the flow of

SUKKUR ELECTRIC POWER COMPANY (SEPCO) (MEETING)

Friday 16 September 2011

Discussion with Senior SEPCO Management to Improve Performance

Participants from SEPCO: Chairman (CEO), Senior Liaison Officer (SLO)

USAID Power Distribution Improvement Program held a meeting with the SEPCO head office in Sukkur in order to discuss their internal website.

WORLD BANK (MEETING)

Thursday 22 September 2011

Discussion with World Bank Senior Staff on Mutual Interest

World Bank USD 25 Million ICTIP Program opens with PDIP

Power Distribution Improvement Program had a working meeting with World Bank senior energy experts to discuss possible areas of collaboration between the USAID funded Power Distribution Improvement Program and World Bank's existing US \$ 25.7 Million ICTIP Program and other initiatives that World Bank plans to launch in the future. The purpose of the meeting was to exchange ideas on respective activities in order to avoid duplication of efforts. The meeting ended with a plan to regular follow up meetings between the PDIP and World Bank.

FINANCE (WORKSHOP)

Friday 9 September 2011

Introduction of Internal Audit Manual for Power Distribution Companies (DISCO)

USAID Power Distribution Improvement Program is a workshop on September 9, 2011 rolled off the new internal audit manual for power distribution companies (DISCOs). The new internal audit manual shall improve DISCO operational efficiency that will help reduce cost, improve revenue and internal controls and by assisting generation and detection of frauds and irregularities. Mr. Subhan Ghani, Chief Internal Auditor, PDPC and Mr. Gajam Prasad, Chief Internal Auditor, WAPDA also attended the event.

COMMUNICATIONS & OUTREACH (WORKSHOP)

Friday 23-24 September 2011

Capacity Building of DISCOs' Employees on Communication and PR Tools

Participants: Senior Staff, AG, Communications Director, Human Resource Director, Public and Communities, No. of participants: 15, DISCOs: Sindh, organized On 23-24-2011

A 2-day Communications and outreach workshop was held with the PR and Customer Services department officials of the 4 DISCOs on September 23rd, 2011. The workshop aimed at capacity building of DISCO employees on use of Communication and PR tools to improve outreach and present a positive and brand consistent image of the DISCOs to their consumers and media.



PAKISTAN - US ENERGY PROGRAM

USAID'S POWER DISTRIBUTION IMPROVEMENT PROGRAM

INFORMATION TECHNOLOGY TRAINING PROGRAM FOR IESCO'S FEMALE STAFF

Promoting the Role of Women in the Power Sector

September 26 – 30, 2011
Islamabad, Pakistan

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USAID'S POWER DISTRIBUTION IMPROVEMENT PROGRAM

Training Women in Energy Sector

IT SKILL DEVELOPMENT PROGRAM

- Improved IT skills
- Improved IT penetration
- Efficient workforce

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