Request for Proposal

Hiring of a consulting firm for organizational review and workforce optimization of PPMC (Consultancy Services)

National

Single Stage-Two Envelope

November 29, 2026

Power Planning And Monitoring Company (PPMC) (Power Planing And Monitoring Company (PPMC)),Director
Office # 112, 1st Floor, Evacuee Trust Complex, F-5/1, Agha Khan Road., Islamabad Capital Territory
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PROCUREMENT NOTICE

PROCUREMENT OF CONSULTANCY SERVICES

1. The **Power Planning And Monitoring Company (PPMC) (Power Planing And Monitoring Company (PPMC))** has reserved Funds for the procurement planned for FY **2026-27**. The **Power Planning And Monitoring Company (PPMC) (Power Planing And Monitoring Company (PPMC))** intends to apply part of the proceeds of this Fund to cover eligible payments under the contract for the consultancy services of "**Hiring of a consulting firm for organizational review and workforce optimization of PPMC**" with the reference of **"P218493"**

2. The **Power Planning And Monitoring Company (PPMC) (Power Planing And Monitoring Company (PPMC))** invites RFP through **EPADS v2.0** from eligible Bidders registered on **EPADS v2.0** for provision of Consultancy Services.

3. **Single Stage-Two Envelope** Procedure of Principal Method of Procurement (i.e. Open Competitive Bidding) will be used by adopting **Quality and Cost Based Selection (QCBS)**Technique for the subject procurement, in line with the Public Procurement Rules, 2026 and any Regulations, and Instructions issued by the Authority (from time to time).

4. All proposals must be accompanied by a Bid Security described in Bid Security Section in Bidding Document in the form of **Pay Order, Call at Deposit, Demand Draft** or Bid Securing Declaration on the prescribed format described.

5. E-Bidding documents, containing detailed terms & conditions, specifications and requirements etc. are available on **e-Pak Acquisition and Disposal System (EPADS)** at **https://epads.gov.pk/opportunities/federal/procurements/218493**.

6. The RFP, prepared in accordance with the instructions in the e-Bidding documents, must be submitted through **EPADS v2.0** on or before **Wednesday, December 9, 2026 11:00 AM**. Proposals will be opened on the

same day at **Wednesday, December 9, 2026 11:30 AM**. Manual submission of RFPs shall not be entertained. Those consultants/Firm who have not yet registered on the new version of **EPADS v2.0,** may register themselves on **https://vendors.epads.gov.pk/**. A tutorial to explain the registration process is available at **https://www.youtube.com/watch?v=MNW6T38v7tc**

In terms of Rules 65 of Public Procurement Rules, 2026 Grievance Redressal Committee (GRC) is notified for the subject procurement and notification copy is available on the procuring agency's website and also available on **EPADS v2.0** as well as Authority's website at (**www.ppra.gov.pk**).

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Instructions to Bidders

A. General Provisions

1. **Introduction**

1.1. The Procuring Agency named in the Data Sheet intends to select a consultant, in accordance with the method of selection specified in the Data Sheet. The eligible Consultants are invited to submit a proposal, as specified in the Data Sheet, for consulting services required for the assignment named in the Data Sheet.

1.2. The Consultants should familiarize themselves with the local conditions and take them into account in preparing their Proposals, including attending a pre-proposal conference if one is specified in the Data Sheet. Attending any such pre-proposal conference is optional and is at the Consultants' expense.

1.3. The Procuring Agency will timely provide, at no cost to the Consultants, the inputs, relevant project data, and reports required for the preparation of the Consultant's Proposal as specified in the Data Sheet.

2. **Corrupt and Fraudulent Practices**

2.1. The procuring agencies and the consultant are required to compliance Procurement Regulatory Framework in regard to corrupt and fraudulent practices as defined under Rule 2(x) of the Public Procurement Rules 2026.

B. Preparation of Proposals

3. **General Considerations**

3.1. In preparing the Proposal, the Consultant is expected to examine the RFP in detail. Material deficiencies in providing the information requested in the RFP may result in rejection of the Proposal.

4. **Language**

5. The Proposal, as well as all correspondence and documents relating to the Proposal exchanged between the Consultant and the Procuring Agency, shall

be written in the language(s) specified in the Data Sheet.

Documents Comprising the Proposal

5.1. The Proposal shall comprise the documents and forms listed in the Data Sheet.

6. **Only One Proposal**

6.1. The Consultant (including the individual members of any Joint Venture) shall submit only one Proposal, either in its own name or as part of a Joint Venture in another Proposal. If a Consultant, including any Joint Venture member, submits or participates in more than one proposal, all such proposals shall be disqualified and rejected. This does not, however, preclude a Sub-consultant, or the Consultant's staff from participating as Key Experts and Non-Key Experts in more than one Proposal when circumstances justify and if stated in the **Data Sheet** and subject to regulatory instructions, if any.

7. **Proposal Validity**

7.1. Proposals shall remain valid for the period specified in the Data Sheet after the Proposal submission deadline prescribed by the Procuring Agency (PA). To ensure the validity of proposal, it shall contain bid security or bid Securing declaration as a complementary bid securing instrument having the validity twenty-eight days more than the bid validity period.

7.2. During this period, the Consultant shall maintain its original Proposal without any change, including the availability of the Key Experts, the proposed rates and the total price.

7.3. If it is established that any Key Expert nominated in the Consultant's Proposal was not available at the time of Proposal submission or was included in the Proposal without his/her confirmation, such Proposal shall be disqualified and rejected for further evaluation, and may be subject to blacklisting and debarment in accordance with Clause 5 of this ITC.

7.4. **Extension of Validity Period**

7.4.1. If considered necessary, an extension in the bid validity can be made in accordance with the provision of public procurement rules, 2026 or any instructions issued in this regard.

8. **Bid security/Bid Securing Declaration**

8.1. The consultant shall submit bid security in the form and amount specified by the procuring agency before the submission deadline. Provided that in case where the procuring agency does not require the bid security, the bidder shall submit bid securing declaration on the format prescribed by the Authority in Standard Procurement Documents.

8.2. Any Proposal not accompanied by a Bid Security or Bid Securing Declaration shall be rejected by the Procuring Agency as non-responsive.

8.3. The Bid Securing Declaration of a joint venture must be in the name of the joint venture submitting the Proposal indicating all the members are jointly and severely responsible.

8.4. The successful Consultant’s Bid Securing Declaration will be discharged upon the signing the contract with the Successful Consultant, and furnishing the performance security

9. C**larification and Amendment of RFP**

9.1. The Consultant may request a clarification of any part of the RFP during the period indicated in the Data Sheet before three days prior to the Proposals’ submission deadline through **EPADS v2.0** only. The Procuring Agency will respond to the same through **EPADS v2.0**. Should the Procuring Agency deem it necessary to amend the RFP as a result of a clarification or at its own initiative, it shall do so following the procedure described below:

9.1.1. At any time before the proposal submission deadline, the Procuring Agency may amend the RFP by issuing an amendment through **EPADS v2.0**.

9.1.2. If the amendment is substantial, the Procuring Agency may extend the proposal submission deadline to give the Consultants reasonable time to take an amendment into account in their Proposals.

9.2. The Consultant who has already submitted the proposal prior to any amendments in the RFP, may submit a modified Proposal based on the respective amendment in the RFP at any time prior to the proposal submission deadline. No modifications to the Technical or Financial Proposal shall be accepted after the deadline.

10. **Preparation of Proposals – Specific Considerations**

10.1. While preparing the Proposal, the Consultant must give particular attention to the following:

10.1.1. The Procuring Agency may indicate in the Data Sheet the estimated Key Experts' time input (expressed in person-month) or the Procuring Agency's estimated total cost of the assignment, but not both. This estimate is indicative and the Proposal shall be based on the Consultant's own estimates for the same.

10.1.2. If stated in the Data Sheet, the Consultant shall include in its Proposal at least the same time input (in the same unit as indicated in the Data Sheet) of Key Experts, failing which the Financial Proposal will be adjusted for the purpose of comparison of proposals and decision for award in accordance with the procedure in the Data Sheet.

10.1.3. For assignments under the Fixed-Budget selection method, the estimated Key Experts' time input is not disclosed. Total available budget, with an indication whether it is inclusive or exclusive of taxes, is given in the Data Sheet, and the Financial Proposal shall not exceed this budget.

10.1.4. The proposal may be subject to price adjustment in accordance with Data sheet and formula specified.

11. **Financial Proposal**

11.1. The Financial Proposal shall be prepared using the Standard Forms provided in the RFP. It shall list all costs associated with the assignment, including (a) remuneration for Key Experts and Non-Key Experts, (b) reimbursable expenses indicated in the Data Sheet.

12. **Taxes**

12.1. The proposal submitted shall be inclusive of all the taxes unless otherwise stated in the Data Sheet. The Consultant and its Sub-consultants and Experts are responsible for meeting all tax liabilities arising out of the Contract unless stated otherwise in the Data Sheet. Information on taxes in the Procuring Agency's country is provided in the Data Sheet.

13. **Currency of Proposal**

13.1. The Consultant may express the price for its Services in the currency or currencies as stated in the Data Sheet. If indicated in the Data Sheet, the portion of the price representing local cost shall be stated in the national currency. Payment shall also be made in the currency specified in the data sheet or condition of the contract.

C. Submission, Opening and Evaluation

14. **Submission/withdrawal of Proposals**

14.1. The Consultant shall submit proposal through **EPADS v2.0** before the submission deadline.

14.2. A Proposal submitted by a Joint Venture shall be submitted through **EPADS v2.0** from the account of Lead Member. Reference to the EPADS account of all the JV Member shall be provided along with the proposal. Incase any of Member is not registered on the **EPADS v2.0**, may be registered on the **EPADS v2.0** or all his credential shall be provided along with the proposal for the evaluation of the procuring agency. JV agreement signed by all the members shall also be provided along with the proposal.

14.3. A Consultant may withdraw its Proposal after it has been submitted before the submission deadline.

15. **Opening of Proposal**

15.1. The Procuring Agency will open all Proposal though **EPADS v2.0**.

15.2. Financial Proposal, will remain unopened till the prescribed financial Proposal opening date.

16. **Evaluation of Technical Proposals**

16.1. The Procuring Agency's evaluation committee shall evaluate the Technical Proposals on the basis of their responsiveness to the Terms of Reference and the RFP, applying the evaluation criteria, sub-criteria, and point system specified in the Data Sheet. Each responsive Proposal will be given a technical score. A Proposal shall be rejected at this stage if it does not respond to important aspects of the RFP or if it fails to achieve the minimum technical score indicated in the Data Sheet.

17. **Opening of Financial Proposals**

17.1. After the technical evaluation is completed, the Procuring Agency shall issue the Technical Evaluation Report containing all the information regarding responsiveness or non-responsiveness of the consultant along with the technical scores (if any). The Procuring shall notify those Consultants that have achieved the minimum overall technical score and inform them of the date andtime for the opening of the Financial Proposals.

17.2. The Financial Proposals shall be opened and evaluated through **EPADS v2.0.**

18. **Correction of Errors**

18.1. Activities and items described in the Technical Proposal but not priced in the Financial Proposal, shall be assumed to be included in the prices of other activities or items, and no corrections are made to the Financial Proposal.

18.2. The Procuring Agency's evaluation committee will

(a) correct any computational or arithmetical errors, and

(b) adjust the prices if they fail to reflect all inputs included for the respective activities or items in the Technical Proposal. In case of discrepancy between (i) a partial amount (sub-total) and the total amount, or (ii) between the amount derived by multiplication of unit price with quantity and the total price, or (iii) between words and figures, the former will prevail. In case of discrepancy between the Technical and Financial Proposals in indicating quantities of input, the Technical Proposal prevails and the Procuring Agency's evaluation committee shall correct the quantification indicated in the Financial Proposal so as to make it consistent with that indicated in the Technical Proposal, apply the relevant unit price included in the Financial Proposal to the corrected quantity, and correct the total Proposal cost.

19. **Conversion to Single Currency**

19.1. For the evaluation purposes, prices shall be converted to a single currency using the selling rates of exchange, source and date indicated in the Data Sheet.

20. **Selection Technique**

20.1. **Quality and Cost Based Selection**

In the case of QCBS, the total score is calculated by weighting the technical and financial scores and adding them as per the formula and instructions in the Data Sheet. The Consultant achieving the highest combined technical and financial score will be invited for negotiations.

20.2. **Fixed-Budget Selection (FBS)**

20.2.1. In the case of FBS, those Proposals that exceed the budget indicated in the Data Sheet shall be rejected.

20.2.2. The Procuring Agency will select the Consultant that submitted the highest-ranked Technical Proposal that does not exceed the budget indicated in the RFP, and invite such Consultant to negotiate the Contract.

20.3. **Least-Cost Selection.**

In the case of Least-Cost Selection (LCS), the Procuring Agency will select the Consultant with the lowest evaluated total price among those consultants that achieved the minimum technical score, and invite such Consultant for discussion on technical issues, without changing the cost and scope of services.

D. Negotiations and Award

21. **Negotiations**

21.1. The negotiations will be held at the date and address indicated in the Data Sheet with the Consultant's representative(s) who must have written power of attorney to negotiate and sign a Contract on behalf of the Consultant.

21.2. The negotiations include discussions of the Terms of Reference (TORs), the proposed methodology, the Procuring Agency's inputs, the special conditions of the Contract, and finalizing the "Description of Services" part of the Contract. These discussions shall not alter the original scope of services under the TORs or the terms of the contract, lest the quality of the final product, its price, or the relevance of the initial evaluation be affected.

22. **Availability of Key Experts**

22.1. The invited Consultant shall confirm the availability of all Key Experts included in the Proposal as a pre-requisite to the negotiations, or, if applicable, a replacement in accordance with Clauses of ITC. Failure to confirm the Key Experts' availability may result in the rejection of the Consultant's Proposal and the Procuring Agency proceeding to negotiate the Contract with the next-ranked Consultant.

22.2. Notwithstanding the above, the substitution of Key Experts at the negotiations may be considered if due solely to circumstances outside the reasonable control of and not foreseeable by the Consultant, including but not limited to death or medical incapacity. In such case, the Consultant shall offer a substitute Key Expert within the period of time specified in the letter

of invitation to negotiate the Contract, who shall have equivalent or better qualifications and experience than the original candidate.

23. **Award of Contract**

23.1. The Procuring Agency will award the Contract to the Consultant whose Proposal has been determined to be substantially responsive to the RFP Documents and who has been declared as Successful Consultant, provided that the same is not in conflict with any other law or policy of the Federal Government

24. **Grievance Redressal Mechanism**

24.1. Grievance shall be redressed in accordance with procedure and mechanism defined under Rule 65 of the Public Procurement Rules, 2026 and Redressal of Grievance regulations.

25. **Mechanism of Blacklisting**

25.1. The Blacklisting shall be carried out in accordance with provision of Rule 25 of the Public Procurement Rules, 2026 and for Procedure of Filing and Disposal of Review Petition under Rule 19 (3), 2021, to be read with the Regulations on "Mechanism for Blacklisting and Debarment of Bidders or Contractors Regulations, 2024".

26. **Environmental objectives**

26.1. As per Rule 64 of Public Procurement Rules, 2026, The procuring agency may seek to procure services with a reduced environmental impact throughout their life cycle when compared to services with the same primary function that may otherwise be procured

Bid Data Sheet

Proposal Data Sheet (BDS)

The following specific data for the procurement of Consultancy Services to be procured shall complement, supplement, or amend the provisions in the Instructions to Bidders (ITB). Whenever there is a conflict, the provisions herein shall prevail over those in ITB.

BDS Clause Number
ITB Number

Amendments of, and Supplements to, Clauses in the Instruction to Bidders

A. General

BDS Clause Number 1
ITB Number 1.1

Name of Procuring Agency: **Power Planning And Monitoring Company (PPMC) (Power Planing And Monitoring Company (PPMC))**

The subject of procurement is: **Hiring of a consulting firm for organizational review and workforce optimization of PPMC**

Financial year for the operations of the Procuring Agency: **2026-27**

Name and identification number of the Contract: **P218493**

BDS Clause Number 2
ITB Number 1.2 & 9.1

The Bidders may seek clarifications through **EPADS v2.0**: Clarification Date: Sunday, December 6, 2026
Pre-Bid Meeting: Wednesday, December 2, 2026 11:30 AM
Venue: Office # 112, 1st Floor, Evacuee Trust Complex, F-5/1, Agha Khan Road.
Meeting Link: https://us02web.zoom.us/j/89757615981?pwd=jMFKhcMtCXvbKBuPqie0xzxYvdpfa0.1

B. Preparation of Proposals

BDS Clause Number 3
ITB Number 4.1

The language of the proposals is: **English**

BDS Clause Number 4
ITB Number 6.1

Participation of Sub-consultants, Key Experts and Non-Key Experts in more than one Proposal is permissible? **No**

BDS Clause Number 5
ITB Number 7.1

Proposals shall be valid until **90 Days**

BDS Clause Number 6
ITB Number 9.1

List of documents required along with the bid:

1. Proposal must include a cover letter containing title/subject, consultancy firm's name, address, fax, email & contact numbers and name, address and contact details of the authorized person.

2. Authority letter of the consultancy firm authorizing a person as its representative to sign, submit the proposal on behalf of the firm, and to deal with PPMC in that regard.

3. Undertaking on the firm's letterhead that the consultancy firm is in compliance with applicable laws of Pakistan, has no conflict of interest with regard to the assignment, shall maintain confidentiality of PPMC's data and documents received in discharge of the assignment, and has not been blacklisted by GoP or its entities.

4. Company profile, date of establishment and organizational structure, etc. Copy of documents regarding affiliation with foreign/local company, if any.

5. Certificate of incorporation/registration with SECP/Registrar of Firms and documents evidencing compliance with other statutory and regulatory requirements, if any.

6. NTN certificate and evidence of being on FBR’s Active Taxpayers List (ATL), together with Sales Tax Registration (STRN) for services, where applicable.

7. List of clients for whom similar consultancy assignments (organizational review, workload assessment, job evaluation, workforce optimization/restructuring, or scenario & cost modelling) were performed

during the last 10 years.

8. Technical Approach and Methodology: (Not exceeding 25 pages, excluding CVs and annexures), outlining the firm's understanding of the assignment, proposed organizational diagnostic approach, data collection methodology, role-based workload assessment and job evaluation methodology.

9. Proof of minimum 10 years' relevant experience; where the firm has undergone any merger/restructuring/name change within the period, it shall submit proof of its existence prior to such change to qualify for the 10 years' requisite experience.

10. List of key experts/professionals (HR/organizational design/job evaluation/finance) along with their CVs who shall be responsible for performance of the assignment.

11. Submission of bid security (refundable)

12. Affidavit on stamp paper that the consultancy firm is not blacklisted or debarred (including cross-debarment) by any Federal/Provincial Government procuring agency.

13. Signed Integrity Pact on the prescribed format, where applicable under Rule 7 of the Public Procurement Rules, 2026.

BDS Clause Number 7
ITB Number 10.2

The Consultant's Proposal must include the minimum Key Experts' time-input of _____person-months.

For the evaluation and comparison of Proposals only: if a Proposal includes less than the required minimum time-input, the missing time-input (expressed in person-month) is calculated as follows:

The missing time-input is multiplied by the highest remuneration rate for a Key Expert in the Consultant's Proposal and added to the total remuneration amount. Proposals that quoted higher than the required minimum of time-input will not be adjusted.]

BDS Clause Number 8
ITB Number 10.5

The price shall be **Fixed**.

Price schedule will be provided according to the format defined and acquired. see section price schedule.

BDS Clause Number 9
ITB Number 11.1

The qualification criteria to establish the supply / production capability of the bidder.

see Eligibility Criteria

BDS Clause Number 10
ITB Number 7.6
Services and Their related documents:
See section Required Services and ToR

C. Submission, Opening and Evaluation

BDS Clause Number 11
ITB Number 8.1 & 8.2

The amount of Bid Security shall be as defined in Bid Security Section for items and lots given in **BDS 6**
Instrument of Bid Security Shall be in the Name of : **Power Planning And Monitoring Company (PPMC)**
The Bid Security shall be in the form of: **Pay Order, Call at Deposit, Demand Draft**

BDS Clause Number 12
ITB Number 13.1

Currency of the Bids shall be : **PKR**

BDS Clause Number 13
ITB Number 14.1

Proposal shall be submitted online on EPADS v2.0 whereas hard copy of the bid security should be submitted to the following;

Office # 112, 1st Floor, Evacuee Trust Complex, F-5/1, Agha Khan Road., Islamabad Capital Territory

Bids that are not submitted on EPADS v2.0 shall be disqualified.

The deadline for Bids submission is: **Wednesday, December 9, 2026 11:00 AM**

BDS Clause Number 14
ITB Number 15.1

The Bids opening shall take place on **EPADS v2.0**.

Day *:* ***Wednesday***

Date: ***Wednesday, December 9, 2026***

Time *:* ***11:30 AM***

BDS Clause Number 15
ITB Number 20

Selection technique adopted will be: **Quality and Cost Based Selection (QCBS)**
see Evaluation Criteria

F. Negotiation and Award

BDS Clause Number 16
ITB Number 21.5

The Performance guarantee shall: **0%**.

The Performance Guarantee shall be acceptable in the form of: **Nil**

G. Review of Procurement Decisions

BDS Clause Number 17
ITB Number 24.1

Grievence against this procurement shall be submitted online on **EPADS v2.0**.

Eligibility Criteria

All Active Taxpayers shall be eligible to participate in the procurement process, unless expressly excluded or otherwise restricted under the Eligibility Criteria specified by the Procuring Agency.

Required Registration
FBR (NTN)
FBR (GSTN)
SECP
Registrar of Firms

Eligibility Criteria	Document
Compliance with the applicable laws of Pakistan.	Yes
Minimum 10 years of related experience of such assignments.	Yes
Experience of conduct of at least 5 similar assignments (organizational review, workload assessment, job evaluation, or workforce optimization/restructuring) for corporate clients'/government organizations during the last 10 years. A list of clients should be attached.	Yes
Consultancy firm should be in a position to designate a team comprising a Team Leader (minimum 10 years' experience in HR consulting/organization design) and at least one Team Member (minimum 5 years' HR consulting experience) for this assignment. CVs of the key experts must accompany the proposal.	Yes

The consultancy firm is not blacklisted or debarred (including cross-debarment) by any Government agency, authority or other regulatory body.	Yes
The consultancy firm shall undertake that it has no conflict of interest in discharge of the assignment for PPMC, of whatsoever nature, and shall maintain confidentiality of PPMC's data, documents or information it receives during the process.	Yes

PUBLIC PROCUREMENT REGULATORY AUTHORITY (PPRA) EPADS

Evaluation Criteria

Quality and Cost Based Selection (QCBS)

Weightage

Technical Evaluation %	Financial Evaluation %
60	40

Technical Marks	100
Passing Marks	**70**
A. FIRM'S EXPERIENCE (Counting limits. A maximum of 2 assignments per client shall be counted. Assignments performed as a sub-consultant are excluded. For joint ventures, an assignment counts only if the bidding firm was the lead member).	
A1. Similar assignments completed during the last 10 years 2 marks for each qualifying assignment completed during the last 10 years. Maximum 10 assignments. (Qualitative)(Doc Required)	20
A2: Scope relevance of similar assignments (A2 components and B1 approvals count only if shown in a completion certificate, contract, ToR, or client letter. Unsupported claims shall score zero). Bidder may nominate up to three assignments from A1. Each assignment will be evaluated out of 5 marks against the following PPMC ToR components: 1. Workload Assessment: 1 mark 2. Job Evaluation (JE): 1 mark 3. Compensation Benchmarking: 1 mark 4. Organizational Rightsizing: 2 marks Maximum Marks: 5 marks per assignment × 3 assignments = 15 marks (Qualitative)(Doc Required)	15
A3: Sector relevance Public sector/SOE assignment: 1 mark each, maximum 4. Power/Energy sector assignment: 2 marks each, maximum 6. (Qualitative)(Doc Required)	10

B. IMPLEMENTATION TRACK RECORD	
B1. Recommendations approved by client 3 marks for each A1 assignment whose recommendations were approved by the client's Board or competent authority, as confirmed by a client letter. Maximum 5 assignments. (Qualitative)(Doc Required)	15
C. KEY EXPERTS (Expert assignments must be listed in the expert's signed CV with the client’s name and dates. Payroll status must be evidenced by an appointment letter and an EOBI or payroll record).	
C1. Team Leader: Qualification Relevant Master's degree (HRM/Organizational Development/Business Administration) = 4; relevant international certification (SHRM, CIPD, PMP, or equivalent) = 2 each, maximum 2 certifications. (Qualitative)(Doc Required)	8
C2. Team Leader: Similar assignments led 2 marks for each similar assignment led as Team Leader. Maximum 8 assignments. (Qualitative)(Doc Required)	16
C3. Team Leader: Sector relevance 1 mark for each assignment under C2 performed for a public sector or power/energy sector entity. Maximum 5. (Qualitative)(Doc Required)	5
C4. Team Leader: Employment with firm On the firm's payroll for at least 12 months before the proposal submission date = 2; otherwise = 0. (Qualitative)(Doc Required)	2
C5. Team Members 3 marks for each proposed team member, maximum 3 members. For each member: relevant Master's degree (or ACA/ACCA/ACMA) = 1; minimum 3 similar assignments = 1; on the firm's payroll for at least 12 months = 1. (Qualitative)(Doc Required)	9

Required Services

Positions Without Lots :

Position	Delivery Schedule	Quantity	Bid Security
Hiring of a consulting firm for organizational review and workforce optimization of PPMC	**Address:** Office # 112, 1st Floor, Evacuee Trust Complex, F-5/1, Agha Khan Road., Islamabad Capital Territory **Schedule:** 84 Days **Quantity:** 1/job **Quantity:** 1 job	1/job	100000 PKR

Related Services :

No

TORS (Terms of References)

Positions Without Lots :

Position: Hiring of a consulting firm for organizational review and workforce optimization of PPMC

TORs (Terms of Reference):

The Consultant shall be responsible for the following five componentsfollowing four components, in accordance with the Terms of Reference (TOR) and the Contract signed with PPMC:

A. Organizational Diagnostic

- Assess the existing organizational structure, functions, and reporting lines,functions, reporting relationships, spans of control and organizational layers, in line with PPMC's mandate and functions arising from the Federal Cabinet-approved restructuring of PEPCO to PPMC (2021), Business Plan, strategic priorities, evolving role under the NEP 2021 and NE Plan 2023–2027, and subsequently approved/assigned institutional responsibilities, including Secretariat support to the PSDGC, the IEP Secretariat, and the R&D Secretariat for the power sector's research and innovation.
- Identify functional overlaps, duplication, and structural inefficiencies.Identify overlapping roles, duplication of functions, and structural inefficiencies (e.g. excessive layers, narrow spans of control).

B. Workload & FTE AssessmentB. Role-Based Workload Assessment and Job Evaluation

- Undertake evidence-based workload and FTE analysis using activity volumes, complexity, processing time, service requirements, productivity,Undertake role-based workload analysis (activity analysis) at position level using work volumes, task complexity, standard processing times, service-level requirements, productivity norms, automation potential, and relevant benchmarks.
- Determine optimum FTE requirements by function/designation,Determine the optimum manpower requirement (number of positions) for each role and function, with key assumptions and methodology clearly documented.
- Explicitly assess workload, staffing mix and specialized capability requirementsskill mix and specialized competency requirements for the core functions and secretariat responsibilities noted above, distinguishing permanent institutional workload from time-bound/project or consultancy-supported workload.
- Conduct role-based job evaluation of all positions using a recognized point-factor methodology.

C. Organization Design & Workforce Optimization

- Develop a future-state organization alignedfuture-state organization structure aligned with PPMC's Business Plan and emerging power-sector requirements.
- Assess positions for retain, redesign, consolidate, redeploy, abolish/surplus, or create, supported by workload and business rationale.Recommend, for each position, whether it should be retained, redesigned, merged, redeployed, abolished/declared surplus, or newly created, supported by workload analysis and business rationale.

D. Scenario & Cost Modelling

- Develop Current and Optimized structure scenarios covering FTEs, organizational implications, establishment cost,covering headcount (number of positions), organizational implications, establishment (payroll) cost, and implementation requirements, with the Optimized structure reflecting the right functions, capabilities, and staffingthe right functions, competencies and staffing levels aligned to PPMC’s mandate.
- Benchmark employees’ compensation and benefits structure (CTC) against organizations in the power sector that pose a potential risk of talent depletion from PPMC, to identify any compensation gaps and recommend appropriate mitigation measures.Benchmark total rewards (compensation and benefits on a cost-to-company (CTC) basis) by grade, using the job evaluation results, against comparator organizations in the power sector competing for the same talent pool, to identify pay gaps and attrition/retention risks and recommend appropriate retention measures.
- Recommend the most appropriate structure and establishment configuration for PPMC.establishment configuration for PPMC, including a revised sanctioned establishment (schedule of positions).

Brief Description

1. Introduction

Power Planning and Monitoring Company (Pvt.) Limited (“**PPMC**”) was constituted pursuant to the Federal Cabinet decision dated 27 October 2021, restructuring the erstwhile Pakistan Electric Power Company (PEPCO) into PPMC, a government-affiliated entity functioning under the Ministry of Energy (Power Division), Government of Pakistan and classified as a Public Sector Company governed under the State-Owned Enterprises (Governance and Operations) Act, 2023 ("SOE Act"). PPMC's functions include planning, monitoring and coordination support to the power sector, together with subsequently approved/assigned institutional and secretariat responsibilities, including Secretariat support to the Power Sector Data Governance Council (PSDGC), the Integrated

Energy Planning (IEP) Secretariat, and the R&D Secretariat for the power sector's research and innovation.

PPMC is headed by a Managing Director. PPMC's current sanctioned and working strength across its wings/departments is set out at Appendix-A-1. Terms of service, emoluments, qualifications, and experience for appointment and promotion of PPMC employees are regulated through PPMC's HR Manual and related instruments.

The current initiative aims to undertake an evidence-based organizational review of PPMC to ensure optimal alignment of its organizational structure and workforce with its mandate, Business Plan, and evolving strategic responsibilities.

2. Background and Objective

The Consultant shall undertake an evidence-based organizational review aligned with the National Electricity Policy (NEP) 2021, the National Electricity Plan (NE Plan) 2023–2027, and PPMC's Business Plan, which collectively provide the strategic and policy framework for PPMC's institutional role and future trajectory. The review shall also take account of the functions assigned to PPMC under the Federal Cabinet-approved restructuring of PEPCO into PPMC together with subsequently approved/assigned institutional and secretariat responsibilities as approved from time to time.

The objective of this consultancy assignment is to develop evidence-based recommendations for organizational design and workforce optimization through a structured, internally focused methodology, supported by external benchmarking, resulting in a future-state organization, workload-justified establishment,an establishment (sanctioned positions) justified by role-based workload analysis, a job hierarchy and grading structure based on job evaluation, optimized structure scenariosand optimized structure scenarios aligned with PPMC's mandate and functional priorities, and a phased implementation roadmap for PPMC's consideration.

PUBLIC PROCUREMENT REGULATORY AUTHORITY (PPRA) EPADS

Price Schedule

For Individual Positions

#	Position Title	Quantity	Unit Price (PKR)	Total Price (PKR)	Delivery Location	Delivery Period / Year	Country of Origin
1							
2							

For Lots

#	Lot Title	Total Lot Price (PKR)	Country of Origin
1	[Lot 1 Title]		

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General Conditions of Contract

A. General Provisions

1. **Definitions**

Unless the context otherwise requires, the following terms whenever used in this Contract have the following meanings:

1.1. "**Affiliate(s)**" means an individual or an entity that directly or indirectly controls, is controlled by, or is under common control with the Consultant.

1.2. "**Applicable Law**" means the laws and any other instruments having the force of law in Pakistan or as may be specified in the Special Conditions of Contract (SCC), as they may be issued and in force from time to time.

1.3. "**Consultant**" means an individual consultant or a consulting firm as the case may be;

1.4. "**Contractor's Personnel**" means personnel whom the Contractor utilizes in the execution of its contract, including the staff, labor and other employees of the Contractor and each subcontractor; and any other personnel assisting the Contractor in the execution of the contract to be supervised by the Consultant (if applicable).

1.5. "**Day**" means calendar day unless indicated otherwise.

1.6. "**Effective Date**" means the date on which this Contract comes into force and effect pursuant to Clause GCC 11.

1.7. "**Experts**" means, collectively, Key Experts, Non-Key Experts, or any other personnel of the Consultant, Sub-consultant or JV member(s) assigned by the Consultant to perform the Services or any part thereof under the Contract.

1.8. "**Foreign Currency**" means any currency other than the Pakistani Rupees.

1.9. "**GCC**" means these General Conditions of Contract.

1.10. "**Government**" means the Government of Pakistan.

1.11. "**Joint Venture (JV)**" means an association with or without a legal personality distinct from that of its members, of more than one entity where one member has the authority to conduct all businesses for and on behalf of any and all the members of the JV, and where the members of the JV are jointly and severally liable to the Procuring Agency for the performance of the Contract.

1.12. "**Key Expert(s)**" means an individual professional whose skills, qualifications, knowledge and experience are critical to the performance of the Services under the Contract and whose Curricula Vitae (CV) was taken into account in the technical evaluation of the Consultant's proposal.

1.13. "**Local Currency**" means the currency of Pakistan

1.14. "**Non-Key Expert(s)**" means an individual professional provided by the Consultant or its Sub-consultant to perform the Services or any part thereof under the Contract.

1.15. "**Party**" means the Procuring Agency or the Consultant, as the case may be, and "Parties" means both of them.

1.16. Procuring Agency's Personnel" refers to the staff, labor and other employees (if any) of the Procuring Agency engaged in fulfilling the Procuring Agency's obligations under the Contract; and any other personnel identified as Procuring Agency's Personnel, by a notice from the Procuring Agency to the Consultant

1.17. "**Proposal**" means the Technical Proposal and/or the Financial Proposal of the Consultant.

1.18. "**RFP**" means the Request for Proposals to be prepared by the Procuring Agency for the selection of consultants, based on the SRFP.

1.19. "**SCC**" means the Special Conditions of Contract by which the GCC may be amended or supplemented but not over-written.

1.20. "**Site**" (if applicable) means the land and other places where Works are to be executed or facilities to be installed, and such other land or places as may be specified in the Contractor's Contract as forming part of the Site.

1.21. "**SRFP**" means the Standard Request for Proposals, which must be used by the Procuring Agency as the basis for the preparation of the RFP.

1.22. "**Sub-consultants**" means an entity to whom/which the Consultant subcontracts any part of the Services while remaining solely liable for the execution of the Contract.

1.23. "**Third Party**" means any person or entity other than the Government, the Procuring Agency, the Consultant or a Sub-consultant.

1.24. "**TORs**" means the Terms of Reference that explain the objectives, scope of work, activities, and tasks to be performed, respective responsibilities of the Procuring Agency and the Consultant, and expected results and deliverables of the assignment.

2. **Relationship between the Parties**

2.1. Nothing contained herein shall be construed as establishing a relationship of master and servant or of principal and agent as between the Procuring Agency and the Consultant. The Consultant, subject to this Contract, has complete charge of the Experts and Sub-consultants, if any, performing the Services and shall be fully responsible for the Services performed by them or on their behalf hereunder.

3. **Law Governing Contract**

3.1. The contract shall be governed and interpreted in accordance with the laws of Pakistan, unless otherwise specified in SCC.

4. **Language**

4.1. The Contract as well as all correspondence and documents relating to the Contract exchanged between the Consultant and the Procuring Agency, shall be written in the English language unless otherwise stated in the SCC. Supporting documents and printed literature that are part of the Contract may be in another language provided these are accompanied by an accurate translation of the relevant passages in English, in which case, for purposes of interpretation of the Contract, this translation shall govern.

5. **Headings**

5.1. The headings shall not limit, alter or affect the meaning of this Contract.

6. **Communications**

6.1. Any communication required or permitted to be given or made pursuant to this Contract shall be in writing in the language specified in Clause GCC 4. Any such notice, request or consent shall be deemed to have been given or made when delivered in person to an authorized representative of the Party to whom the communication is addressed, or when sent to such Party at the address specified in the SCC.

6.2. A Party may change its address for notice hereunder by giving the other Party any communication of such change to the address specified in the SCC.

7. Location

7.1. The Services shall be performed at such locations as are specified in Appendix A hereto and, where the location of a particular task is not so specified, at such locations, whether in the Government's country or elsewhere, as the Procuring Agency may approve.

8. **Authority of Member in Charge**

8.1. In case the Consultant is a Joint Venture, the members hereby authorize the member specified in the SCC to act on their behalf in exercising all the Consultant's rights and obligations towards the Procuring Agency under this Contract, including without limitation the receiving of instructions and payments from the Procuring Agency.

9. **Authorized Representatives**

9.1. Any action required or permitted to be taken, and any document required or permitted to be executed under this Contract by the Procuring Agency or the Consultant may be taken or executed by the officials specified in the SCC.

10. **Fraud and Corruption**

10.1. Public Procurement Regulatory Authority requires that Procuring Agencies (including beneficiaries of Government funded projects) as well as Applicants/Bidders/Suppliers/Contractors under Government financed contracts, observe the highest standard of ethics during the procurement and execution of such contracts in accordance with the requirement of Procurement Regulatory Framework

B. Commencement, Completion, Modification and Termination of Contract

11. **Effectiveness of Contract**

11.1. This Contract shall come into force and effect on the date (the "Effective Date") of the Procuring Agency's notice to the Consultant instructing the Consultant to begin carrying out the Services. This notice shall confirm that the effectiveness conditions, if any, listed in the SCC have been met.

12. **Termination of Contract for Failure to Become Effective**

12.1. If this Contract has not become effective within such time period after the date of Contract signature as specified in the SCC, either Party may, by not less than twenty two (22) days written notice to the other Party, declare this Contract to be null and void, and in the event of such a declaration by either Party, neither Party shall have any claim against the other Party with respect hereto.

13. **Commencement of Services**

13.1. The Consultant shall confirm availability of Key Experts and begin carrying out the Services not later than the number of days after the Effective Date specified in the SCC.

14. **Expiration of Contract**

14.1. Unless terminated earlier pursuant to Clause GCC 19 hereof, this Contract shall expire at the end of such time period after the Effective Date as specified in the SCC.

15. **Entire Agreement**

15.1. This Contract contains all covenants, stipulations and provisions agreed by the Parties. No agent or representative of either Party has authority to make, and the Parties shall not be bound by or be liable for, any statement, representation, promise or agreement not set forth herein.

16. **Modifications or Variations**

16.1. Any modification or variation of the terms and conditions of this Contract, including any modification or variation of the scope of the Services, may only be made by written agreement between the Parties. However, each Party shall give due consideration to any proposals for modification or variation made by the other Party.

16.2. In cases of any modifications or variations, the prior written consent of the Procuring Agency is required.

17. **Force Majeure**

17.1. **Definition**

17.1.1. For the purposes of this Contract, “Force Majeure” means an event which is beyond the reasonable control of a Party, is not foreseeable, is unavoidable, and makes a Party’s performance of its obligations hereunder impossible or so impractical as reasonably to be considered impossible under the circumstances, and subject to those requirements, includes, but is not limited to, war, riots, civil disorder, earthquake, fire, explosion, storm, flood or other adverse weather conditions, strikes, lockouts or other industrial action confiscation or any other action by Government agencies.

17.1.2. Force Majeure shall not include (i) any event which is caused by the negligence or intentional action of a Party or such Party’s Experts, Sub-consultants or agents or employees, nor (ii) any event which a diligent Party could reasonably have been expected to both take into account at the time of the conclusion of this Contract, and avoid or overcome in the carrying out of its obligations hereunder.

17.1.3. Force Majeure shall not include insufficiency of funds or failure to make any payment required hereunder.

17.2. **No Breach of Contract**

17.2.1. The failure of a Party to fulfill any of its obligations hereunder shall not be considered to be a breach of, or default under, this Contract insofar as such inability arises from an event of Force Majeure, provided that the Party affected by such an event has taken all reasonable precautions, due care and reasonable alternative measures, all with the objective of carrying out the terms and conditions of this Contract.

17.3. **Measures to be Taken**

17.3.1. A Party affected by an event of Force Majeure shall continue to perform its obligations under the Contract as far as is reasonably practical, and shall take all reasonable measures to minimize the consequences of any event of Force Majeure.

17.3.2. A Party affected by an event of Force Majeure shall notify the other Party of such event as soon as possible, and in any case not later than fourteen (14) calendar days following the occurrence of such event, providing evidence of the nature and cause of such event, and shall similarly give written notice of the restoration of normal conditions as soon as possible.

17.3.3. Any period within which a Party shall, pursuant to this Contract, complete any action or task, shall be extended for a period equal to the time during which such Party was unable to perform such action as a result of Force Majeure.

17.3.4. During the period of their inability to perform the Services as a result of an event of Force Majeure, the Consultant, upon instructions by the Procuring Agency, shall either:

17.3.4.1. demobilize, in which case the Consultant shall be reimbursed for additional costs they reasonably and necessarily incurred, and, if required by the Procuring Agency, in reactivating the Services; or

17.3.4.2. continue with the Services to the extent reasonably possible, in which case the Consultant shall continue to be paid under the terms of this Contract and be reimbursed for additional costs reasonably and necessarily incurred.

17.3.5. In the case of disagreement between the Parties as to the existence or extent of Force Majeure, the matter shall be settled according to Clauses GCC 49& 50.

18. **Suspension**

18.1. The Procuring Agency may, by written notice of suspension to the Consultant, suspend all payments to the Consultant hereunder if the Consultant fails to perform any of its obligations under this Contract, including the carrying out of the Services, provided that such notice of suspension (i) shall specify the nature of the failure, and (ii) shall request the Consultant to remedy such failure within a period not exceeding thirty (30) calendar days after receipt by the Consultant of such notice of suspension.

19. **Termination**

19.1. This Contract may be terminated by either Party as per provisions set up below:

a) **By the Procuring Agency**

19.1.1. The Procuring Agency may terminate this Contract in case of the occurrence of any of the events specified in paragraphs (a) through (f) of this Clause. In such an occurrence the Procuring Agency shall give at least thirty (30) days' written notice of termination to the Consultant in case of the events referred to in (a) through (d); at least sixty (60) days' written notice in case of the event referred to in (e); and at least five (5) days' written notice in case of the event referred to in (f):

(a) If the Consultant fails to remedy a failure in the performance of its obligations hereunder, as specified in a notice of suspension pursuant to Clause GCC 18;

(b) If the Consultant becomes (or, if the Consultant consists of more than one entity, if any of its members becomes) insolvent or bankrupt or enter into any agreements with their creditors for relief of debt or take advantage of any law for the benefit of debtors or go into liquidation or receivership whether compulsory or voluntary;

(c) If the Consultant fails to comply with any final decision reached as a result of arbitration proceedings pursuant to Clause GCC 49

(d) If, as the result of Force Majeure, the Consultant is unable to perform a material portion of the Services for a period of not less than sixty (60) days;

(e) If the Procuring Agency, in its sole discretion and for any reason whatsoever, decides to terminate this Contract;

(f) If the Consultant fails to confirm availability of Key Experts as required in Clause GCC 13.

19.1.2. if the Consultant, in the judgment of the Procuring Agency has engaged in Fraud and Corruption, in competing for or in executing the Contract, then the Procuring Agency may, after giving fourteen (14) calendar days written notice to the Consultant, terminate the Consultant's employment under the Contract.

19.2. **By the Consultant**

The Consultant may terminate this Contract, by not less than thirty (30) days' written notice to the Procuring Agency, in case of the occurrence of any of the events specified in paragraphs (a) through (d) of this Clause.

(a) If the Procuring Agency fails to pay any money due to the Consultant pursuant to this Contract and not subject to dispute pursuant to Clauses GCC 49.1 within forty-five (45) days after receiving written notice from the Consultant that such payment is overdue.

(b) If, as the result of Force Majeure, the Consultant is unable to perform a material portion of the Services for a period of not less than sixty (60) days.

(c) If the Procuring Agency fails to comply with any final decision reached as a result of arbitration pursuant to Clause GCC 49.1.

(d) If the Procuring Agency is in material breach of its obligations pursuant to this Contract and has not remedied the same within forty-five (45) days (or such longer period as the Consultant may have subsequently approved in writing) following the receipt by the Procuring Agency of the Consultant's notice specifying such breach.

19.3. **Cessation of Rights and Obligations**

Upon termination of this Contract pursuant to Clauses GCC 12 or GCC 19 hereof, or upon expiration of this Contract pursuant to Clause GCC 14, all rights and obligations of the Parties hereunder shall cease, except

(i) such rights and obligations as may have accrued on the date of termination or expiration,

(ii) the obligation of confidentiality set forth in Clause GCC 22,

(iii) the Consultant's obligation to permit inspection, copying and auditing of their accounts and records set forth in Clause GCC 25 and to cooperate and assist in any inspection or investigation, and (iv) any right which a Party may have under the Applicable Law.

19.4. **Cessation of Services**

19.4.1. Upon termination of this Contract by notice of either Party to the other pursuant to Clauses GCC 19a or GCC 19b, the Consultant shall, immediately upon dispatch or receipt of such notice, take all necessary steps to bring the Services to a close in a prompt and orderly manner and shall make every reasonable effort to keep expenditures for this purpose to a minimum. With respect to documents prepared by the Consultant and equipment and materials furnished by the Procuring Agency, the Consultant shall proceed as provided, respectively, by Clauses GCC 27 or GCC 28.

19.5. **e.Payment upon Termination**

Upon termination of this Contract, the Procuring Agency shall make the following payments to the Consultant:
(a) remuneration for Services satisfactorily performed prior to the effective date of termination, and reimbursable expenditures for expenditures actually incurred prior to the effective date of termination; and pursuant to Clause 43;
(b) in the case of termination pursuant to paragraphs (d) and (e) of Clause GCC 19.1.1, reimbursement of any reasonable cost incidental to the prompt and orderly termination of this Contract, including the cost of the return travel of the Experts.

C. Obligations of the Consultant

20. **General**

20.1. **Standard of Performance**

20.1.1. The Consultant shall perform the Services and carry out the Services with all due diligence, efficiency and economy, in accordance with generally accepted professional standards and practices, and shall observe sound management practices, and employ appropriate technology and safe and effective equipment, machinery, materials and methods. The Consultant shall always act, in respect of any matter relating to this Contract or to the Services, as a faithful adviser to the Procuring Agency, and shall at all times support and safeguard the Procuring Agency's legitimate interests in any dealings with the third parties.

20.1.2. The Consultant shall employ and provide such qualified and experienced Experts and Sub-consultants as are required to carry out the Services.

20.1.3. The Consultant may subcontract part of the Services to an extent and with such Key Experts and Sub-consultants as may be approved in advance by the Procuring Agency

20.2. **Law Applicable to Services**

20.2.1. The Consultant shall perform the Services in accordance with the Contract and in accordance with the Law of Pakistan and shall take all practicable steps to ensure that any of its Experts and Sub-consultants, comply with the Applicable Law.

21. **Conflict of Interests**

21.1. The Consultant shall hold the Procuring Agency's interest's paramount, without any consideration for future work, and strictly avoid conflict with other assignments or their own corporate interests.

21.1.1. **Consultant Not to Benefit from Commissions, Discounts, etc.**

21.1.1.1. The payment of the Consultant pursuant to GCC F (Clauses GCC 42 through 47) shall constitute the Consultant's only payment in connection with this Contract and, subject to Clause GCC 21.1.3, the Consultant shall not accept for its own benefit any trade commission, discount or similar payment in connection with activities pursuant to this Contract or in the discharge of its obligations hereunder, and the Consultant shall use its best efforts to ensure that any Sub-consultants, as well as the Experts and agents of either of them, similarly shall not receive any such additional payment.

21.1.1.2. Furthermore, if the Consultant, as part of the Services, has the responsibility of advising the Procuring Agency on the procurement of goods, works or services. Any discounts or commissions obtained by the Consultant in the exercise of such procurement responsibility shall be for the account of the Procuring Agency.

21.1.2. **Consultant and Affiliates Not to Engage in Certain Activities**

21.1.2.1. The Consultant agrees that, during the term of this Contract and after its termination, the Consultant and any entity affiliated with the Consultant, as well as any Sub-consultants and any entity affiliated with such Sub-consultants, shall be disqualified from providing goods, works or non-consulting services resulting from or directly related to the Consultant's Services for the preparation or implementation of the project, unless otherwise indicated in the SCC.

21.1.3. **Prohibition of Conflicting Activities**

21.1.3.1. The Consultant shall not engage, and shall cause its Experts as well as its Sub-consultants not to engage, either directly or indirectly, in any business or professional activities that would conflict with the activities assigned to them under this Contract.

21.1.4. **Strict Duty to Disclose Conflicting Activities**

21.1.4.1. The Consultant has an obligation and shall ensure that its Experts and Sub-consultants shall have an obligation to disclose any situation of actual or potential conflict that impacts their capacity to serve the best interest of their Procuring Agency, or that may reasonably be perceived as having this effect. Failure to disclose said situations may lead to the disqualification of the Consultant or the termination of its Contract.

22. **Confidentiality**

22.1. Except with the prior written consent of the Procuring Agency, the Consultant and the Experts shall not at any time communicate to any person or entity any confidential information acquired in the course of the Services, nor shall the Consultant and the Experts make public the recommendations formulated in the course of, or as a result of, the Services.

23. **Liability of the Consultant**

23.1. Subject to additional provisions, if any, set forth in the SCC, the Consultant's liability under this Contract shall be as determined under the Applicable Law.

24. **Insurance to be Taken out by the Consultant**

24.1. The Consultant (i) shall take out and maintain, and shall cause any Sub-consultants to take out and maintain, at its (or the Sub-consultants', as the case may be) own cost but on terms and conditions approved by the Procuring Agency, insurance against the risks, and for the coverage specified in the SCC, and (ii) at the Procuring Agency's request, shall provide evidence to the Procuring Agency showing that such insurance has been taken out and maintained and that the current premiums therefore have been paid. The Consultant shall ensure that such insurance is in place prior to commencing the Services as stated in Clause GCC 13.

25. **Accounting, Inspection and Auditing**

25.1. The Consultant shall keep, and shall make all reasonable efforts to cause its Sub-consultants to keep, accurate and systematic accounts and records in respect of the Services in such form and detail as will clearly identify relevant time changes and costs.

25.2. Pursuant to paragraph 1.23 (e) of Attachment 1 to the General Conditions, the Consultant shall permit and shall cause its agents (where declared or not), subcontractors, sub-consultants, service providers, suppliers, and personnel, to permit, the procuring agency to inspect the site and/or the accounts, records and other documents relating to the procurement process, selection and/or contract execution, and to have such accounts, records and other documents. The Consultant's and its Subcontractors' and sub-consultants' attention is drawn to Sub-Clause 10.1 (Fraud and Corruption) which provides, inter alia, that acts intended to materially impede the exercise of the Procuring Agency's inspection and audit rights constitute a prohibited practice subject to contract termination.

26. **Reporting Obligations**

26.1. The Consultant shall submit to the Procuring Agency the reports and documents specified in Appendix A, in the form, in the numbers and within the time periods set forth in the said Appendix.

27. **Proprietary Rights of the Procuring Agency in Reports and Records**

27.1. Unless otherwise indicated in the SCC, all reports and relevant data and information such as maps, diagrams, plans, databases, other documents and software, supporting records or material compiled or prepared by the Consultant for the Procuring Agency in the course of the Services shall be confidential and become and remain the absolute property of the Procuring Agency. The Consultant shall, not later than upon termination or expiration of this Contract, deliver all such documents to the Procuring Agency, together with a detailed inventory thereof. The Consultant may retain a copy of such documents, data and/or software but shall not use the same for purposes unrelated to this Contract without prior written approval of the Procuring Agency.

27.2. If license agreements are necessary or appropriate between the Consultant and third parties for purposes of development of the plans, drawings, specifications, designs, databases, other documents and software, the Consultant shall obtain the Procuring Agency's prior written approval to such agreements, and the Procuring Agency shall be entitled at its discretion to require recovering the expenses related to the development of the program(s) concerned. Other restrictions about the future use of these documents and software, if any, shall be

specified in the SCC.

28. **Equipment, Vehicles and Materials**

28.1. Equipment, vehicles and materials made available to the Consultant by the Procuring Agency, or purchased by the Consultant wholly or partly with funds provided by the Procuring Agency, shall be the property of the Procuring Agency and shall be marked accordingly. Upon termination or expiration of this Contract, the Consultant shall make available to the Procuring Agency an inventory of such equipment, vehicles and materials and shall dispose of such equipment, vehicles and materials in accordance with the Procuring Agency's instructions. While in possession of such equipment, vehicles and materials, the Consultant, unless otherwise instructed by the Procuring Agency in writing, shall insure them at the expense of the Procuring Agency in an amount equal to their full replacement value.

28.2. Any equipment or materials brought by the Consultant or its Experts into the Procuring Agency's country for the use either for the project or personal use shall remain the property of the Consultant or the Experts concerned, as applicable.

29. **Code of Conduct**

29.1. The Procuring Agencies and the Consultant are bound to follow the Code of Ethics to be issued by the Authority.

D. Consultant's Experts and Sub-Consultants

30. **Description of Key Experts**

30.1. The title, agreed job description, minimum qualification and time-input estimates to carry out the Services of each of the Consultant's Key Experts are described in Appendix B.

30.2. If required to comply with the provisions of Clause GCC 20a, adjustments with respect to the estimated time-input of Key Experts set forth in Appendix B may be made by the Consultant by a written notice to the Procuring Agency, provided (i) that such adjustments shall not alter the original time-input estimates for any individual by more than 10% or one week, whichever is larger; and (ii) that the aggregate of such adjustments shall not cause payments under this Contract to exceed the ceilings set forth in Clause GCC 42.2.

30.3. If additional work is required beyond the scope of the Services specified in Appendix A, the estimated time-input for the Key Experts may be increased by agreement in writing between the Procuring Agency and the Consultant. In case where payments under this Contract exceed the ceilings set forth in Clause GCC 42.2, the Parties shall sign a Contract amendment.

31. **Replacement of Key Experts**

31.1. Except as the Procuring Agency may otherwise agree in writing, no changes shall be made in the Key Experts.

31.2. Notwithstanding the above, the substitution of Key Experts during Contract execution may be considered only based on the Consultant's written request and due to circumstances outside the reasonable control of the

Consultant, including but not limited to death or medical incapacity. In such case, the Consultant shall forthwith provide as a replacement, a person of equivalent or better qualifications and experience, and at the same rate of remuneration.

32. **Approval of Additional Key Experts**

32.1. If during execution of the Contract, additional Key Experts are required to carry out the Services, the Consultant shall submit to the Procuring Agency for review and approval a copy of their Curricula Vitae (CVs). If the Procuring Agency does not object in writing (stating the reasons for the objection) within twenty two (22) days from the date of receipt of such CVs, such additional Key Experts shall be deemed to have been approved by the Procuring Agency.
The rate of remuneration payable to such new additional Key Experts shall be based on the rates for other Key Experts position which require similar qualifications and experience.

33. **Removal of Experts or Sub-consultants**

33.1. If the Procuring Agency finds that any of the Experts or Sub-consultant has committed serious misconduct or has been charged with having committed a criminal action, or shall the Procuring Agency determine that a Consultant's Expert or Sub-consultant has engaged in Fraud and Corruption while performing the Services, the Consultant shall, at the Procuring Agency's written request, provide a replacement.

33.2. In the event that any of Key Experts, Non-Key Experts or Sub-consultants is found by the Procuring Agency to be incompetent or incapable in discharging assigned duties, the Procuring Agency, specifying the grounds therefore, may request the Consultant to provide a replacement.

33.3. Any replacement of the removed Experts or Sub-consultants shall possess better qualifications and experience and shall be acceptable to the Procuring Agency.

34. **Replacement/ Removal of Experts – Impact on Payments**

34.1. Except as the Procuring Agency may otherwise agree, (i) the Consultant shall bear all additional travel and other costs arising out of or incidental to any removal and/or replacement, and (ii) the remuneration to be paid for any of the Experts provided as a replacement shall not exceed the remuneration which would have been payable to the Experts replaced or removed.

35. **Working Hours, Overtime, Leave, etc.**

35.1. Working hours and holidays for Experts are set forth in Appendix B. To account for travel time to/from the Procuring Agency's country, experts carrying out Services inside the Procuring Agency's country shall be deemed to have commenced or finished work in respect of the Services such number of days before their arrival in, or after their departure from, the Procuring Agency's country as is specified in Appendix B.

35.2. The Experts shall not be entitled to be paid for overtime nor to take paid sick leave or vacation leave except as specified in Appendix B, and the Consultant's remuneration shall be deemed to cover these items.

35.3. Any taking of leave by Key Experts shall be subject to the prior approval by the Consultant who shall ensure that absence for leave purposes will not delay the progress and or impact adequate supervision of the Services.

E. Obligations of the Procuring Agency

36. Assistance and Exemptions

36.1. Unless otherwise specified in the SCC, the Procuring Agency shall use its best efforts to:

36.1.1. Assist the Consultant with obtaining work permits and such other documents as shall be necessary to enable the Consultant to perform the Services.

36.1.2. Facilitate prompt clearance through customs of any property required for the Services and of the personal effects of the Experts and their eligible dependents.

36.1.3. Issue to officials, agents and representatives of the Government all such instructions and information as may be necessary or appropriate for the prompt and effective implementation of the Services.

36.1.4. Assist the Consultant and the Experts and any Sub-consultants employed by the Consultant for the Services with obtaining exemption from any requirement to register or obtain any permit to practice their profession or to establish themselves either individually or as a corporate entity in the Procuring Agency's country according to the applicable law in the Procuring Agency's country.

36.1.5. Assist the Consultant, any Sub-consultants and the Experts of either of them with obtaining the privilege, pursuant to the applicable law in the Procuring Agency's country, of bringing into the Procuring Agency's country reasonable amounts of foreign currency for the purposes of the Services or for the personal use of the Experts and of withdrawing any such amounts as may be earned therein by the Experts in the execution of the Services.

36.1.6. Provide to the Consultant any such other assistance as may be specified in the SCC.

37. **Access to Project Site**

37.1. The Procuring Agency warrants that the Consultant shall have, free of charge, unimpeded access to the project site in respect of which access is required for the performance of the Services. The Procuring Agency will be responsible for any damage to the project site or any property thereon resulting from such access and will indemnify the Consultant and each of the experts in respect of liability for any such damage, unless such damage is caused by the willful default or negligence of the Consultant or any Sub-consultants or the Experts of either of them.

38. **Change in the Applicable Law Related to Taxes and Duties**

38.1. If, after the date of this Contract, there is any change in the applicable law in the Procuring Agency's country with respect to taxes and duties which increases or decreases the cost incurred by the Consultant in performing the Services, then the remuneration and reimbursable expenses otherwise payable to the Consultant under this Contract shall be increased or decreased accordingly by agreement between the Parties hereto, and corresponding adjustments shall be made to the ceiling amounts specified in Clause GCC 42.2.

39. **Services, Facilities and Property of the Procuring Agency**

39.1. The Procuring Agency shall make available to the Consultant and the Experts, for the purposes of the Services and free of any charge, the services, facilities and property described in the Terms of Reference (Appendix A) at the times and in the manner specified in said Appendix A.

39.2. In case that such services, facilities and property shall not be made available to the Consultant as and when specified in Appendix A, the Parties shall agree on (i) any time extension that it may be appropriate to grant to the Consultant for the performance of the Services, (ii) the manner in which the Consultant shall procure any such services, facilities and property from other sources, and (iii) the additional payments, if any, to be made to the Consultant as a result thereof pursuant to Clause GCC 42.3.

40. **Counterpart Personnel**

40.1. The Procuring Agency shall make available to the Consultant free of charge such professional and support counterpart personnel, to be nominated by the Procuring Agency with the Consultant's advice, if specified in Appendix A.

40.2. If counterpart personnel are not provided by the Procuring Agency to the Consultant as and when specified in Appendix A, the Procuring Agency and the Consultant shall agree on (i) how the affected part of the Services shall be carried out, and (ii) the additional payments, if any, to be made by the Procuring Agency to the Consultant as a result thereof pursuant to Clause GCC 42.3.

40.3. Professional and support counterpart personnel, excluding Procuring Agency's liaison personnel, shall work under the exclusive direction of the Consultant. If any member of the counterpart personnel fails to perform adequately any work assigned to such member by the Consultant that is consistent with the position occupied by such member, the Consultant may request the replacement of such member, and the Procuring Agency shall not unreasonably refuse to act upon such request.

41. **Payment Obligation**

41.1. In consideration of the Services performed by the Consultant under this Contract, the Procuring Agency shall make such payments to the Consultant and in such manner as is provided by GCC F below.

F. Payments to the Consultant

42. **Ceiling Amount**

42.1. An estimate of the cost of the Services is set forth in Appendix C (Remuneration) and Appendix D (Reimbursable expenses).

42.2. Payments under this Contract shall not exceed the ceilings in foreign currency and in local currency specified in the SCC.

42.3. For any payments in excess of the ceilings specified in GCC42.2, an amendment to the Contract shall be signed by the Parties referring to the provision of this Contract that evokes such amendment.

43. **Remuneration and Reimbursable Expenses**

43.1. The Procuring Agency shall pay to the Consultant (i) remuneration that shall be determined on the basis of time actually spent by each Expert in the performance of the Services after the date of commencing of Services or such other date as the Parties shall agree in writing; and (ii) reimbursable expenses that are actually and reasonably incurred by the Consultant in the performance of the Services.

43.2. All payments shall be at the rates set forth in Appendix C and Appendix D.

43.3. Unless the SCC provides for the price adjustment of the remuneration rates, said remuneration shall be fixed for the duration of the Contract.

43.4. The remuneration rates shall cover: (i) such salaries and allowances as the Consultant shall have agreed to pay to the Experts as well as factors for social charges and overheads (bonuses or other means of profit-sharing shall not be allowed as an element of overheads), (ii) the cost of backstopping by home office staff not included in the Experts' list in Appendix B, (iii) the Consultant's profit, and (iv) any other items as specified in the SCC.

43.5. Any rates specified for Experts not yet appointed shall be provisional and shall be subject to revision, with the written approval of the Procuring Agency, once the applicable remuneration rates and allowances are known.

44. **Taxes and Duties**

44.1. The Consultant, Sub-consultants and Experts are responsible for meeting any and all tax liabilities arising out of the Contract unless it is stated otherwise in the SCC.

44.2. As an exception to the above and as stated in the SCC, all local identifiable indirect taxes (itemized and finalized at Contract negotiations) are reimbursed to the Consultant or are paid by the Procuring Agency on behalf of the Consultant.

45. **Currency of Payment**

45.1. Any payment under this Contract shall be made in the currency(ies) specified in the SCC.

46. **Mode of Billing and Payment**

46.1. Billings and payments in respect of the Services shall be made as follows:
(a) Advance payment. Within the number of days after the Effective Date, the Procuring Agency shall pay to the Consultant an advance payment as specified in the SCC. Unless otherwise indicated in the SCC, an advance payment shall be made against an advance payment bank guarantee acceptable to the Procuring Agency in an amount (or amounts) and in a currency (or currencies) specified in the SCC. Such guarantee (i) is to remain effective until the advance payment has been fully set off, and (ii) is to be in the form set forth in Appendix E, or in such other form as the Procuring Agency shall have approved in writing. The advance payments will be set off by the Procuring Agency in equal installments against the statements for the number of months of the Services specified in the SCC until said advance payments have been fully set off.
(b) The Itemized Invoices. As soon as practicable and not later than fifteen (15) days after the end of each calendar month during the period of the Services, or after the end of each time interval otherwise indicated in the SCC, the Consultant shall submit to the Procuring Agency, in duplicate, itemized invoices, accompanied by the receipts or other appropriate supporting documents, of the amounts payable pursuant to Clauses GCC 45 and GCC 46 for such interval, or any other period indicated in the SCC. Separate invoices shall be submitted for expenses incurred in foreign currency and in local currency. Each invoice shall show remuneration and reimbursable

expenses separately.

(c) The Procuring Agency shall pay the Consultant's invoices within sixty (60) days after the receipt by the Procuring Agency of such itemized invoices with supporting documents. Only such portion of an invoice that is not satisfactorily supported may be withheld from payment. Should any discrepancy be found to exist between actual payment and costs authorized to be incurred by the Consultant, the Procuring Agency may add or subtract the difference from any subsequent payments.

(d) The Final Payment .The final payment under this Clause shall be made only after the final report and a final invoice, identified as such, shall have been submitted by the Consultant and approved as satisfactory by the Procuring Agency. The Services shall be deemed completed and finally accepted by the Procuring Agency and the final report and final invoice shall be deemed approved by the Procuring Agency as satisfactory ninety (90) calendar days after receipt of the final report and final invoice by the Procuring Agency unless the Procuring Agency, within such ninety (90) calendar day period, gives written notice to the Consultant specifying in detail deficiencies in the Services, the final report or final invoice. The Consultant shall thereupon promptly make any necessary corrections, and thereafter the foregoing process shall be repeated. Any amount that the Procuring Agency has paid or has caused to be paid in accordance with this Clause in excess of the amounts payable in accordance with the provisions of this Contract shall be reimbursed by the Consultant to the Procuring Agency within thirty (30) days after receipt by the Consultant of notice thereof. Any such claim by the Procuring Agency for reimbursement must be made within twelve (12) calendar months after receipt by the Procuring Agency of a final report and a final invoice approved by the Procuring Agency in accordance with the above.

(e) All payments under this Contract shall be made to the accounts of the Consultant specified in the SCC.

(f) With the exception of the final payment under (d) above, payments do not constitute acceptance of the Services nor relieve the Consultant of any obligations hereunder.

47. **Interest on Delayed Payments**

47.1. If the Procuring Agency had delayed payments beyond fifteen (15) days after the due date stated in Clause GCC 46.1 (c), interest shall be paid to the Consultant on any amount due by, not paid on, such due date for each day of delay at the annual rate stated in the SCC.

G. Fairness and Good Faith

48. **Good Faith**

48.1. The Parties undertake to act in good faith with respect to each other's rights under this Contract and to adopt all reasonable measures to ensure the realization of the objectives of this Contract.

H. Settlement of Disputes

49. **Amicable Settlement**

49.1. Any dispute of any kind whatsoever shall arise between the Procuring Agency and the Service Provider in connection with or arising out of the Contract, including without prejudice to the generality of the foregoing, any question regarding its existence, validity or termination, or the execution of the Project –whether during

developing phase or after their completion and whether before or after the termination, abandonment or breach of the Contract – the parties shall seek to resolve any such dispute or difference by mutual consultation. If the parties fail to resolve such a dispute or difference even after negotiations or mediation, then the dispute shall be referred within fourteen (14) days in writing by either party to the Arbitrator, with a copy to the other party.

49.2. Any dispute in respect of which a notice of intention to commence arbitration has been given, in accordance with GCC sub-clause 45.1, shall be finally settled by arbitration. Arbitration may be commenced prior to or after completion of the Project. Arbitration proceedings shall be conducted in accordance with Arbitration Act 1940.

49.3. Notwithstanding any reference to the arbitration herein, the parties shall continue to perform their respective obligations under the Contract unless they otherwise agree that the Procuring Agency shall pay the Service Provider any monies due the Service Provider.

PUBLIC PROCUREMENT REGULATORY AUTHORITY (PPRA) EPADS

Special Conditions of Contract

SPECIAL CONDITIONS OF CONTRACT

The following Special Conditions of Contract shall supplement the General Conditions of Contract. Whenever there is a conflict, the provisions herein shall prevail over those in the Conditions of Contract. The corresponding clause number of the GCC is indicated in parentheses.

Number of GC Clause

Amendments of, and Supplements to, Clauses in the General Conditions of Contract>

Number of GC Clause 3.1

The Contract shall be interpreted in accordance with the laws of Islamic Republic of Pakistan

Number of GC Clause 4.1

The language is **English**

Number of GC Clause 6.1 and 6.2

The addresses are:

The Procuring Agency is: Power Planning And Monitoring Company (PPMC) (Power Planing And Monitoring Company (PPMC)), Director Office # 112, 1st Floor, Evacuee Trust Complex, F-5/1, Agha Khan Road., Islamabad Capital Territory

The Consultant Address:

The title of the subject procurement is:Hiring of a consulting firm for organizational review and workforce optimization of PPMC

Number of GC Clause 8.1

[Note: If the Consultant consists only of one entity, state "N/A";Or

The Lead Member on behalf of the JV is _____ _____ *[insert name of the member]*

Number of GC Clause 9.1

The Authorized Representatives are:

For the Procuring Agency:

Power Planning And Monitoring Company (PPMC) (Power Planing And Monitoring Company (PPMC)), Director
Office # 112, 1st Floor, Evacuee Trust Complex, F-5/1, Agha Khan Road., Islamabad Capital Territory
+92-321-680-3302
saleem.ahmad@ppmc.gov.pk

For the Bidder:

Name: ……

Designation: ……..

Address: ……..

Number of GC Clause 11.1

[Note: If there are no effectiveness conditions, state "N/A"]OR

List here any conditions of effectiveness of the Contract]

The effectiveness conditions are the following: *[insert "N/A" or list the conditions]*

Termination of Contract for Failure to Become Effective:

The time period shall be _____ *[insert time period, e.g.: four months]*.

Commencement of Services:

The number of days shall be_____ *[e.g.: ten]*.

Confirmation of Key Experts' availability to start the Assignment shall be submitted to the Procuring Agency in writing as a written statement signed by each Key Expert.

Expiration of Contract:

The time period shall be _____ *[insert time period, e.g.: twelve months]*.

Number of GC Clause 23

Liquidated Damages

If the Bidder fails to provide services as required under the contract or in case of any data loss/data breach or any incident compromising the data security or other such failures related to any services, the Bidder shall pay to the Procuring Agency as Liquidated Damages at a rate of **2.00%** to **30.00%** of the Contract value, in accordance with the extent of performance failure & the cost of investigating such incidents as judged by the Authority.

Number of GC Clause 23.1

No additional provisions.

The following limitation of the Consultant's Liability towards the Procuring Agency can be subject to the Contract's negotiations:

Consultant's Liabilities

1. The consultancy firm shall be responsible for all administrative, design and production costs. 2. No TA/DA or any other charges in addition to the quoted out-of-pocket expenses shall be paid by PPMC for performing the assignment. 3. Income Tax, Sales Tax and other government taxes will be deducted at source as admissible under applicable tax laws.

Number of GC Clause 24

Performance Guarantee:
Instrument of Performance Guarantee shall be in the Name of : **Nil**

The amount of performance guarantee shall be 0% of the contract price in acceptable form of Nil

Number of GC Clause 24.1

The insurance coverage against the risks shall be as follows:

(a) Professional liability insurance, with a minimum coverage of _____ *[insert amount and currency which should be not less than the total ceiling amount of the Contract]*;

Number of GC Clause 33. Removal of Experts or Sub-consultants

[Note to Procuring Agency: include the following for supervision of infrastructure contracts (such as Plant or Works) and for other consulting service where the social risks are substantial or high, otherwise delete.]

Price adjustment on the remuneration : Nil ***[****insert* **"applies"** *or* **" does not apply"****]***

The currency of payment shall be the following: *PKR*

[The advance payment could be in either the foreign currency, or the local currency, or both; select the correct wording in the Clause here below. The advance bank payment guarantee should be in the same currency(ies)]

The following provisions shall apply to the advance payment and the advance bank payment guarantee:

Following is the guidance for Dispute Resolution

i. If any dispute of any kind whatsoever shall arise between the Authority and the Bidder in connection with or arising out of the Contract, including without prejudice to the generality of foregoing, any question regarding its existence, validity, termination and the execution of the Contract – whether during developing phase or after their completion and whether before or after the termination, abandonment or breach of the Contract – the parties shall seek to resolve any such dispute or difference by mutual diligent negotiations in good faith within 14 (fourteen) days following a notice sent by one Party to the other Party in this regard**.**

ii. At future of negotiation the dispute shall be resolved through mediation and mediator shall be appointed with the mutual consent of the both parties**.**

iii. At the event of failure of mediation to resolve the dispute relating to this contract such dispute shall finally be resolved through binding Arbitration by sole arbitrator in accordance with Arbitration Act 1940. The arbitrator shall be appointed by mutual consent of the both parties**.** The Arbitration shall take place in Islamabad, Pakistan and proceedings will be conducted in English language.

iv. The cost of the mediation and arbitration shall be shared by the parties in equal proportion however the both parties shall bear their own costs and lawyer's fees regarding their own participation in the mediation and arbitration. However, the Arbitrator may make an award of costs upon the conclusion of the arbitration making any party to the dispute liable to pay the costs of another party to the dispute**.**

v. Arbitration proceedings as mentioned in the above clause regarding resolution of disputes may be commenced prior to, during or after completion of the contract.

Notwithstanding any reference to the arbitration herein, the parties shall continue to perform their respective obligations under the Contract unless they otherwise agree that the Authority shall pay the Bidder any monies due to the Bidder.

Arbitrator's fee:

The fee shall be specified in Pak Rupees, as determined by the Arbitrator, which shall be shared equally by both parties**.**

Appointing Authority for Arbitrator:

By the Mutual Consent or in accordance with the provisions of Arbitration Act, 1940, in case the parties fail to reach a consensus on the name of sole arbitrator, any party may submit an application to the Chief Justice Islamabad High Court for appointment of sole arbitrator. The Chief Justice IHC may appoint a former judge of any High Court or Supreme Court as the sole arbitrator to resolve the dispute between the parties.

Rules of procedure for arbitration proceedings:

Any dispute between the Authority and a Bidder who is a national of the Islamic Republic of Pakistan arising in connection with the present Contract shall be referred to adjudication or arbitration in accordance with the laws of the Islamic Republic of Pakistan including Arbitration Act 1940, however above provision shall prevail in referring the case to the Arbitrator.

Place of Arbitration and Award:

The arbitration shall be conducted in English language and place of arbitration shall be at Islamabad. The award of the arbitrator shall be final and shall be binding on the parties.

Bid Securing Declaration

Bid Securing Declaration

Date: *[insert date (as day, month and year)]*

Bid No.:***P218493***

To: **Power Planning And Monitoring Company (PPMC) (Power Planing And Monitoring Company (PPMC)), Director Office # 112, 1st Floor, Evacuee Trust Complex, F-5/1, Agha Khan Road., Islamabad Capital Territory**

We, the undersigned, declare that:

We understand that, according to your conditions, Bids must be supported by a Bid Securing Declaration.

We accept that we will be blacklisted and henceforth cross debarred for participating in respective category of public procurement proceedings for a period of (not more than) six months, if fail to abide with a bid securing declaration, however without indulging in corrupt and fraudulent practices, if we are in breach of our obligation(s) under the Bid conditions, because we:

1. have withdrawn or modified our Bid during the period of Bid Validity specified in the Form of Bid;

2. Disagreement to arithmetical correction made to the Bid price; or

3. having been notified of the acceptance of our Bid by the Procuring Agency during the period of Bid Validity, (i) failure to sign the contract if required by Procuring Agency to do so or (ii) fail or refuse to furnish the Performance Security or to comply with any other condition precedent to signing the contract specified in the Bidding Documents.

We understand this Bid Securing Declaration shall expire if we are not the successful

Bidder, upon the earlier of (i) our receipt of your notification to us of the name of the successful Bidder; or (ii) twenty-eight (28) days after the expiration of our Bid.

Contract Form

FORM OF CONTRACT

This CONTRACT (hereinafter called the "Contract") is made the *[number]* day of the month of *[month]*, *[year]*, between, on the one hand, *[name of Procuring Agency or Recipient]* (hereinafter called the "Procuring Agency") and, on the other hand, *[name of Consultant]* (hereinafter called the "Consultant").

[If the Consultant consist of more than one entity, the above should be partially amended to read as follows: "…(hereinafter called the "Procuring Agency") and, on the other hand, a Joint Venture consisting of the following entities, each member of which will be jointly and severally liable to the Procuring Agency for all the Consultant's obligations under this Contract, namely, *[name of member]* and *[name of member]* (hereinafter called the "Consultant").]

WHEREAS

1. the Procuring Agency has requested the Consultant to provide certain consulting services as defined in this Contract (hereinafter called the "Services");

2. the Consultant, having represented to the Procuring Agency that it has the required professional skills, expertise and technical resources, has agreed to provide the Services on the terms and conditions set forth in this Contract;

3. the Procuring Agency has received [*or* has applied for] a loan [*or* credit *or* grant] from the *[Insert as appropriate:)]* toward the cost of the Services and intends to apply a portion of the proceeds of this [loan/credit/grant] to eligible payments under this Contract, it being understood that (i) payments will be made only at the request of the Procuring Agency; (ii) such payments will be subject, in all respects, to the terms and conditions of the [loan/financing/grant] agreement, including prohibitions of withdrawal from the [loan/credit/grant] account for the purpose of any payment to persons or entities, or for any import of goods, if such payment or import.

NOW THEREFORE the parties hereto hereby agree as follows:

The following documents attached hereto shall be deemed to form an integral part of this Contract:

- The General Conditions of Contract
- The Special Conditions of Contract;
- Appendices: Appendix
    - Terms of Reference Appendix
    - Key Experts Appendix
    - Remuneration Cost Estimates Appendix)
    - Reimbursable Cost Estimates Appendix
    - Form of Advance Payments Guarantee

In the event of any inconsistency between the documents, the following order of precedence shall prevail: the Special Conditions of Contract; the General Conditions of Contract, including Attachment 1; Appendix A;

Appendix B; Appendix C and Appendix D; and Appendix E. Any reference to this Contract shall include, where the context permits, a reference to its Appendices.

2. The mutual rights and obligations of the Procuring Agency and the Consultant shall be as set forth in the Contract, in particular:

(a) the Consultant shall carry out the Services in accordance with the provisions of the Contract; and

(b) the Procuring Agency shall make payments to the Consultant in accordance with the provisions of the Contract.

IN WITNESS WHEREOF, the Parties hereto have caused this Contract to be signed in their respective names as of the day and year first above written.

For and on behalf of *[Name of Procuring Agency]*

[Authorized Representative of the Procuring Agency – name, title and signature]

For and on behalf of *[Name of Consultant or Name of a Joint Venture]*

[Authorized Representative of the Consultant – name and signature]

[For a joint venture, either all members shall sign or only the lead member, in which case the power of attorney to sign on behalf of all members shall be attached.]

For and on behalf of each of the members of the Consultant [insert the name of the Joint Venture]

[Name of the lead member]

[Authorized Representative on behalf of a Joint Venture]

[add signature blocks for each member if all are signing]

PUBLIC PROCUREMENT REGULATORY AUTHORITY (PPRA) EPADS

Integrity Pact

Integrity Pact

DECLARATION OF FEES, COMMISSION AND BROKERAGE ETC. PAYABLE BYTHE SUPPLIERS OF GOODS, SERVICES & WORKS IN CONTRACTS WORTH RS.10.00 MILLION OR MORE

Contract Number: Contract Value: Contract Title:

Dated:

[Name of Supplier] hereby declares that it has not obtained or induced the procurement of any contract, right, interest, privilege or other obligation or benefit from Government of Pakistan or any administrative subdivision or agency thereof or any other entity owned or controlled by it (GoP) through any corrupt business practice.

Without limiting the generality of the foregoing [Name of Supplier] represents and warrants that it has fully declared the brokerage, commission, fee etc. paid or payable to anyone and not given or agreed to give and shall not give or agree to give to anyone within or outside Pakistan either directly or indirectly through any natural or juridical person, including its affiliate, agent, associate, broker, consultant, director, promoter, shareholder, sponsor or subsidiary, any commission, gratification, bribe, finder's fee or kickback, whether described as consultations fee or otherwise, with the object of obtaining or inducing the procurement of a contract, right, interest, privilege or other obligation or benefit in whatsoever form from GoP, except that which has been expressly declared pursuant hereto.

[Name of Supplier] certifies that it has made and will make full disclosure of all agreements and arrangements with all persons in respect of or related to the transaction with GoP and has not taken any action or will not take any action to circumvent the above declaration, representative or warranty.

[Name of Supplier] accepts full responsibility and strict liability for making and false declaration, not making full disclosure, misrepresenting fact or taking any action likely to defeat the purpose of this declaration, representation and warranty. It agrees that any contract, right interest, privilege or other obligation or benefit obtained or procured as aforesaid shall, without prejudice to any other right and remedies available to GoP under any law, contract or other instrument, be voidable at the option of GoP.

Notwithstanding any rights and remedies exercised by GoP in this regard, [Name of Supplier] agrees to indemnify GoP for any loss or damage incurred by it on account of its corrupt business practices and further pay compensation to GoP in an amount equivalent to ten time the sum of any commission, gratification, bribe, finder's fee or kickback given by [Name of Supplier] as aforesaid for the purpose of obtaining or inducing the procurement of any contract, right, interest, privilege or other obligation or benefit in whatsoever form from GoP.

Performance Guarantee Form

Performance Guarantee Form

To: **Power Planning And Monitoring Company (PPMC) (Power Planing And Monitoring Company (PPMC)), Director Office # 112, 1st Floor, Evacuee Trust Complex, F-5/1, Agha Khan Road., Islamabad Capital Territory**

WHEREAS *[name of Bidder]* (hereinafter called "the Bidder") has undertaken, in pursuance of Contract No. *[reference number of the contract]* dated *[insert date]* for provision of Goods*(*hereinafter called "the Contract").

AND WHEREAS it has been stipulated by you in the said Contract that the Bidder shall furnish you with a Bank Guarantee by a reputable bank for the sum specified therein as security for compliance with the Bidder's performance obligations in accordance with the Contract.

AND WHEREAS we have agreed to give the Bidders guarantee:

THEREFORE, WE hereby affirm that we are Guarantors and responsible to you, on behalf of the Bidder, up to a total of *[amount of the guarantee in words and figures]*, and we undertake to pay you, upon your first written demand declaring the Bidder to be in default under the Contract and without cavil or argument, any sum or sums within the limits of *[amount of guarantee]* as aforesaid, without your needing to prove or to show grounds or reasons for your demand or the sum specified therein.

This guarantee is valid until the: *[insert date]*

Signature and seal of the Guarantors

_____

[name of bank or financial institution]

_____

[address]

_____

[date}

PUBLIC PROCUREMENT REGULATORY AUTHORITY (PPRA) EPADS

Annexure

Financial Proposal

Financial Submission (Vendor)

Document Required

See Form Under Additional Forms and Documents: **Financial Proposal** (page number: 70)

Deliverables

Information (Read-Only)

See Form Under Additional Forms and Documents: **Deliverables** (page number: 71)

Basis for disqualification

Information (Read-Only)

See Form Under Additional Forms and Documents: **Basis for disqualification** (page number: 72)

Guidelines

Information (Read-Only)

See Form Under Additional Forms and Documents: **Guidelines** (page number: 73)

National Electricity Policy 2021

Information (Read-Only)

See Form Under Additional Forms and Documents: **National Electricity Policy 2021** (page number: 74)

National Electricity Plan 2023-27

Information (Read-Only)

See Form Under Additional Forms and Documents: **National Electricity Plan 2023-27** (page number: 94)

Organogram

Information (Read-Only)

See Form Under Additional Forms and Documents: **Organogram** (page number: 193)

Agreement for provision of Services (Indicative)

Information (Read-Only)

See Form Under Additional Forms and Documents: **Agreement for provision of Services (Indicative)** (page number: 194)

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Procurement Forms

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(PPRA)
EPADS

Additional Forms and Documents

Financial Proposal

The consultancy firm shall be required to submit its financial proposal in Pak Rupees, inclusive of all applicable taxes, as follows:

Description of Services	**Amount (PKR)**
1. Organizational Diagnostic	[ ]
2. Role-Based Workload Assessment and Job Evaluation	[ ]
3. Organization Design & Workforce Optimization	[ ]
4. Scenario & Cost Modelling	[ ]
Total A =	**[ ]**
5. Out of Pocket Expenses, if any (Total B)	[ ]
6. Sales Tax on Services (ICT)	[ ]
7. Other applicable taxes, if any (Total C = 6 + 7)	[ ]
Grand Total (A+B+C) =	**[ ]**

PUBLIC PROCUREMENT REGULATORY AUTHORITY (PPRA) EPADS

Deliverables

The Consultant shall submit the following reports/documents:

i. Organizational Diagnostic Report – existing structure, functions, reporting relationships, spans of control and layers, overlaps and inefficiencies.

ii. Role-Based Workload Assessment and Job Evaluation Report – workload analysis and optimum manpower requirement (number of positions) by role and function; role profiles (job descriptions), job evaluation scores, job hierarchy, recommended grading structure, and the job evaluation manual/tool for PPMC's future use.

iii. Organization Design & Workforce Optimization Report – future-state organization structure and position-wise recommendations (retain/redesign/merge/redeploy/abolish/create).

iv. Scenario & Cost Modelling Report – Current and Optimized structure scenarios with establishment (payroll) cost and total rewards (compensation and benefits) benchmarking.

v. Final Consolidated Report / Presentation – summarizing findings, recommendations, and key action points for management/Board approval.

PUBLIC PROCUREMENT REGULATORY AUTHORITY (PPRA) EPADS

Basis for Disqualification

i. Misrepresentation, withholding or concealment of material information.

ii. Failure to disclose or provide any clarification, within the given time, as required by PPMC during the evaluation process, or to intimate any information material to proposal evaluation or composition of the consultancy firm.

iii. Failure to report any material change affecting the proposal after its submission.

iv. Failure of the consultancy firm to submit a proposal in the manner and form provided in this RFP.

v. Any effort by the consultancy firm to influence PPMC in the examination, evaluation, ranking of proposal, and recommendation for award of contract.

vi. Submission of, or participation in, more than one proposal by the same consultancy firm (individually or through a joint venture) all such proposals shall not be considered.

vii. Failure by the consultancy firm to comply with any provision of this RFP.

PUBLIC PROCUREMENT REGULATORY AUTHORITY (PPRA) EPADS

1. Compliance with the applicable laws of Pakistan.
2. Minimum 10 years of related experience of such assignments.
3. Experience of conduct of at least 5 similar assignments (organizational review, workload assessment, job evaluation, or workforce optimization/restructuring) for corporate clients'/government organizations during the last 10 years. A list of clients should be attached.
4. Consultancy firm should be in a position to designate a team comprising a Team Leader (minimum 10 years' experience in HR consulting/organization design) and at least one Team Member (minimum 5 years' HR consulting experience) for this assignment. CVs of the key experts must accompany the proposal.
5. The consultancy firm is not blacklisted or debarred (including cross-debarment) by any Government agency, authority or other regulatory body.
6. The consultancy firm shall undertake that it has no conflict of interest in discharge of the assignment for PPMC, of whatsoever nature, and shall maintain confidentiality of PPMC's data, documents or information it receives during the process.
7. Except for seeking clarifications prior to submission of the proposal, no consultancy firm shall contact PPMC on any matter related to its proposal. Any effort by a consultancy firm, either directly or otherwise, to influence PPMC in the examination, evaluation, ranking of proposals, and recommendation for award of contract may result in rejection of the proposal.
8. The consultancy firm shall be responsible for all administrative, design and production costs.
9. No TA/DA or any other charges in addition to the quoted out-of-pocket expenses shall be paid by PPMC for performing the assignment.
10. Income Tax, Sales Tax and other government taxes will be deducted at source as admissible under applicable tax laws.
11. Procurement will be carried out under the Public Procurement Rules, 2026 and the Procurement of Consultancy Services Regulations, 2010 (to the extent not inconsistent with the Rules), using the Single Stage – Two Envelope procedure (Rule 27(b)) and the Quality & Cost Based Selection (QCBS) method.
12. The consultancy firm shall submit its financial proposal as per Financial Proposal format of this RFP.
13. The proposal which secures the highest evaluated score, in accordance with the evaluation criteria, shall be considered the most advantageous proposal and ranked number one. PPMC shall award the contract to the firm whose proposal is so ranked.
14. The Indicative/Draft contract agreement attached as Annexure will be executed.

Government of Pakistan

National Electricity Policy 2021









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Government of Pakistan

National Electricity Policy 2021

PUBLIC PROCUREMENT REGULATORY AUTHORITY (PPRA) EPADS

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INTERPRETATION OF TERMS

Unless the context otherwise requires, terms used in this National Electricity Policy are assigned the following meaning:

1. **Alternative and Renewable Energy Policy 2019** – The renewable energy policy of the Government of Pakistan, approved by the Council of Common Interests, in the year 2020
2. **BOT –** Build Operate Transfer
3. **BOOT –** Build Own Operate Transfer
4. **CCI –** Council of Common Interests
5. **CTBCM –** Competitive Trading Bilateral Contract Market
6. **DFI –** Development Finance Institution
7. **Government –** The Federal Government of Pakistan
8. **IGCEP –** Indicative Generation Capacity Expansion Plan[1] (the rolling generation capacity expansion plan for future ten years to be prepared under the grid code by the relevant entity and approved by the Regulator every year)
9. **National Electricity Plan –** The Plan to be developed by the Federal Government in terms of Section 14A of the NEPRA Act
10. **National Electricity Policy –** This National Electricity Policy 2021
11. **National Power Policy 2013 –** The National Power Policy of the Government of Pakistan, approved by the Council of Common Interests, in the year 2013
12. **NEECA –** National Energy Efficiency and Conservation Authority
13. **NEPRA Amendment Act –** Regulation of Generation, Transmission and Distribution of Electric Power (Amendment) Act, 2018
14. **NGC –** National Grid Company
15. **PGC –** Provincial Grid Company
16. **Power Generation Policy 2015** – The power generation policy of the Government of Pakistan, approved by the Council of Common Interests, in the year 2015
17. **Provincial Government –** The Government of one of the Provinces
18. **PPP –** Public Private Partnership
19. **R&D –** Research and Development

[1] The IGCEP has not been approved by the Regulator at the time of approval of this policy. For the first iteration, IGCEP assumptions will be approved by the CCI.

20. **Regulator –** National Electric Power Regulatory Authority (NEPRA)
21. **SCADA –** Supervisory Control and Data Acquisition system
22. **SDGs –** Sustainable Development Goals as adopted by the United Nation member states in 2015
23. **SPTL –** Special Purpose Transmission Licensee
24. **TSEP –** Transmission System Expansion Plan (the rolling transmission system expansion plan which may be prepared for one, three, five or ten years into the future under grid code by the NGC and approved by the Regulator, in consultation with the Provincial Governments)

PUBLIC PROCUREMENT REGULATORY AUTHORITY (PPRA) EPADS

1. PREAMBLE

1.1. Supply of reliable, secure, efficient and affordable electricity is one of the primary drivers for sustainable growth of a nation's economy.

1.2. In the past, electricity shortfalls have adversely impacted the socio-economic balance of the country. The Government framed various policies, from time to time, to address such issues, including but not limited to policies for the generation and transmission sectors. The National Power Policy 2013 encompassed all three sub-sectors, i.e. generation, transmission and distribution, and provided policy goals, targets and guidelines for the sector. However, on account of multifarious reasons, the implementation of policy initiatives has focused primarily on the generation sub-sector. Hence, the goals and targets set for the power sector have not been met in totality.

1.3. Lately, the NEPRA Amendment Act has been promulgated to set foundation for the development of an integrated, sustainable and competitive power market. Accordingly, as envisaged in Section 14A of NEPRA Amendment Act, the Government has prepared the National Electricity Policy for the development, reform, improvement and sustainability of the power market and power sector.

1.4. The National Electricity Policy identifies the major goals sought to be achieved for the power sector, and in this respect, provides policy directions. It also provides the key guiding principles to develop subservient frameworks that will steer the decision-making in the power sector to achieve identified goals. However, plans for implementation or specific operational instructions have not been prescribed, which shall be prepared by the Government in the form of periodic National Electricity Plans. Such plans may also provide guidelines for specific initiatives for a particular sub-sector / segment of the power sector.

2. VISION

To ensure universal access of electricity through a self-sustainable power sector, developed and premised on: optimal utilization of indigenous resources; integrated planning approach; efficient, liquid and competitive market design; and affordable & environment friendly outcome for the consumers.

3. GOALS FOR THE POWER SECTOR

Access to affordable, secure and sustainable energy are the broad and overarching goals, attainment of which will crystallize the vision of the Government for the power sector. None of these goals is subservient to any other; all actions taken pursuant to this National Electricity Policy will ensure balanced implementation that does not prejudice any one goal for achieving any of the others, while ensuring alignment with the SDGs. In discharging their respective functions, the Government, the Regulator and all sector entities, including provincial entities, will be guided by these goals so

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as to overcome the challenges and impediments faced by the power sector and to devise future plans of action.

3.1. ACCESS TO AFFORDABLE ENERGY

3.1.1. Accessibility of electric supply to all areas, including rural areas, at affordable rates is the cornerstone of socio-economic development. Making power available, when it is not affordable, has limited value. The Government shall strive to ensure that electricity is accessible to all consumers at rates which commensurate with their ability to pay, coupled with development of an efficient and liquid market design. A liquid market design and affordable supply of electricity would also contribute vastly to the financial turnaround and commercial viability of the power sector.

3.2. ENERGY SECURITY

3.2.1. Energy security, including uninterrupted availability of energy sources, is an essential goal for the power sector. The Government shall endeavor to diversify the fuel mix of the generation capacity in the country, through optimal utilization of energy resources, such as hydro, renewable sources, coal, natural gas and nuclear.

3.3. SUSTAINABILITY

3.3.1. The sustainability of the power sector is of paramount importance, and all sector entities shall strive to take such steps as are required to ensure such sustainability. This shall include: measures to minimize environmental degradation, technical and operational sustainability, integrated development of the power sector, and financial self-sustainability, including progressive elimination of circular debt. The energy intensity optimization, coupled with enhanced energy efficiency and conservation measures, will also contribute towards overall sustainability.

4. KEY GUIDING PRINCIPLES

Six principles shall inform the actions and plans for the power sector so as to enable it to achieve the goals identified above:



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4.1. EFFICIENCY

4.1.1. Efficiency will be progressively increased across the entire value chain of the sector. This will be done, broadly, by gradually improving efficiency in the generation fleet and system operations, optimum utilization of the fuel base, reduction in Transmission and Distribution (T&D) losses and improvement in collections, demand side management, conservation, sound governance practices including decentralization, etc.

4.2. TRANSPARENCY

4.2.1. Transparency is one of the core values of the power sector and is a sine qua non to attract investment. Transparency also enhances consumer confidence, and resultantly, improves the liquidity of the sector. Transparency will be ensured through a predictable policy framework, uniform application of regulatory framework, elimination of institutional conflict of interest, automation & digitization of processes and adopting best practices for dissemination of authentic and timely information to all the stakeholders.

4.3. COMPETITION

4.3.1. Competition contributes towards improving quality, increasing efficiency and reducing costs. Enhancement of competition in the sector will provide steppingstones for transition into a competitive wholesale market. Competition shall be the cornerstone for development and operations of the entire value chain of the power sector.

4.4. FINANCIAL VIABILITY

4.4.1. Sustainability of the entire power sector pivots around the financial and commercial viability of its individual sub-sectors. This will be done by:

a. promoting investments on least cost basis balanced with development in the underserved areas;
b. having cost-reflective tariffs in transmission and distribution, to the extent feasible;
c. timely passing of costs to the consumers, while netting off any subsidies funded by the Government; and
d. recovery of costs arising on account of open access, distributed generation, etc.

4.5. INDIGENIZATION, RESEARCH & DEVELOPMENT

4.5.1. A multi-pronged approach for indigenization will be adopted, which shall include promoting local content, transfer of technology, and R&D across the value chain of the power sector. This may also include Government to Government and Business to Business agreements, through which the Government or private entities / parties in Pakistan shall promote transfer of technology. Further, steps will be taken to facilitate creation of development funds to support domestic R&D as well as resources needed for augmentation of indigenous capacity.

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4.6. Environmental Responsibility

4.6.1. Environmental responsibility is recognized worldwide as a vital pillar to ensure the overall sustainability of a power sector. Therefore, all aspects of the sector shall be guided by environmental targets benchmarked with international commitments, including carbon footprints (decarbonization) and emission targets for the sector in line with Pakistan's commitment to reduce and limit greenhouse gas emissions.

5. Policy Areas for the Power Sector

The National Electricity Policy identifies nine areas of the power sector, in which all actions shall individually and collectively be aimed at attaining the above-mentioned goals by applying the key guiding principles, thereby, achieving the vision for the power sector.

5.1. Generation

5.1.1. Sustainable development of the power sector requires that despite varying seasonal energy requirements, sufficient generation capacity be made available to cater for the peak demand of the country. The sharing of investment risks and rationalization of related returns in view of applicable market conditions shall inform the generation capacity additions. Such additions shall also reflect principles of integrated, coordinated and sustainable supply of electricity (detailed in Section 5.8), with the aim of optimal utilization of resources across the entire value chain. Expansion in generation capacity shall be only on competitive and least cost basis (except for strategic projects, for which: (a) the qualification and methodology shall be provided in the National Electricity Plan, (b) the Government, in consultation with the Provincial Governments, shall approve such projects on case-to-case basis and (c) the relevant sponsoring Government / Provincial Government shall provide the funding to bridge the incremental cost (beyond least cost) of any such project). Further, in order to determine the basis of least cost and to ensure that the consumer gets the cheapest electricity, while ensuring levelized tariff for different fuels/technologies, the Government shall conduct necessary consultations with the Provincial Governments on parameters / basis / assumptions at the time of development of generation framework.

5.1.2. The generation mix for the sector shall gradually reduce reliance on imported fuels and shall move towards optimal utilization of local resources such as coal, hydro, renewable sources, local gas, and nuclear. Such generation mix decisions will be made as per system of integrated planning (detailed in Section 5.8), with the aim of transitioning towards a more clean, affordable and secure generation mix.

5.1.3. Only run-of-river hydropower projects i.e., where irrigation, flood control & seasonal storage are not involved, will be developed, unless otherwise specifically permitted by the Government in consultation with the concerned Province and with the approval of the CCI. The run-of-river projects may have some ponding facility for absorption of daily flow fluctuation and for daily peaking operation of the power plant. The project should be designed and implemented with a view of optimum utilization of potential of the site.

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5.1.4. Nuclear generation capacity additions, subject to provisions stipulated in Section 5.1.1, shall be incorporated in the IGCEP on the basis of cross-sectoral decisions by way of consultative process, taking into account *inter alia,* economics of generation, resultant tariff, and demand of the sector.

5.1.5. A sustainable renewable energy market shall be developed, with a progressively increasing share in power generation as per the IGCEP based on least cost principle. For such market development, zone-based renewable resource assessment shall be carried out to identify / prioritize renewable zones on the basis of, *inter alia,* optimized levelized cost and firm capacity. Future procurement of renewable generation will be based on such assessments. The emphasis shall be on introducing measures to encourage and promote transfer of technology, so that local capabilities are developed for the renewable energy market.

5.1.6. Effective utilization of local coal and gas resources shall be promoted for power generation on the principles of least cost and competition.

5.1.7. Distributed generation, including net-metering additions, shall conform to the integrated planning for the sector. Steps will be taken to integrate distributed generation in sector-level planning to ensure its sustainability.

5.1.8. Existing public-sector thermal plants shall be reviewed and assessed for privatization, leasing or other options for their possible future integration in the wholesale electricity market, or retirement. The mechanism for assessment and subsequent implementation roadmap shall be stipulated in the National Electricity Plan. Such implementation mechanism shall account for the social aspects of employee related matters including, but not limited to relocations, absorption in other public sector companies, continuation of employment for specified periods on the same terms and conditions, etc.

5.1.9. This National Electricity Policy shall prevail over the Power Generation Policy 2015 to the extent of any conflict or inconsistency. The remaining policy directives of the Power Generation Policy 2015 shall continue to remain in field till the same is superseded by a revised generation policy to be approved by the CCI.

5.1.10. Subject to Article 157(2) of the Constitution, the Provincial Governments may make their own electricity policies (including generation, transmission & distribution) and execute related projects within their boundaries without the requirement of selection by IGCEP, as long as such projects are not connected to the national grid and do not impose any obligation on any Federal Government entity. Such projects can subsequently be connected to the national grid, subject to the consent of the Federal Government, based on the principle of least cost and selection by IGCEP.

5.1.11. Subject to Alternative and Renewable Energy Policy 2019, as amended from time to time, the concerned Government entity may issue a letter of support to the projects, that have been issued letters of intent by the Provincial Governments till June 20, 2021, and intend to sell electricity to a Government entity, if such projects are selected by IGCEP.

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5.2. TRANSMISSION

5.2.1. The transmission network serves as the backbone for a sustainable and secure sector, which enables delivery of affordable electricity. Efforts shall be made for development of a robust transmission network which complements generation plans for smooth dispersal of power between generating stations and load centers. Such integration will ensure smooth operations of the power sector, while avoiding congestions and blackouts / brownouts.

5.2.2. Subject to Article 157(2) of Constitution of Pakistan and law, the Provincial Governments shall have the powers to construct grid stations, lay transmission lines, and engage in the transmission of electric power within the territorial limits of such Province. Wherever the Province intends to connect its transmission system to the national grid, the NGC will be solely responsible for the centralized TSEP. The TSEP shall provide for integration of the national and provincial transmission systems. For such integration, the PGCs and SPTLs shall coordinate with the NGC and provide all relevant data required by the NGC, at the conception stage prior to any execution, to prepare the TSEP. The NGC, PGC and SPTL, while discharging their respective responsibilities, shall ensure compliance with TSEP approved by the Regulator.

5.2.3. Different financing or investment options may be explored by the NGC to facilitate expansion of the transmission network, including financing / investment by Provincial Governments, PPP models and Government to Government arrangements. All developments under the PPP model will be carried out on competitive basis, providing equal opportunity to all interested parties.

5.2.4. The transmission network operator may be restructured or reformed so as to achieve the policy directives set forth herein, or through any instrument or design developed / approved in pursuance of this National Electricity Policy.

5.2.5. Information related to the approved TSEP shall be made public by the NGC on a timely basis.

5.3. DISTRIBUTION AND SUPPLY

5.3.1. The distribution segment is the interface of the entire sector with the consumers of electricity. The financial viability of the entire sector is premised on the efficient operations of the distribution system and timely recoveries from consumers. The existing operations have resulted in non-recovery of costs determined by the Regulator (in addition to operational costs over and above the revenue requirement determined by the Regulator), leading to accumulation of circular debt, thus threatening the sustainability of the entire sector.

5.3.2. So as to ensure and put in place efficient tariff structures for sufficient liquidity in the power market, the target for losses and collections shall be revisited by the Regulator, in order to align the same with the current market realities. These targets shall be reflected in the determinations of the Regulator. Moreover, timely recovery of bad debt that is prudent shall be allowed by the Regulator with the incorporation of facilitative provisions in the regulatory framework as per industry practices and procedures.

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5.3.3. For the purpose of assistance to the relevant entities in achieving such benchmarks / targets, appropriate interventions from other state entities as well as Provincial Governments shall be sought in a timely manner. Provincial Governments shall provide all necessary support to the power sector entities for, inter alia, recoveries, bill collection, theft detection and legal procedures / actions. Specific measures shall also be introduced for accountability of staff of the distribution companies, with the aim of meeting such benchmarks / targets determined by the Regulator. Further, in order to reduce the menace of circular debt, the Government will institutionalize anti-theft initiatives and efficient recovery systems with the support of law enforcement agencies.

5.3.4. In order to ensure implementation of duly approved efficient market design, and accordingly, to promote development of market, the Regulator shall ensure that the electric power supplier undertakes and performs its duties and responsibilities such that they are compatible with the principles provided in the approved market design. The state-owned distribution companies may be restructured or reformed so as to achieve the objectives set forth herein, or in any instrument or design developed / approved in pursuance of this National Electricity Policy.

5.3.5. In order to turnaround the performance of state-owned distribution companies, a strategic roadmap shall be developed by each of them, with the inputs and consultation of the Ministry of Energy (Power Division). The roadmap shall entail interventions for improvement of corporate governance, technical capabilities, safety, and commercial performance. The roadmap shall set out clear activities, and milestones to be achieved, with timely performance evaluations. The Ministry of Energy (Power Division) or its designated entity shall also be responsible for monitoring the performance of state-owned distribution companies in the context of the roadmap approved.

5.3.6. Different financing or investment options may be explored by the State-owned distribution companies for expansion of the distribution network, including financing / investment by Provincial Governments or DFIs, PPP models (only on BOT & BOOT basis) and Government to Government arrangements. All developments under the PPP model will be carried out on competitive basis, providing equal opportunity to all interested parties. All network expansion by distribution companies should be carried out in accordance with the distribution investment plans approved by the Regulator and, where applicable, shall be duly aligned with the IGCEP and TSEP.

5.3.7. State-owned distribution companies shall explore options, including use of technology and outsourcing of functions for improving administrative losses and collections.

5.3.8. The State-owned distribution companies shall make publicly available the forecasts, transmission and distribution plans and information regarding network constraints.

5.4. SYSTEM OPERATIONS

5.4.1. Effective and efficient performance of system operations is crucial for the power sector, as it enables safe, reliable, non-discriminatory and economic dispatch of

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electric power from generation companies. Per key guiding principles, actions shall be taken to ensure the integrity of system operations.

5.4.2. Power allocation / distribution from the power pool to state-owned suppliers or any other entity shall continue in accordance with the existing power pool allocation mechanism, or as may subsequently be provided for in the National Electricity Plan.

5.4.3. The system operator may be restructured or reformed so as to achieve the objectives set forth herein or in the Plan, or in any instrument or design developed / approved in pursuance of this Policy.

5.4.4. The functions of system operator shall be carried out through IT-based automated systems. This will promote transparency in system operations, leading to safe, reliable and non-discriminatory economic dispatch.

5.4.5. SCADA and other associated systems which are necessary to integrate higher share of renewable energy sources in the generation mix will be upgraded.

5.4.6. Information related to short term forecasts, transmission congestions, loading and available capacity of transmission lines, dispatch based on unit commitment, market prices, reserves and all information that is necessary for implementation of competitive wholesale market shall be made public by the system operator.

5.5. MARKET DEVELOPMENT AND OPERATIONS

5.5.1. The efficient and liquid power market design, as approved by the Regulator (CTBCM), will contribute for attaining the policy goals. The approved wholesale market design ensures the following objectives:

a. providing open access to all market participants on a non-discriminatory basis;
b. creating an environment to attract investment;
c. contribute in improving power sector security of supply;
d. ensuring further evolution of wholesale market to advanced phases;
e. promoting competitive arrangements, both for and in the market;
f. promoting payment discipline among market participants;
g. eliminating sovereign guarantees for purchase of power over time through improvement in market conditions;
h. ensuring compatibility of wholesale market design for operation of retail market in the future;
i. ensuring transparency, predictability and accountability in the market; and
j. creating an environment for compatibility / participation in regional electricity market.

5.5.2. The approved wholesale market design, its implementation and subsequent development takes into account the following:

a. enabling the choice of changing supplier of electricity, initially only for large or Bulk Power Consumers, followed by gradual liberalization of the retail market;

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b. creating incentives to promote entry and sustainability of the most efficient generation in the system;
c. no anomalies shall be created that allow any participant to take undue advantage of market conditions;
d. creating minimum burden for the government in the form of subsidies through liberalization of the market;
e. maintaining investor confidence by honoring the existing contracts (Energy / Power Purchase Agreements) and / or seamless transition of such contracts in the market design by mutual consent;
f. providing a level playing field to all market participants through uniform application of cross-subsidization and other grid charges to consumers of all suppliers;
g. the Government shall take a decision on the recovery of costs that arise due to advent of the open access and market liberalization;
h. ensuring open access to information and undertaking other transparency measures in the market especially providing for credible and independent service providers in the market;
i. standardizing trading instruments to enhance liquidity;
j. commercialization of strategic projects;
k. ensuring proper settlement mechanisms for the imbalances resulting from trade among different market participants;
l. ensuring accountability of market participants to bring discipline in the market;
m. building on experiences of international market development and local market conditions;
n. allowing, through simple regulatory adjustments, the future evolution towards increasing competition for and/or in the market; and
o. fair allocation of risks amongst market participants.

5.5.3. The market operator is responsible for the development/ evolution of the wholesale market, in consultation with the stakeholders, subject to approval by the Regulator.

5.5.4. In order to ensure implementation of wholesale market design and its further evolution, the Regulator shall in a timely manner frame, modify and evolve regulatory framework for, inter alia, supply, procurement, open access / wheeling, competitive bidding, import of power, and ensure effective market monitoring and enforcement. Provided that after implementation of CTBCM, every transmission licensee and distribution licensee shall offer, to all market participants, non-discriminatory open access / wheeling to its respective transmission or distribution system and interconnection services in accordance with CTBCM on the terms determined under the policy and legal framework.

5.5.5. The market operator may be restructured or reformed so as to achieve the objectives set forth herein, or in any instrument or design developed / approved in pursuance of this National Electricity Policy.

5.5.6. The Regulator shall also ensure that the market operator publishes all information that is necessary for operations of competitive wholesale market.

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5.6. COST OF SERVICE, TARIFF AND SUBSIDIES

5.6.1. Financial sustainability of the sector is premised on the recovery of full cost of service, to the extent feasible, through an efficient tariff structure, which ensures sufficient liquidity in the sector.

5.6.2. The Regulator shall align adjustments in generation-end tariff with the consumer-end tariff, which shall be submitted by the licensees and determined by the Regulator in a timely manner, in respect of both quarterly and monthly adjustments.

5.6.3. In view of various parameters, including (a) the socio-economic objectives; (b) budgetary targets in field; and (c) recommendations of the Regulator with respect to consumer-end tariff for each state-owned distribution company, the Government may continue to propose uniform tariff across the consumers and regions. In pursuance thereto, the Regulator shall, in public consumer interest, determine a uniform tariff (inclusive of quarterly adjustments) for all the state-owned distribution companies. Additionally, Government may maintain a uniform consumer-end tariff for K-Electric and state-owned distribution companies (even after privatization) through incorporation of direct / indirect subsidies.

5.6.4. In due course, financial self-sustainability will eliminate the need for Government subsidies (except for any subsidies for lifeline, industry or agriculture consumers, as per prevailing Government considerations). The subsidies that are to be provided by the Government shall be released in a timely manner to contribute to the financial sustainability of the power sector.

5.6.5. The Regulator, in order to ensure liquidity of the power sector, provide a level playing field for the development of wholesale market and to facilitate prudent projects of the Government, may impose additional charge(s) which shall be deemed to be costs incurred by the distribution companies / electric power supplier(s). Such additional charge may take into account the sustainability, socio-economic objectives and commercial viability of the sector, affordability for the consumers and the policy of uniform tariff. Similarly, the Government may also incorporate, in the consumer-end tariff, any surcharge imposed by it, which shall also be deemed to be cost incurred by the distribution companies / electric power supplier(s) and shall be collected by them in discharge of their public service obligations.

5.6.6. Distributed generation is a growing and recognized phenomenon in electricity markets worldwide. The Regulator will devise facilitative guidelines for registration of distributed generation (i.e., consumers connected to the grid) with distribution companies. Such registration process shall enable incorporation of distributed generation in integrated planning and demand projections by the concerned entities. Further, the Regulator shall devise roadmap for the progressive elimination of licensing requirements for distributed generation.

5.6.7. The Regulator will provide for recovery of costs arising on account of distributed generation and open access in the consumer-end tariff, as decided by the Government. Further, the Government may announce, from time to time, various concessional packages to incentivize additional consumption to minimize such costs.

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5.7. ENERGY EFFICIENCY AND CONSERVATION

5.7.1. Energy conservation and efficient use of energy are effective tools to manage the demand / supply of electricity and can lead to improved energy intensity index. The cost of one megawatt-hour saved through energy efficiency and conservation is much lower than the corresponding cost of generating one megawatt-hour. Accordingly, concerted efforts shall be made to promote efficiency and conservation measures, which shall serve as a first fuel for the above purpose.

5.7.2. All relevant power sector entities will ensure strict compliance and enforcement of the efficiency standards and conservation measures set out by National Energy Efficiency and Conservation Authority (NEECA). In order to facilitate discharge of functions by NEECA, the power sector entities shall assist, inter alia, in the following:

a. implementation of strategic plan;
b. relevant quantitative or techno-economic analysis;
c. any relevant survey, surveillance, monitoring, inspection and / or energy audits;
d. electrical consumption statistics and / or assessments;
e. inputs required for the development of schemes, processes, standards, codes, product labels of equipment and appliances;
f. any input and / or feedback related to demand side management;
g. relevant inputs required to prepare or update national energy conservation policy and / or program(s); and
h. inputs required for identification of relevant opportunities and technology demonstrations, undertaking pilot projects, information and outreach, training and education, and conservation best practices.

5.7.3. In order to promote efficient use of available resources, the Regulator, in collaboration with NEECA, will promote incentive-based demand participation mechanism through regulatory framework.

5.8. INTEGRATED PLANNING

5.8.1. To meet the existing and future energy needs of the country, power sector planning will be integrated with the energy value chain. Accordingly, Ministry of Energy shall, henceforth, develop the future integrated energy plan on sustainable basis. In this regard, the corresponding transitional roadmap, structural adjustments and institutionalization shall be effectuated within one year from the notification of this National Electricity Policy. The developed integrated energy plan, and accordingly, the principles stated therein, including vis-à-vis fuel mix, shall be reflected in the frameworks established under this National Electricity Policy and in the investment & power acquisition programs of the licensees. This will enable achievement of the stated policy goals.

5.8.2. As an immediate step, the IGCEP[1] (the rolling generation capacity expansion plan for future ten years to be prepared under the grid code by the relevant entity and

[1] The IGCEP has not been approved by the Regulator at the time of approval of this policy. For the first iteration, IGCEP assumptions will be approved by the CCI.

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approved by the Regulator every year) shall be approved by the Regulator, after public hearing and consultation with stakeholders, particularly Provincial Governments. NGC shall submit the TSEP (the rolling transmission system expansion plan which may be prepared for one, three, five or ten years into the future under the grid code by the NGC and approved by the Regulator) in support of the IGCEP to the Regulator for approval. The IGCEP and TSEP shall be followed and implemented by all stakeholders (including one-window facilitators set-up by the Federal and Provincial Governments), which shall be updated on an annual basis or as may be stipulated in the National Electricity Plan.

5.8.3. To ensure access to affordable supply of electricity, the criteria for the inclusion of transmission cost for candidate generation projects may be considered in the National Electricity Plan in consultation with the Provincial Governments. Such criteria shall be approved by the CCI.

5.8.4. Future procurement of electricity will be in accordance with the IGCEP and TSEP, pursuant to applicable policy / framework and regulatory stipulations.

5.8.5. Necessary provisions for export of power shall be incorporated in the integrated planning and framework(s) developed under this National Electricity Policy.

5.8.6. Generation & transmission expansion planning and system operations for the K-Electric shall be progressively integrated in the system to meet the policy goals. The roadmap shall be stipulated in the National Electricity Plan, or through a design or instrument developed / approved in pursuance of this National Electricity Policy.

5.8.7. The Government aims for progressive elimination of load shedding in all areas, including rural areas, for consumers who pay their electricity bills, in accordance with the legal framework of the country. Further, in order to promote electricity access to areas where grid expansion is financially unviable, off-grid and micro-grid solutions will be explored. Integrated planning shall provide for rural electrification and provision of electricity to unserved areas of the country.

5.8.8. The Regulator shall publish on its website the approved IGCEP, TSEP and distribution investment plans.

5.9. GOVERNANCE

5.9.1. Good governance is a pre-requisite for efficient and sustainable performance of any entity, and eventually contributes towards sustainability of the entire power sector. All sector entities and stakeholders shall adopt principles of transparency, fair play, and good governance in their decisions and operations.

5.9.2. The processes and decision-making time at the ministerial level, as well as related departments and sector entities, shall be optimized to contribute towards efficient operations. Additionally, all entities having their own corporate existence and being managed by their own board of directors shall act transparently in accordance with the approved strategic framework.

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5.9.3. Board of directors of state-owned entities shall be appointed in accordance with the corporate governance rules. All appointments to the board of directors shall be on merit. Performance benchmarks shall be established for the entities, and performance of the boards will be reviewed against such benchmarks.

5.9.4. The Government shall explore various options of privatization to improve the efficiency of the state-owned entities, where applicable.

5.9.5. An independent assessment of regulatory past performance will be carried out under the Authority of CCI, no later than one year from the notification of this National Electricity Policy, and subsequently after every four years, with the aim of identifying actions and capacity-building measures to improve the Regulator's abilities to cope with the emerging challenges in the sector and minimizing regulatory lag, in line with integrated planning mechanisms for the sector. Principles and broad contours for such assessment shall be provided for in the National Electricity Plan.

5.9.6. Performance standards, codes and other regulatory frameworks will be updated so that they can realistically be followed.

6. POLICY IMPLEMENTATION

6.1. IMPLEMENTATION

6.1.1. The success of a policy is dependent on its effective implementation. To achieve the goals of this National Electricity Policy, it is necessary that appropriate plans, frameworks, guidelines and mechanisms are formulated, from time to time, to provide the operational tools for implementation.

6.1.2. This National Electricity Policy serves as the overarching umbrella for reform, development, improvement and sustainability of the power sector. In furtherance of the same, the Government will, with the mutual consultation of Provincial Governments, prepare a National Electricity Plan. The National Electricity Plan will be a five-year plan with fifteen years' perspective.

6.1.3. The National Electricity Plan shall provide guidelines, implementation mechanisms and tools for the realization of the policy goals for the power sector. It will entail high-level tasks, timelines and responsibilities of respective sector entities to meet policy directives. Pursuant to the National Electricity Plan, the Government may issue specific frameworks to facilitate implementation in a particular sub-sector. Any provision of the National Electricity Plan that is inconsistent with the National Electricity Policy shall be void.

6.2. MONITORING

6.2.1. Ministry of Energy (Power Division) shall be responsible, among other matters, for monitoring the implementation of the National Electricity Policy and National Electricity Plan.

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6.2.2. All respective entities (federal/provincial) will provide a progress report on quarterly basis to the Ministry of Energy (Power Division) with respect to such aspects of the National Electricity Policy and National Electricity Plan that fall within their domain.

6.2.3. The Ministry of Energy (Power Division) will review and monitor the progress of implementation of the National Electricity Policy and National Electricity Plan. In the event such review indicates that there should be meaningful interaction of the power sector with other sectors, so that the National Electricity Policy is implemented in its true perspective, then the Ministry of Energy (Power Division) will collaborate with such other sectors / ministries for alignment of the power sector initiatives, and such ministries will facilitate fulfillment of the vision of the National Electricity Policy. Accordingly, Ministry of Energy (Power Division) will review progress on quarterly basis, and a detailed report on the progress and implementation status of the National Electricity Policy will be submitted on annual basis to CCI.

6.2.4. For the purposes of Section 6.2 and 5.3.5, the Ministry of Energy (Power Division) may designate any entity (or entities) to perform the tasks assigned under these sections.

6.3. APPLICABILITY, REVIEW AND UPDATING

6.3.1. The National Electricity Policy shall come into force immediately. Existing policies of the Government in the power sector, to the extent that they are not in conflict with the National Electricity Policy, shall continue to remain in field, till such time that revised policy frameworks are prescribed, or the existing policies are amended /modified by the Government. National Power Policy 2013 shall be repealed with the notification of this National Electricity Policy.

6.3.2. The Government, on its own motion or on the request of the Provincial Government, may review and propose revisions/amendments in the National Electricity Policy from time to time to CCI.

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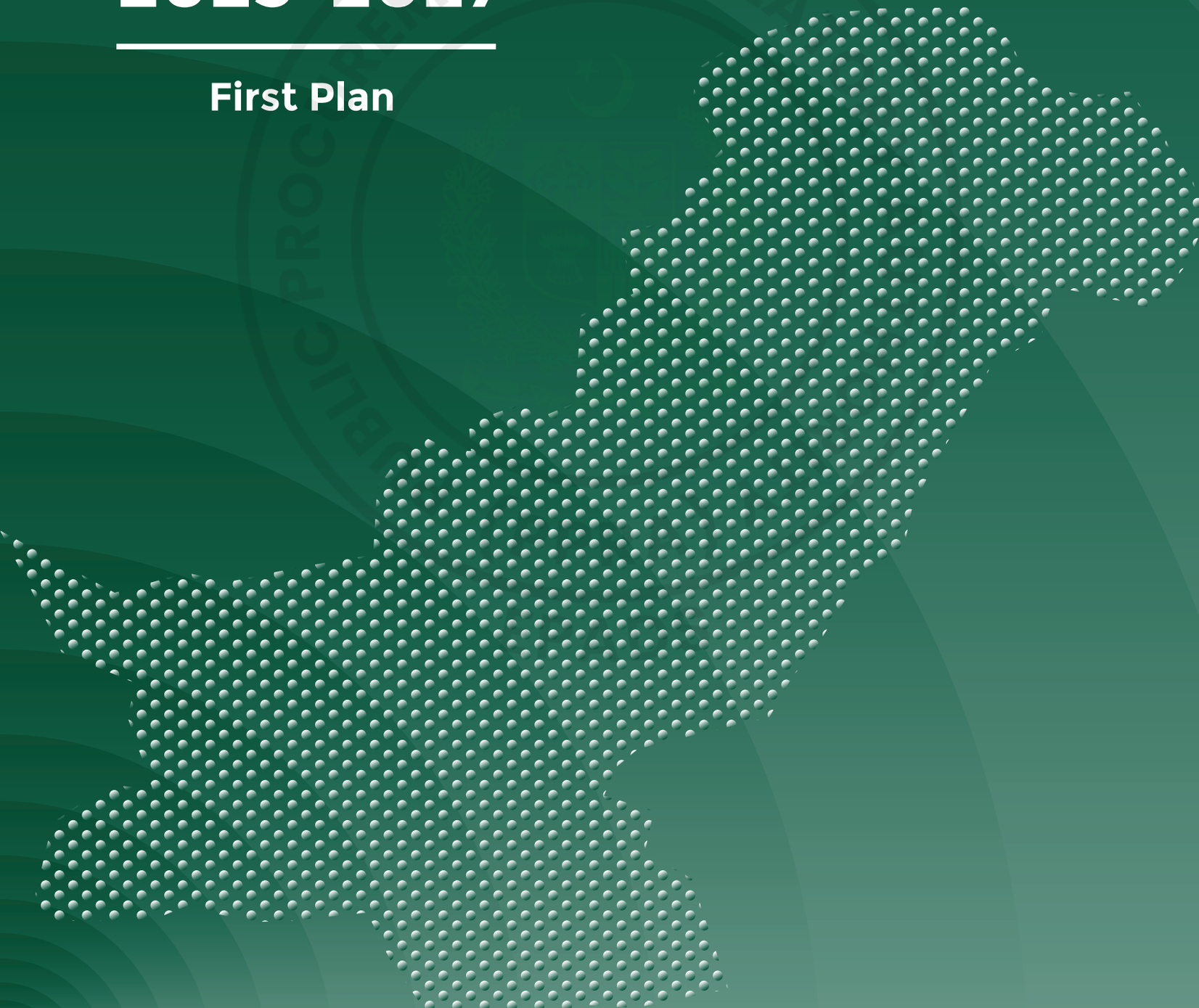
Ministry of Energy (Power Division)
A–Block, 2nd Floor, Pakistan Secretariat,
Islamabad, Pakistan

Ministry of Energy
(Power Division)

National Electricity Plan 2023-2027

First Plan



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PUBLIC PROCUREMENT REGULATORY AUTHORITY
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National Electricity Plan 2023-2027

First Plan

PUBLIC PROCUREMENT REGULATORY AUTHORITY (PPRA) EPADS

SRO No. 1284 dated 13th September, 2023

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Interpretation of Terms

Unless the context otherwise requires, terms used in this National Electricity Plan are assigned the following meaning:

AEDB	Alternative Energy Development Board
AMI	Advanced Metering Infrastructure
ARE Policy 2019	The Alternative and Renewable Energy Policy of the Government
AT&C losses	Aggregate Technical & Commercial losses
BoD	Board of Directors
BTU	British Thermal Unit
CASA-1000	Central Asia South Asia Electricity Transmission and Trade Project
CCI	Council of Common Interests
CCoE	Cabinet Committee on Energy
CER	Central Electrification Registry
CMOD	Commercial Market Operation Date
CNIC	Computerized National Identity Card
COD	Commercial Operation Date
CoE	Center of Excellence
CPEC	China–Pakistan Economic Corridor
CPPA-G	Central Power Purchasing Agency (Guarantee) Limited
CPRD	Central Platform for Research and Development
CTBCM	Competitive Trading Bilateral Contract Market
DERs	Distributed Energy Resources including distributed generation, storage etc.
Designated Entity	The entity or entities designated by Ministry of Energy (Power Division) to perform the functions envisaged under this National Electricity Plan
DFI	Development Finance Institution
DIIP	Distribution Integrated Investment Plan
DISCOs	Distribution companies engaged in distribution and last resort supply business, including but not limited to XW-DISCOs and K-Electric
DSM	Demand Side Management
ECD	Electricity-CNIC Database
EDB	Engineering Development Board
EE&C	Energy Efficiency & Conservation
EPRC	Energy Planning & Resource Centre
ERP	Enterprise Resource Planning
ESG	Environmental, Social and Governance
EV	Electric Vehicle
FFCA	Forward-looking Fuel Cost Adjustment
FOREX	Foreign Exchange
FRDP	Five-Year Research and Development Program

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FY	Fiscal Year, i.e., the year beginning on 1st of July and ending on 30th of June following
GCISE	Global Change Impact Studies Centre
GENCO	Government owned generation company
GHG	Green House Gas
GIS	Geographic Information System
Government	The Federal Government of Pakistan
HVAC	High Voltage Alternating Current
HVDC	High Voltage Direct Current
HV&SC Laboratory	High Voltage and Short Circuit Laboratory
IAA	Independent Auction Administrator
ICT	Information and Communication Technology
IEP	Integrated Energy Plan
IGCEP	Indicative Generation Capacity Expansion Plan
IPP	Independent Power Producer
LCV	Least Cost Violation, i.e., incremental cost (beyond least cost)
LTTP	Long Term Transmission Plan
Market Operator	The entity licensed as a 'market operator' under NEPRA Act
MDI	Maximum Demand Indicator
MIRAD	Market Implementation and Regulatory Affairs Department
MoCC	Ministry of Climate Change
MoE (Power Division)	Ministry of Energy (Power Division)
MoE (Petroleum Division)	Ministry of Energy (Petroleum Division)
MoF	Ministry of Finance
MoIP	Ministry of Industries & Production
MoNFS&R	Ministry of National Food Security & Research
MoPD&SI	Ministry of Planning Development & Special Initiatives
MoST	Ministry of Science & Technology
NADRA	National Database & Registration Authority
National Electricity Policy	CCI approved National Electricity Policy of the Government
NEAR	National Electricity Access Report
NE-Plan or National Electricity Plan	This first National Electricity Plan
NEECA	National Energy Efficiency and Conservation Authority
NEPRA Act	Regulation of Generation, Transmission and Distribution of Electric Power Act, 1997, as amended from time to time
NGC	National Grid Company, licensed under NEPRA Act
NITB	National Information Technology Board
NOC	No Objection Certificate
NSER	National Socio-Economic Registry as developed by PASS Division
OGRA	Oil & Gas Regulatory Authority
PASS Division	Poverty Alleviation and Social Safety Division of the Government
PBS	Pakistan Bureau of Statistics

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PGC	Provincial Grid Company, licensed under NEPRA Act
PGP 2015	The Power Generation Policy of the Government
PIS	Power Information System
PITC	Power Information Technology Company
PMS	Power Market Survey
Provincial Government	The government of one of the provinces
PPMC	Power Planning and Monitoring Company
PPIB	Private Power and Infrastructure Board
PSIP	Power Sector Indigenization Plan
R&D	Research and Development
Regulator	National Electric Power Regulatory Authority (NEPRA)
RLNG	Re-gasified Liquefied Natural Gas
SBP	State Bank of Pakistan
SCADA	Supervisory Control and Data Acquisition system
SPTL	Special Purpose Transmission Licensee, licensed under NEPRA Act
SRAR	Strategic Risk Assessment Report
SRMU	Strategic Risk Management Unit
STP	Secondary Transmission Plan
Supplier of Last Resort	Supplier of last resort as provided in approved market design (CTBCM)
System Planner	The entity performing function of system planning under NEPRA Act
System Operator	The entity performing function of system operations under NEPRA Act
Transmission Line Policy	Policy Framework for Private Sector Transmission Line Projects 2015
TSEP	Transmission System Expansion Plan
UNE program	Universal National Electrification program
XW-DISCOs	Existing state-owned distribution companies, as restructured or privatized from time to time

PUBLIC PROCUREMENT REGULATORY AUTHORITY (PPRA) EPADS

Message from the Minister

I am delighted to introduce the National Electricity Plan 2023-27 (NE-Plan), a monumental achievement in addressing the pressing challenges confronting Pakistan's power sector. Our nation has long grappled with energy security, affordability, and environmental sustainability issues. The NE-Plan emerges as a comprehensive roadmap, offering meaningful solutions. Its primary goal is the complete overhaul of the power sector value chain, encompassing generation, transmission, and distribution. This holistic approach underscores our commitment to addressing long-standing issues that have hindered the sector's growth and stability.

The NE-Plan, ratified by the Cabinet, goes beyond a mere document; it is a dynamic blueprint for resolving the intricate problems within the power sector. It provides a well-defined action plan with clear timelines and tangible targets. This plan places paramount importance on social protection by ensuring the affordability of electricity, expanding electrification to even the most remote regions, and fostering economic stability through localization and self-sufficiency measures. In a nation where millions depend on reliable electricity for their livelihoods, the NE-Plan strategically emphasizes subsidy rationalization and financial viability.

The NE-Plan is a promise to the people of Pakistan—a pledge to transform our power sector, illuminate homes, and fuel progress and prosperity. Together, we will diligently implement this plan, ushering in the much-needed reforms that will ensure our nation's energy needs are met efficiently, sustainably, and inclusively.

Acknowledging the gravity of the challenges we face, it is only right to express my sincere appreciation for the team and all related stakeholders. Their relentless efforts have provided a foundation upon which we can build a more robust and sustainable power sector. Their collective efforts have been instrumental in shaping a plan that holds the promise of reforming our power sector comprehensively.

Muhammad Ali

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Message from the Secretary

With great satisfaction and a profound sense of accomplishment, I present the first National Electricity Plan 2023-27 (NE-Plan) to all of you. This comprehensive plan signifies a step towards achieving sustainability in the power sector, a pre-requisite for the economic stability and prosperity of Pakistan.

The plan outlines the implementation framework for the National Electricity Policy 2021 under the umbrella of six overarching objectives that include: diversification, resilience & accessibility, self-sufficiency, affordability, financial viability and sustainability. It also contains a tangible action plan to address a multitude of dimensions within the power sector, covering twenty priority areas including inter-alia: investments, subsidies, fiscal incentives, regional integration, localization, digitalization, tariff design, climate change mitigation, governance, research & development, and capacity building.

The plan is distinct due to its structured approach wherein each of its priority areas is supported by performance indicators along with respective responsible entities and defined targets. All of this is governed under a robust monitoring & reporting framework, empowering us to track the progress and to respond to any challenges, that may arise during its implementation. This approach is pivotal in ensuring transparency and accountability in achieving the NE-Plan's objectives.

NE-Plan is the result of extensive collaboration and consultation with national and international stakeholders, achieved through focus group sessions and stakeholder interactions. Plan Development Unit (PDU) and all who contributed to the process deserve appreciation for their contributions and dedicated work. I would be failing in my duty if I do not place on record the hard work and diligence with which certain individuals like Mahfooz Bhatti, Talha Khalid, Saad Nawaz and Samim Affan have contributed to this plan's evolution and finalization.

This Plan represents more than just a document; it embodies a vision for a sustainable, efficient, and resilient energy future for Pakistan. The key to its true success lies in effective and efficient implementation and together, we will diligently work towards realizing this vision through an integrated approach.

Rashid Mahmood

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I. Introduction

A. Preamble

i) Council of Common Interests approved the National Electricity Policy, in pursuance to the stipulations under Section 14A(1) of Regulation of Generation, Transmission and Distribution of Electric Power Act (NEPRA Act), to serve as an over-arching umbrella for development, reforms, improvement and sustainability of the power sector. Section 14A(4) of the NEPRA Act, further, requires development of National Electricity Plan.

ii) The approved National Electricity Policy stipulates that the National Electricity Plan shall provide guidelines, implementation mechanisms and tools for the realization of thepolicy goals for the power sector. Further, National Electricity Policy entails inclusion of high-level tasks, timelines and responsibilities of respective entities in National Electricity Plan to meet policy directives. Per National Electricity Policy, this National Electricity Plan will be a five-year plan with fifteen years' perspective.

iii) This first National Electricity Plan shall be applicable for the control period from the date of its notification till FY-2027. To ensure smooth transition and sustainable development of strategic framework of power sector, this plan acknowledges the existing decisions, plans and targets of the Government, to the extent they are not in conflict with the directives and targets of National Electricity Policy and National Electricity Plan. This National Electricity Plan, being the strategic implementation framework of the National Electricity Policy, shall inform the subservient policy frameworks, guidelines, roadmaps and business plans of the power sector on a rolling basis.

B. Development Process

i) Development of National Electricity Plan (NE-Plan) has evolved through a mechanised and all-inclusive process for devising a sustainable long-term strategy for the power sector, thereby enabling attainment of the policy goals. As a first step, a plan development unit was established under the Ministry of Energy (Power Division), comprising of experts and professionals to steer the entire process of NE-Plan formulation through specified milestones.

ii) Following the design of necessary conceptual framework, the development process of NE-Plan evolved through series of consultations, involving sectoral & cross-sectoral entities / divisions, Provincial Governments, consumer segments, academia & research bodies, policy think tanks, private sector, DFIs and local & global experts / agencies.

iii) The brief scope of consultations, carried out for the formulation of NE-Plan, is provided below:

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a) **Tier-1 Consultations** were primarily focused to develop the structural periphery of the NE-Plan. Key areas of these consultations involved structuring the strategic architecture (dimensions & objectives), monitoring & reporting framework and implementation strategy.

b) **Focused Group Consultations** evolved around specific theme-based priority areas involving targeted stakeholders. This included consultations on areas, inter alia, clean energy transition, generation & transmission planning, strategic roadmaps of XW-DISCOs, institutional restructuring, social protection, decarbonization, energy efficiency & conservation, emerging technologies, digitalization, R&D, indigenization and monitoring & evaluation.

c) **Tier-2 Consultations** were carried out following the formulation and subsequent sharing of the draft NE-Plan with the relevant stakeholders, inter-alia, provinces, intra- & cross-sectoral entities, donors, Regulator and experts, to deliberate on their respective inputs leading to finalization of the NE-Plan.

iv) To ensure sustainable implementation of the NE-Plan, a robust implementation framework has been devised in this NE-Plan, which provides for monitoring, evaluation and reporting mechanism.

C. Strategic Architecture

i) National Electricity Policy identifies three over-arching goals for the power sector, namely Access to Affordable Energy, Energy Security and Sustainability. Further, the nine areas have been identified under the said policy wherein the policy directions are aimed for the attainment of aforesaid goals.

ii) For the purpose of meeting policy goals, principles and underlying directives in the respective areas as provided in the National Electricity Policy, an objective-oriented systematic approach has been adopted for the formulation of strategic architecture of this NE-Plan. This architecture enables devising, mapping and monitoring of priority areas of NE-Plan under the set of common value proposition of the power sector, coupled with the alignment of all such priority areas with the long-term trajectory of sustainable energy transition.

iii) The strategic architecture of the NE-Plan has been provided in Figure 1. below. Six (6) broad objectives have been set forth in the strategic architecture, namely:

a) Diversification
b) Resilience & Accessibility
c) Self-Sufficiency
d) Affordability
e) Financial Viability
f) Sustainability

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iv) Accordingly, twenty (20) distinct priority areas have been identified & mapped under the objectives provided above, wherein all the strategic directives shall be monitored and evaluated to achieve overarching policy goals.

v) Section 1.1.4 **"How to Read"** provides the demonstration for the purpose of interpreting the strategic architecture of NE-Plan.

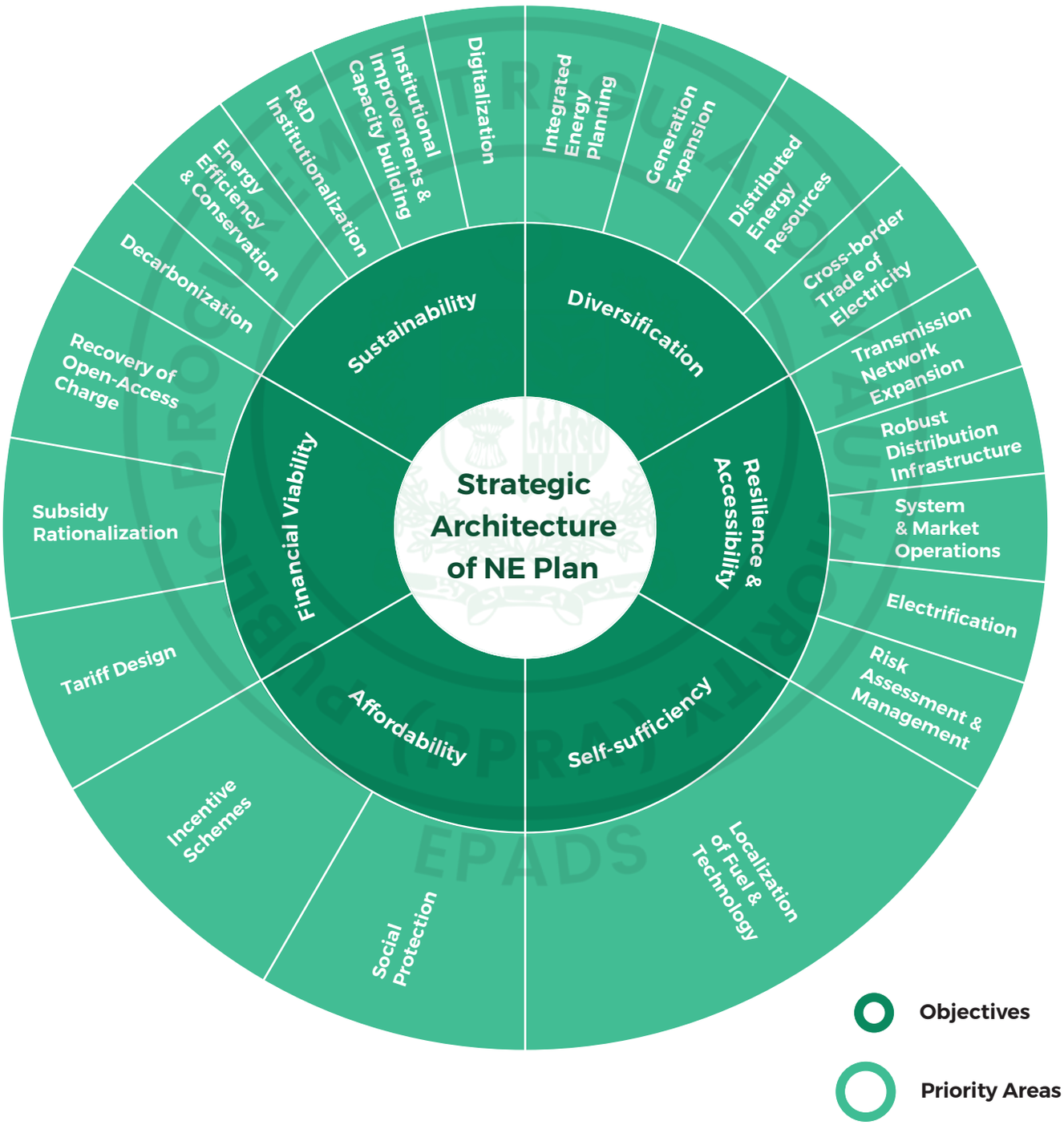

Figure 1: Strategic Architecture of NE-Plan

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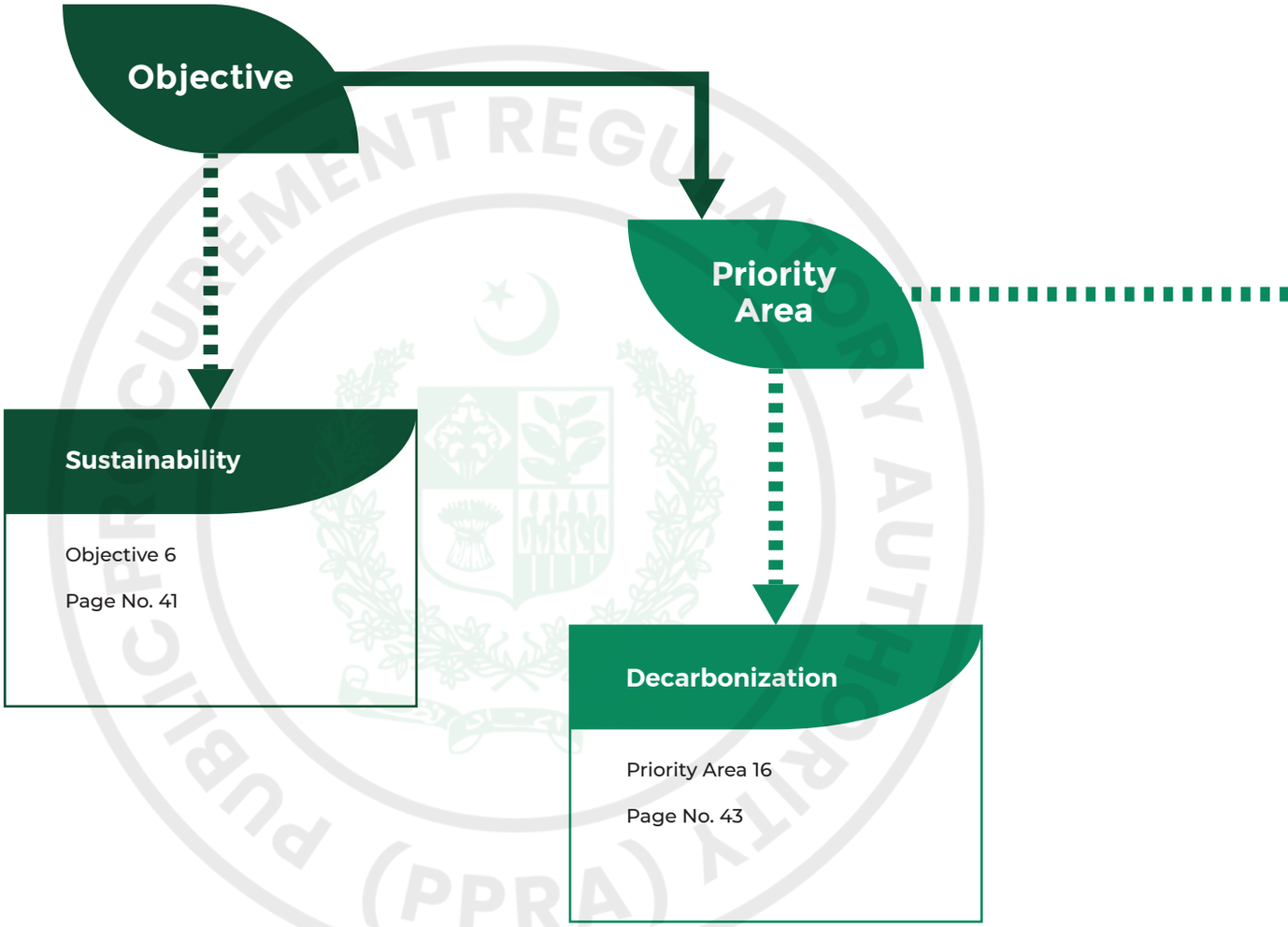
D. How to Read

The following demonstration provides the schematic to facilitate understanding the flow of NE-Plan, spanning from objective to the respective strategic directives and key performance indicators.



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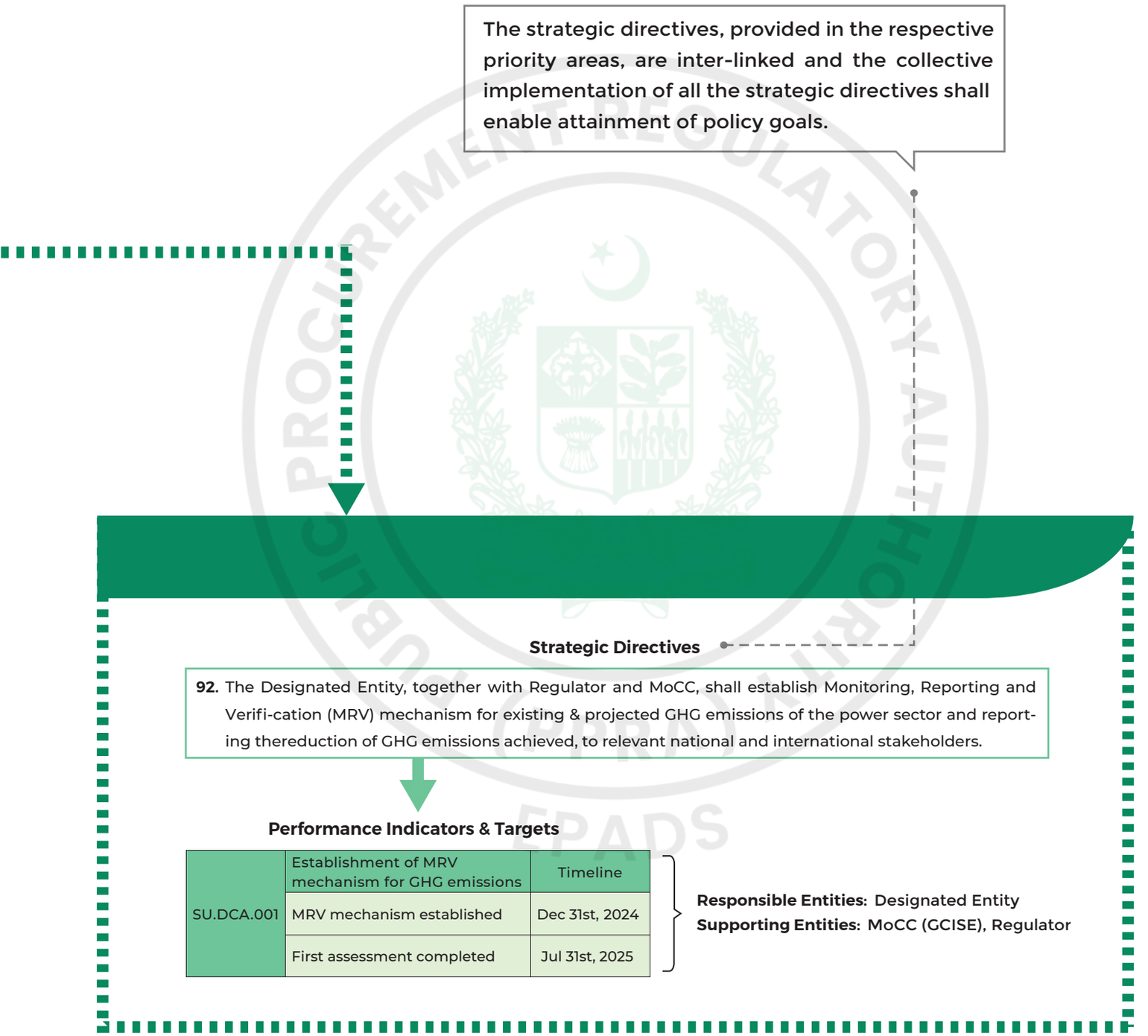

Figure 2: Schematic illustration of NE-Plan

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Objective 1

DIVERSIFICATION

Priority Areas	Priority Areas
1 Integrated Energy Planning	
2 Generation Expansion	
3 Distributed Energy Resources	
4 Cross-border Trade of Electricity	



Diversifying energy systems, in terms of infrastructure and primary fuel sources, requires robust planning, promotion of distributed technologies and regional interconnections. This may be achieved through planned and balanced harnessing of local and global resources, while accounting for multi-horizon optimizations and long-term energy scenarios to meet the targets of clean energy transition. NE-Plan strategizes entrenchment of robust and well-crafted institutional planning and operational instruments through following initiatives:

- development of an integrated energy plan to optimize energy inputs for the power sector
- development of sub-sectoral expansion plans to inform the investments and procurements
- promotion of distributed energy resources
- tapping the potential of regional interconnections

Priority Area 1 | Integrated Energy Planning

Integrated planning & development of the energy value chain is a sine qua non for meeting the energy demands of the country on a sustainable basis. It ensures that current and future energy needs are met in the most cost efficient and effective manner while being aligned with the overall economic and social policy objectives of the Government.

Strategic Directives

1. Pursuant to the Section 5.8.1 of the National Electricity Policy, the Designated Entity has been nominated as the focal entity to perform the function of integrated energy planning. Accordingly, the Designated Entity shall institutionalize requisite capacity, infrastructure and resources to effectuate the integrated planning framework and progressively assist the Government in planning an optimal and integrated energy strategy for the entire country.

2. Designated Entity, with facilitation of EPRC (Planning Commission), and in coordination with relevant stakeholders shall prepare the high-level design of IEP for approval by the Government latest by September 2024, which shall identify the scope, stakeholders, horizon and other key requirements & features of IEP. Following the approval of highlevel design, IEP shall be developed, in consultation with all relevant stakeholders including Provincial Governments, on a periodic basis and approved by the Government, which shall inform the sectoral policy & planning frameworks accordingly.

3. All the relevant sectoral and cross-sectoral entities shall provide requisite facilitation to the Designated Entity in matters related to, inter alia, policy advice, data sharing and technical & administrative support to foster IEP development on a sustainable basis.

4. Cabinet Division, in coordination with relevant stakeholders, shall carry out feasibility analysis to evaluate potential integration of regulators in the energy sector. The action plan for the underlying shall take into account performance review of the regulators, optimization of the energy value chain and attainment of sustainable energy transition for Pakistan.

Performance Indicators & Targets

Responsible Entities: Designated Entity
Supporting Entities: EPRC

	Development of Integrated Energy Plan (IEP)	Timeline
DI.IEP.001	High-level design developed & approved	Sep 30th, 2024
	First IEP developed	Jul 31st, 2026

Responsible Entities: Cabinet Division
Supporting Entities: MoE (Power Division), Regulator, OGRA, NEECA, MoPD&SI, MoE (Petroleum Division), Designated Entity

	Feasibility analysis for integration of energy sector regulators	Timeline
DI.IEP.002	Terms of reference developed	Mar 31st, 2024
	Consultant engaged	Jul 31st, 2024
	Feasibility report & recommendations submitted to the Government	Mar 31st, 2025

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Priority Area 2 | Generation Expansion

The accelerated transformation of energy on a sustainable trajectory, without compromising the security of power sector, is primarily attributed to a systematic approach towards expansion of generation portfolio. Generation expansion aims to determine an optimal strategy to meet the future demands of power sector by specifying type, size and time of future generation assets, while ensuring secure, reliable and affordable supply of electricity to end consumers.

Strategic Directives

5. During the currency of this NE-Plan, IGCEP shall be developed and approved on an annual basis. Accordingly, each iteration of IGCEP shall account for the following:
   - **a)** served demand shall be used as basis for the purpose of demand forecast;
   - **b)** Government, at any time, may decide to incorporate commercial load management quantum in demand forecast based on:
     - **i)** position and incremental impact on circular debt;
     - **ii)** adjustment in AT&C losses;
     - **iii)** XW-DISCOs' preparedness in accordance with the Strategic Roadmap as detailed in Strategic Directive 026;
   - **c)** all generation projects, which have been declared committed in approved IGCEP 2021, pursuant to the CCI decision No. 2(8)/2021-CCI(48) dated September 13, 2021, shall be included as committed projects;
   - **d)** specific component of the transmission cost for each associated generation project shall be incorporated in pursuance to the criteria to be approved by the CCI;
   - **e)** each DISCO, in coordination with AEDB, shall provide respective estimates of DERs to System Planner for development of IGCEP;
   - **f)** localization initiatives as provided in Strategic Directive 062;
   - **g)** import / export of electricity through cross-border trade as provided in Strategic Directive 021;
   - **h)** provisions for integration of captive and cogeneration units in pursuance to Strategic Directive 104;
   - **i)** strategic projects shall be included as committed pursuant to the Strategic Directive 010;
   - **j)** collaboration with sectoral and cross-sectoral entities by the System Planner for the purpose of, inter alia, resource availability, prices, economic & financial parameters and EE&C targets;
   - **k)** the Regulator shall validate the respective technical and financial parameters of the generation projects during the process of approval of IGCEP;
   - **l)** the Regulator, while approving the IGCEP, shall consult with cross-sectoral entities for impacts / assessments related to, inter alia, primary commodities, FOREX, emissions, local content and socio-economic indicators.

6. Generation and transmission planning of K-Electric shall be included in the annual IGCEP and TSEP, respectively. Provided further, the Regulator shall incorporate necessary amendments in respective legal instruments, as required.

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7. Mechanism for inclusion of generation projects, opting for bilateral contracts with competitive suppliers, in IGCEP shall be developed by the System Planner and shall be submitted to the Regulator for approval & incorporation in the Grid Code, as amended from time to time.

8. The Regulator shall update procurement regulations, as required, to enable procurement of power for consumers of Suppliers of Last Resort in accordance with revised generation policy framework. Provided further, the Regulator shall also revisit the "Guidelines for Determination of Consumer End Tariff (Methodology and Process), 2015" to enable alignment of schedule of regulatory proceedings for planning activities and rate case & tariff determinations.

9. All generation procurements for the consumers of Supplier of Last Resort shall be in accordance with the approved power acquisition program prepared by Suppliers of Last Resort, to meet the determined power procurement obligations, in compliance with the procurement regulations.

10. The proposed strategic projects shall be evaluated, to be declared as committed in IGCEP, based on the following:
    a) **Qualification Criteria:** The project fulfills at least one of the following objectives provided hereunder:
        I) security of energy supply;
        II) water – energy – food nexus;
        III) regional integration;
        IV) municipal waste management.
    b) **Methodology:** The incremental cost (beyond least cost), hereon referred to as LCV, of each strategic project shall be borne by relevant sponsoring Government / Provincial Government. The detailed process flow, including LCV evaluation methodology, for the approval of proposed strategic projects has been provided in Annexure 1.

11. The revised generation policy framework shall be developed pursuant to the Section 5.1.9 of National Electricity Policy. Till the notification of such policy framework, the existing ARE Policy 2019 and PGP 2015 shall continue to remain in the field. The generation policy framework shall take into account following key considerations:
    a) the scope of the policy framework shall include all prospective generation technologies such as hydel, thermal, nuclear, renewables, etc.;
    b) all the hydel generation shall be included in the definition of renewable energy and accordingly, subject to the least cost criteria following on-grid (utility & distributed scale) renewable energy targets have been envisaged:
        I) 40% of total generation capacity by FY-2025;
        II) 60% of total generation capacity by FY-2030;
    c) all resource risks for the mature generation technologies shall be borne by the generator. Provided further, assessment of other relevant risks shall be evaluated on periodic basis for its allocation between generators and Suppliers of Last Resort;

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d) capping mechanism for the indexations of the reference tariff components;

e) binding obligations for any targets as provided under Power Sector Indigenization Plan (PSIP) (Strategic Directive 063(a));

f) enabling provisions to facilitate off-grid power generation for electrification purposes under the Universal National Electrification (UNE) program (Priority Area 08);

g) tariff for generation projects shall only be awarded through competitive bidding. Where competitive bidding may not be possible, cost-plus mode shall be applicable for power procurements by the Supplier of Last Resort;

h) mechanism for evaluation of low BTU gas fields for inclusion in IGCEP (Strategic Directive 062(a));

i) enabling provisions for inclusion of financial instruments under decarbonization objective shall be included for the purpose of project financing (Strategic Directive 094);

j) efficiency monitoring mechanism for future thermal power plants (Strategic Directive 101).

12. MoE (Power Division) shall, no later than October 2023, develop a mechanism for cessation of generation licensing requirements in accordance with the provisions of Section 14B(5) of NEPRA Act and accordingly shall be notified by the Government.

13. Any proposal for the early retirement / post-term extension of existing generation projects shall be evaluated on the basis of process provided in Annexure 2. Till the development of integrated IGCEP (including K-Electric), any decision for the retirement of generation projects from existing pool of XW-DISCOs for subsequent contract with K-Electric shall be made, taking into account the principle of least cost for consumers of both XW-DISCOs & K-Electric and consolidated subsidy requirements of Government.

Performance Indicators & Targets

Responsible Entities: PPIB
Supporting Entities: AEDB, Designated Entity

DI.GEX.003	Development of draft Generation Policy framework	Timeline
	First draft of revised generation policy framework circulated for consultation	Mar 31st, 2024

Responsible Entities: System Planner
Supporting Entities: Regulator, K-Electric

DI.GEX.004	Inclusion of generation planning of K-Electric in IGCEP	Timeline
	Submission of IGCEP to the Regulator with inclusion of K-Electric	May 15th, 2023

Responsible Entities: Regulator

DI.GEX.005	Inclusion of K-Electric in integrated generation & transmission planning	Timeline
	Relevant regulations and underneath arrangements for K-Electric amended	Dec 31st, 2023

Responsible Entities: System Planner
Supporting Entities: Market Operator, Designated Entity

DI.GEX.006	Mechanism for inclusion of generation projects opting for bilateral contracts with competitive suppliers in IGCEP	Timeline
	Mechanism developed and submitted to the Regulator for review and approval	Oct 31st, 2023

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Performance Indicators & Targets

Responsible Entities: MoE (Power Division)
Supporting Entities: Regulator

DI.GEX.007	Cessation of generation licensing requirements	Timeline
	Mechanism developed	Oct 31st, 2023

Responsible Entities: Regulator

DI.GEX.009	Amendment of guidelines for determination of consumer end tariff (methodology and process), 2015	Timeline
	Guidelines amended	Oct 31st, 2023

Responsible Entities: Regulator

DI.GEX.008	Power acquisition programs approved under the approved procurement regulations	Timeline
	Power acquistion programs approved	Oct 31st, 2023
	Procurement regulations updated	May 31st, 2024

Priority Area 3 | Distributed Energy Resources

Distributed Energy Resources are an efficient tool to accelerate energy transition, ensure reliability of grid networks, energy security and affordability of the consumers. Sustainable proliferation of DER shall require consistent policy & regulatory framework, measurement & integration in central planning mechanism and customer support for provision of such services.

Strategic Directives

14. The existing distributed generation and net metering regulations shall be amended taking into account new global innovations, best practices & technological interventions and facilitating steering an enabling environment for energy transition on a sustainable basis. Accordingly, the Regulator shall amend the said regulations, latest by Mar 2023.

15. AEDB, in coordination with DISCOs and Provincial Governments, shall jointly formulate a strategy to capture the penetration of installed DERs in the system, thereby attaining system visibility and enabling informed system planning at short- to long-term horizons. Such assessments strategy will include, inter alia:

a) imports of DER assets, on annual basis, through customs;
b) quantum of DERs sold / installed by the importers / vendors / service providers;
c) mechanism for solicitation of data (provisions for type / technology, location and quantum of on-grid, off-grid & hybrid installations and inventory, on an annual basis);
d) incentive mechanism to encourage registration of DERs;
e) bottom-up evaluations of installed DERs, by the DISCOs, through, inter alia,load profiles, surveys and use of technology.

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16. Distributed induction of renewable energy sources shall be promoted to the extent feasible, against the utility-scale procurements. AEDB, in coordination with relevant stakeholders, shall design and initiate programs, instruments and schemes to facilitate such inductions. Provided further, the annual targets of such distributed induction of renewable energy sources shall be determined by DISCOs, with the support of AEDB, and shall inform the generation planning as provided in Strategic Directive 005. Provided further, enabling provisions for induction of wholesale distributed generation (community, municipal, public / private infrastructure, etc.) by respective DISCOs, of up to 20 MW (or as may be revised by the Regulator), shall be incorporated into the procurementprocess to be carried out under IAA.

17. Dedicated programs / instruments shall be developed by AEDB, in coordination with the Designated Entity and other relevant stakeholders, for provision of distributed generation for subsidized consumers / communities (lifeline / protected / agriculture). This will improve, inter-alia, financial viability, resilience and losses of the power sector. Provided further, each DISCO shall identify clusters of consumers and / or communities for stated purposes that will enable designing of such programs / instruments. Moreover, to the extent feasible, DISCOs shall explore and develop innovative business models and financing options to include services pertaining to DERs and other venues in their respective business strategies.

18. For the purpose of consumer facilitation related to DERs, central e-platform, under Strategic Directive 120, shall be upgraded and include dedicated facility for registration and allied services. Provided further, this platform shall be integrated with the business processes of the respective entities.

Performance Indicators & Targets

Responsible Entities: Regulator

DI.DER.010	Amendment of DER Regulations	Timeline
	Regulations amended	Mar 31st, 2024

Responsible Entities: AEDB
Supporting Entities: DISCOs, Designated Entity

DI.DER.011	Assessment of DER quantum in the system	Timeline
	Strategy developed	Mar 31st, 2024
	First assessment completed	Oct 31st, 2024

Responsible Entities: PITC
Supporting Entities: AEDB, Regulator, Designated Entity, DISCOs

DI.DER.012	Inclusion of DER services in central e-platform	Timeline
	Provision for DER related services integrated in central e-platform	Mar 31st, 2024

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Priority Area 4 | Cross-Border Trade of Electricity

Regional power system integration provides an opportunity for socio-economic benefits through optimization of shared resources. Increased cross-border electricity cooperation can help bring down electricity prices, enhance resilience, aid high penetration of renewables and facilitate clean energy transition.

Strategic Directives

19. Guidelines shall be formulated by MoE (Power Division) and approved by the Government that shall facilitate import / export of electricity through regional integration. Such guidelines shall include provisions for, inter alia:

- **a)** scope & modes of participation;
- **b)** institutional framework & definition of roles;
- **c)** eligibility & evaluation methodology;
- **d)** tariff;
- **e)** regional planning & system operations;
- **f)** security package.

20. The CASA-1000 interconnect (primarily designed for import of electricity) shall also be utilized for export of electricity through bilateral / multilateral arrangements. In this regard, the CASA open access rules shall be formulated latest by July 2024.

21. Future opportunities for cross border export & import of electricity shall be explored to enable efficient utilization of available capacity and / or energy, system stability and geo-spatial diversity. Provided further, a high-level feasibility study shall be carried out for assessment of potential avenues for regional integration.

Performance Indicators & Targets

Responsible Entities: MoE (Power Division)
Supporting Entities: Designated Entity

DI.CBT.013	Development of guidelines for import / export of electricity	Timeline
	Draft guidelines developed	Feb 29th, 2024
	Guidelines approved by Government	Apr 30th, 2024

Responsible Entities: MoE (Power Division)
Supporting Entities: CPPA-G, System Operator, System Planner, Designated Entity, NGC

DI.CBT.014	Export of electricity under CASA-1000 project	Timeline
	CASA Open Access rules formulated	Jul 31st, 2024

Responsible Entities: MoE (Power Division)
Supporting Entities: Designated Entity, NGC, System Operator

DI.CBT.015	Feasibility study for import / export of electricity	Timeline
	High-level feasibility study completed	Dec 31st, 2024

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Objective 2

RESILIENCE & ACCESSIBILITY

Priority Areas

5 **Transmission Network Expansion**

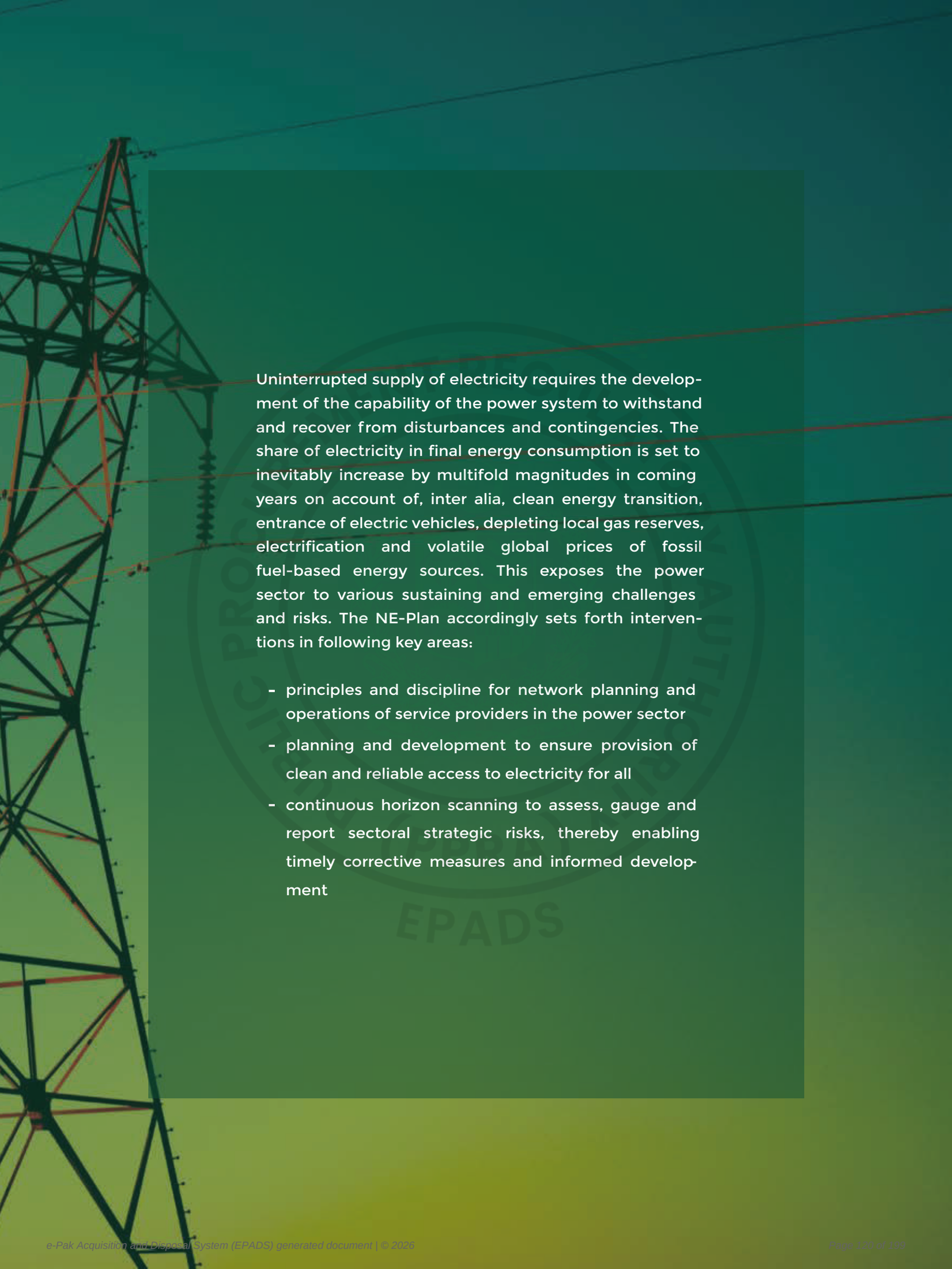
6 **Robust Distribution Infrastructure**

7 **System & Market Operations**

8 **Electrification**

9 **Risk Assessment & Management**

PUBLIC PROCUREMENT REGULATORY AUTHORITY (PPRA) EPADS



Uninterrupted supply of electricity requires the development of the capability of the power system to withstand and recover from disturbances and contingencies. The share of electricity in final energy consumption is set to inevitably increase by multifold magnitudes in coming years on account of, inter alia, clean energy transition, entrance of electric vehicles, depleting local gas reserves, electrification and volatile global prices of fossil fuel-based energy sources. This exposes the power sector to various sustaining and emerging challenges and risks. The NE-Plan accordingly sets forth interventions in following key areas:

- principles and discipline for network planning and operations of service providers in the power sector
- planning and development to ensure provision of clean and reliable access to electricity for all
- continuous horizon scanning to assess, gauge and report sectoral strategic risks, thereby enabling timely corrective measures and informed development

Priority Area 5 | Transmission Network Expansion

Robust and flexible transmission infrastructure is a critical driver to steer strategic development. Network expansion planning provides necessary mechanism to progressively develop optimal configuration of transmission infrastructure for transmitting electricity securely and economically, that in turn caters for, generation expansion plans, load distributions, contingencies, network stability and congestions.

Strategic Directives

22. During the currency of this NE-Plan, TSEP shall be developed and approved, on annual basis, along with the respective IGCEP, in alignment with the Long-Term Transmission Plan (LTTP) of System Operator to be developed under Strategic Directive 034. Provided further, NGC shall also incorporate System Operator's input, on account of removal of operational constraints, in the annual iteration of TSEP. Moreover, all the DISCOs shall provide their respective STPs along with PMS-based demand forecast, including the quantum of load management on commercial basis, for development of TSEP.

23. NGC shall develop TSEP, in consultation with DISCOs & PGCs, which shall include projects at relevant transmission voltage levels. The developed TSEP shall be submitted by the NGC to the Regulator for approval. Approved TSEP shall form the basis for the formulation of respective transmission / distribution investment plans of transmission / distribution licensees. Further, the Regulator, in consultation with the stakeholders, shall develop guidelines for the purpose of joint development of TSEP which shall include, inter alia, scope, mechanisms, timelines, responsibilities and dispute resolution.

24. Allocation of transmission projects, under the approved TSEP / DIIP, shall be in accor dance with the process provided in Annexure 3. Provided further:

- **a)** the evaluation criteria, for awarding the transmission projects under competing interest, shall be developed by the Regulator;
- **b)** NGC / DISCOs shall be deemed as the last resort licensee for the development of respective transmission projects under approved TSEP.

25. Existing Transmission Line Policy shall continue to govern the private investments in transmission infrastructure of the electricity business. Provided further, amendments shall be carried out, in the said policy framework, to account for the following:

- **a)** scope of the policy framework shall be revisited to include transmission projects at all transmission voltage levels;
- **b)** security package shall be developed for transmission projects, under the approved TSEP, to be funded through private investments;
- **c)** in case of competitive bidding mode, all the proposals shall be solicited through the platform administered by IAA;
- **d)** upfront tariff regime shall be discontinued and the same shall be replaced by the cost-plus tariff regime, where competitive bidding is not feasible.

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Performance Indicators & Targets

Responsible Entities: Regulator

RE.TNE.001	Guidelines for joint development of TSEP	Timeline
	Guidelines developed	Mar 31st, 2024

Responsible Entities: Regulator

RE.TNE.002	Development of criteria for allocation of transmission projects with competing interests	Timeline
	Criteria developed and enacted	Mar 31st, 2024

Responsible Entities: PPIB

Supporting Entities: Designated Entity, NGC

RE.TNE.003	Amendment of Transmission Line Policy framework	Timeline
	Transmission Line Policy framework submitted to Government for approval	Mar 31st, 2024

Priority Area 6 | Robust Distribution Infrastructure

Distribution infrastructure is a key segment of electricity value chain, that provides direct interface with consumers. Delivering the value proposition to the customers requires robust development & operations of the distribution business, which in turn can be achieved through integration with generation & transmission plans, operational excellence, sound governance, innovative and agile business strategies, policy & regulatory compliance and market preparedness.

Strategic Directives

26. Pursuant to Section 5.3.5 of National Electricity Policy, strategic roadmaps shall be signed between MoE (Power Division) & XW-DISCOs and shall accordingly be deemed part of this NE-Plan for gauging the performance of XW-DISCOs. The strategic roadmap shall provide targets for XW-DISCOs in, inter alia, following areas:

- **a)** reduction in AT&C losses;
- **b)** improvement in recoveries, on account of bill collection and theft reduction;
- **c)** recovery of bad debt through write-offs;
- **d)** reduction in commercial loadshedding;
- **e)** enhanced consumer services through reduction in required number of consents / approvals;
- **f)** development & strengthening of safety management system;
- **g)** deployment of SCADA at transmission network of XW-DISCOs (Phase-4);
- **h)** completion of GIS mapping of distribution network;
- **i)** phased deployment of AMI in each XW-DISCO based on market transition and cost-benefit analysis;
- **j)** amendment and updating of respective HR manuals;
- **k)** business process automation through Enterprise Resource Planning (ERP).

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27. Pursuant to the Section 5.3.2 of the National Electricity Policy, the Regulator shall revisit the performance benchmark / targets of each XW-DISCO, for redetermination and incorporation in revised multi-year tariff, in pursuance to the strategic roadmap executed between MoE (Power Division) & XW-DISCOs.

28. Each DISCO, on annual basis, shall develop / update its respective STP to account for the future expansions / augmentations of respective transmission infrastructure. Provided further, DISCOs shall submit their respective STPs to the NGC for integration with TSEP (Strategic Directive 023). The STPs, as finalized in concurrence with NGC and System Operator, shall form the basis for formulation of respective DIIPs, and accordingly, the same shall be submitted to the Regulator for approval.

29. The Distribution Code 2005 shall be revised to enable alignment of the planning, operations, design and allied roles of distribution business with the other functions of value chain. The scope of the revision shall include, inter-alia, the following:

a) alignment with National Electricity Policy, NE-Plan and CTBCM;
b) integration of advanced technologies such as DER's, energy storage systems and mini grids;
c) standards, procedures and measures for energy efficiency & conservation in light of National Energy Efficiency & Conservation Policy;
d) alignment with the amended grid code;
e) consistency in terms & functions and removal of redundant clauses.

30. DISCOs, in consultation with the Designated Entity and System Operator, shall incorporate the demand for projected deployment of EV charging stations in their respective DIIPs. Accordingly, Regulator along with the relevant stakeholders shall regularly explore various tariff and non-tariff measures to proliferate the induction of EVs in the system.

31. DISCOs shall initiate the process to reduce the bad debt on account of permanently disconnected consumers through mobilization of recovery initiatives, comprising of representatives from respective local & provincial governments / entities and law enforcement agencies. Accordingly, following procedure shall be adopted for claiming of write-off:

a) the claim shall be applicable for the default amount of a permanently disconnected consumer that may not be recovered through all efforts possible;
b) the age of such non-recovery is over three (3) years.

Provided further, in case the recoveries of bad debt from the respective defaulters may not be retrieved, the DISCOs shall claim for write-offs from the Regulator within six (6) months from the declaration of receivables as bad debt.

32. MOE (Power Division), in consultation with the relevant stakeholders, shall carry out a detailed assessment for participation of private sector in the supply & distribution business of DISCOs. For this purpose, a Transaction Advisor shall be engaged no later than 31st July, 2024. Provided further, the modalities of provincialization of DISCOs shall also be evaluated to deliver better value proposition (of the distribution companies).

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Performance Indicators & Targets

Responsible Entities: MoE (Power Division), XW-DISCOs

	Performance Improvement of XW-DISCOs	Timeline
RE.DIS.004	Strategic roadmaps signed	Oct 31st, 2023
	Transaction advisor engaged	Jul 31st, 2024

Responsible Entities: Regulator
Supporting Entities: DISCOs

	Amendment of Distribution Code	Timeline
RE.DIS.005	Distribution code amended	Oct 31st, 2023

Priority Area 7 | System & Market Operations

Efficient system & market operation is the cornerstone for meeting the demand of consumers securely, reliably and on least cost basis in real-time. Evolving landscape of power sector on account of, inter-alia, market development, high penetration of renewables, co-operations of HVAC & HVDC system, cross border trade and sustainable energy transition require a strengthened system & market operator, coupled with the institutionalization of necessary mechanism, to enable coping with the complex and multi-variable optimization requirements.

Strategic Directives

33. Regulator shall approve the license application along with the business plan of the System Operator, latest by June 2023. The functions of system planning, including, generation planning, long term transmission planning and load forecasting shall be, accordingly, institutionalized in system operations role.

34. System Operator shall develop the Long-Term Transmission Plan (LTTP) on an annual basis, with the horizon of at least ten (10) years, aligned with respective iteration of IGCEP and regional demand forecasts, to ensure the reliable and efficient transmission of electric power from planned generation resources under IGCEP. This plan shall accordingly inform the development of TSEP.

35. Regulator shall ensure that settlement of energy imbalances on the principle of marginal price that is the variable cost incurred for the production of an additional unit of energy in the system to serve the incremental demand, that reflects true cost of energy for that particular period.

36. The amended Grid Code, as submitted to the Regulator, shall be approved latest by June 2023 to enable alignment of system functions with the approved CTBCM design and NEPRA (Amendment) Act, 2018.

37. In order to ensure accurate pricing and achieve optimal economic dispatch, the existing mechanism of formulation of merit order on fortnightly basis shall be revised to a day-ahead basis. Accordingly, the System Operator, in coordination with relevant entities, shall automate requisite processes and operationalize the same latest by October 2023.

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38. Detailed implementation plan shall be developed by System Operator and approved by the Regulator in accordance with the approved CTBCM Evaluation & Integration Plan of of K-Electric, to integrate system operations of NGC and K-Electric regions. The approved implementation plan shall provide necessary operating procedures to perform central system operation & dispatch functions latest by November 2023.

39. System Operator in coordination with DISCOs shall develop a process for accurate assessment of load not served in each DISCO. Such assessment shall accordingly be utilized for demand forecast as provided in Strategic Directive 005.

40. Deployment of SCADA system at high voltage transmission network (Phase-3) shall be completed by FY-2024. Further, the System Operator shall assist DISCOs in designing SCADA (Phase-4) in their respective transmission networks.

41. Decisions for fuel take-or-pay commitments of the generators, contracting wholly with the Supplier of Last Resort, shall be taken by the Government on case-to-case basis.Such decisions shall take into account parameters, inter-alia, changing trends of energycosts, future capacity additions, competition, level playing field and energy security. Accordingly, the System Operator shall consider such fuel take-or-pay commitments ofgenerators in the economic dispatch and accordingly, the associated costs of such commitments shall continue to be allowed in the respective tariff determinations /adjustments of the Supplier of Last Resort.

42. System Operator shall develop and maintain an interactive website with real-time data available, as a part of its ICT strategy, as provided in Strategic Directive 129. The website shall provide the information pertaining to core business of System Operator inter-alia, energy & market operational data, transmission congestions, system conditions and planning data.

43. Market Operator, in consultation with relevant stakeholders, shall carry out regular assessments for the development and introduction of new market platforms andproducts, on an annual basis. Insofar, the first such assessment shall be carried out no later than July 2024. Provided further, the Market Operator shall carry out capacity buildinginitiatives, inter alia, local and international collaborations for all relevant stakeholdersrelated to the CTBCM.

44. Market Operator, in consultation with the Regulator and other relevant stakeholders, shall, on periodic basis, evaluate the readiness of the power market for gradual lowering of threshold for consumers (having the choice to opt for bilateral contract(s)) participating in the market. Provided further, Market Operator shall devise a roadmap forgradually lowering the threshold of such consumers . The timelines and milestones under the roadmap, as approved by the Regulator, shall be deemed part of this NE-Plan.

45. The electric power from the power pool of legacy contracts, i.e., contracts executed prior to the CMOD, shall be allocated to each Supplier of Last Resort, except K-Electric, based on their share in the coincidental system peak demand, provided that for suchcomputations:

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a) fifty hours in which the demand served at overall system level was highest shall be taken into consideration;
b) no more than 5 hours of the same day shall be included;
c) company wise share shall be determined as an average of last three (3) years or as deemed appropriate.

MoE (Power Division) shall determine the allocation factors of each XW-DISCO, expressed in percentage, as per the above principle subject to availability of data from the secured metering system. The determined allocation factors shall accordingly be made part of Market Commercial Code. Such determined allocation factors shall remain applicable until revised by the MoE (Power Division) in consultation with relevant stakeholders. Provided further, the power allocation for K-Electric shall be in accordance with the quantum under contractual or other arrangements in place.

46. Till the time that such evaluation is carried out, the allocation factors for each DISCO shall be determined as per the provisions of Market Commercial Code.

47. The Regulator approved Market Operator Commercial Code provides for comprehensive mechanism to facilitate bilateral transactions under open access arrangements. Regulator shall repeal the existing wheeling regulations in field and accordingly, all existing wheeling consumers shall be integrated into approved CTBCM framework in accordance with the relevant regulations.

48. Suppliers of Last Resort, including their affiliates and associated companies, shall not be eligible to obtain the competitive supplier license or electric power trader license.

49. MoE (Power Division) shall explore modalities for appropriate institutional arrangement for System Operator and Market Operator licensees, as per the approved CTBCM design features to foster competitive power market on sustainable basis. Accordingly. The decision for such institutional restructuring shall be taken by the Government, latest by June 2024.

Performance Indicators & Targets

Responsible Entities: Regulator
Supporting Entities: System Operator, NGC, Market Operator

RE.SMO.006	License for System Operator	Timeline
	System Operator License granted	Jun 30th, 2023

Responsible Entities: Regulator
Supporting Entities: NGC, System Operator, Market Operator

RE.SMO.007	Amendment of Grid Code	Timeline
	Grid code amended	Jun 30th, 2023

Responsible Entities: System Operator
Supporting Entities: K-Electric, Regulator

RE.SMO.008	Development of detailed implementation plan	Timeline
	Detailed implementation plan developed	Oct 31st, 2023

Responsible Entities: Regulator
Supporting Entities: K-Electric, System Operator

RE.SMO.009	Approval of detailed implementation plan	Timeline
	Detailed implementation plan approved by the Regulator	Nov 30th, 2023
	Relevant license of K-Electric amended	Dec 31st, 2023

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Responsible Entities: System Operator, CPPA-G / Market Operator
Supporting Entities: Regulator

RE.SMO.010	Day ahead merit order	Timeline
	Formulation of day ahead merit order commenced	Oct 31st, 2023

Responsible Entities: System Operator
Supporting Entities: NGC

RE.SMO.011	Development of SCADA	Timeline
	SCADA phase 3 implemented	Jun 30th, 2024

Responsible Entities: Market Operator
Supporting Entities: Regulator, Designated Entity

RE.SMO.012	Development of market platforms & products	Timeline
	First assessment for products / platforms development completed	Jul 31st, 2024

Responsible Entities: Market Operator
Supporting Entities: Regulator

RE.SMO.013	Roadmap for lowering of threshold for consumers having the choice to opt for bilateral contract(s)	Timeline
	Roadmap developed and submitted to the Regulator for approval	Jul 31st, 2024

Responsible Entities: MoE (Power Division)
Supporting Entities: System Operator, Market Operator, Designated Entity

RE.SMO.014	Power allocation to XW-DISCOs	Timeline
	Allocation factors determined and submitted to Government for approval	Jun 30th, 2025

Responsible Entities: Regulator

RE.SMO.015	Repealment of Wheeling Regulation	Timeline
	Wheeling regulations repealed	Apr 30th, 2023

Responsible Entities: MoE (Power Division)
Supporting Entities: Market Operator, System Operator

RE.SMO.016	Decision for integration of system operation and market operation functions	Timeline
	Decision taken on potential integration by the Government	Jun 30th, 2024

Priority Area 8 | Electrification

Electrification assists in development of local community through better health conditions, food security, lighting & information and is also indispensable for eradication of poverty and attainment of Sustainable Development Goals. Development of facilitative framework, institutional strengthening, integrated implementation and regular monitoring shall support in timely attainment of aggressive electrification targets.

Strategic Directives

50. With the aim of ensuring 100% energy access for all by 2030, the Government through this NE-Plan has launched Universal National Electrification (UNE) program to enable attainment of 100% electrification target by 2030.

51. UNE shall encompass all existing / planned electrification initiatives for the purpose of information and integrated planning. Accordingly, the Designated Entity shall develop, maintain & update, on annual basis, the Central Electrification Registry (CER) under the UNE program. Further, all relevant stakeholders, inter alia, Provincial Governments and DISCOs shall provide relevant information for the purpose of CER.

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52. The GIS based platform established under Least Cost Electrification Study for Pakistan, conducted by the World Bank, which identifies non-electrified population segments, shall be adopted and regularly updated by the Designated Entity. The criteria for least cost may be periodically revisited, in consultation with the stakeholders, to account for, inter alia, locations, approximate number of households and distance from the national grid, informing the future mode of electrification in different population segments. Accordingly, every three (3) years, the Designated Entity shall update the platform developed under Least Cost Electrification Study based on GIS mapping carried out by DISCOs as required under Strategic Directive 134.

53. MoE (Power Division), in consultation with the relevant stakeholders, shall develop the roadmap for the electrification of areas that are not covered under the scope of planned projects / programs. Such roadmap shall include provision of funding sources along with respective criteria and prospective timelines to enable attainment of 100% electrification targets by 2030. Provided further, wherein, the Provincial Government intends to sponsor and develop non-electrified areas with the mutual financial support of the Government, it shall submit the proposal with requisite details for evaluation by MoE (Power Division), on case-to-case basis.

54. Regulator shall regularly update the microgrid regulations to facilitate off-grid electrification in pursuance of the developments under envisaged UNE program.

55. Each year, the Designated Entity shall publish National Electricity Access Report (NEAR) to reflect the progress of electrification initiatives under the UNE program.

56. Regulator, in consultation with the concerned authorities, shall devise an appropriate mechanism for allowance / disallowance of temporary electricity connections to housing societies that do not possess valid NOC of respective authorities. Accordingly, such mechanism shall be reflected in the regulatory framework.

Performance Indicators & Targets

Responsible Entities: Designated Entity
Supporting Entities: MoE (Power Division), Provincial Governments, DISCOs, PPMC

RE.ELE.017	Universal National Electrification (UNE) program	Timeline
	Central Electrification Registry (CER) developed	Jun 30th, 2024
	Roadmap developed to achieve 100% electrification target by 2030	Dec 31st, 2024
	First annual National Electricity Access Report (NEAR) published	Jun 30th, 2025
	Annual National Electricity Access Report (NEAR) published	Jun 30th, Each year

Responsible Entities: Designated Entity
Supporting Entities: MoE (Power Division)

RE.ELE.018	Institutionalization of GIS-based Platform established under World Bank project related to Least Cost Electrification	Timeline
	Least Cost Electrification based GIS platform institutionalized in the Designated Entity	Mar 31st, 2024
	Updation of Least Cost Electrification based GIS platform completed	Jun 30th, 2026

Responsible Entities: Regulator

RE.ELE.019	Mechanism for allowance / disallowance of temporary electricity connections to housing societies that do not possess valid NOC	Timeline
	Mechanism developed and incorporated in regulatory framework	Mar 31st, 2024

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Priority Area 9 | Risk Assessment & Management

Continuous technological innovations, evolving geo-political landscape, dynamic nature of power industry and regional integration of energy markets has posed multifarious risks and challenges towards the attainment of policy goals. This accentuates development of a strategic risk assessment and management framework that shall identify, evaluate and propose necessary mechanisms to enable sectoral alignment for effective and timely management of strategic risks.

Strategic Directives

57. Dedicated function for strategic risk management shall be institutionalized in the Designated Entity, that shall be the focal point for cultivating networks between stakeholders, government agencies / ministries and international partners to promote an active exchange of ideas and strategies for risk management.

58. The Designated Entity shall develop a strategic risk management framework to steer, identify, evaluate, develop and propose strategies for effective and efficient management of the strategic risks of the sector. This shall enable alignment of the sectoral orientation to adapt to complex and dynamic environment, thereby assisting in attainment of secure, sustainable and equitable transition of the sector. The framework shall include provisions for, inter alia:

a) scope;
b) definition of roles and responsibilities;
c) risk governance (processes to identify, assess, analyze, and manage risks);
d) common language / nomenclature;
e) stakeholder interaction;
f) methodologies & approaches for horizon scanning, scenario development, modeling, and perspective-sharing;
g) monitoring and reporting.

59. All relevant entities / ministries shall provide necessary support to the the Designated Entity for the purpose of operationalizing the strategic risk management framework through, inter alia, institutionalization of processes, knowledge & data sharing, nominations and implementation.

60. The Designated Entity shall develop and disseminate Strategic Risk Assessment Report (SRAR) on periodic basis to inform and equip the internal and external stakeholders through identification, prioritization & tracking of strategic risks and key recommendations, thereby assisting in policy development, improved planning and minimization of sectoral disorientation.

61. All power sector entities shall ensure compliance with the relevant directives of the National Cyber Security Policy and its subservient frameworks developed thereunder, to proactively prevent and mitigate possible cyber risks.

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Performance Indicators & Targets

Responsible Entities: Designated Entity
Supporting Entities: MoE (Power Division)

	Institutionalization of Strategic Risk Management function	Timeline
RE.RAM.020	Strategic risk management function institutionalized	Jun 30th, 2024
	Strategic risk management framework developed	Dec 31st, 2024

Responsible Entities: Designated Entity
Supporting Entities: MoE (Power Division)

	Strategic Risk Assessment Report (SRAR)	Timeline
RE.RAM.021	First SRAR published	Dec 31st, 2025
	SRAR published	Dec 31st, each year

PUBLIC PROCUREMENT REGULATORY AUTHORITY (PPRA) EPADS

Objective 3

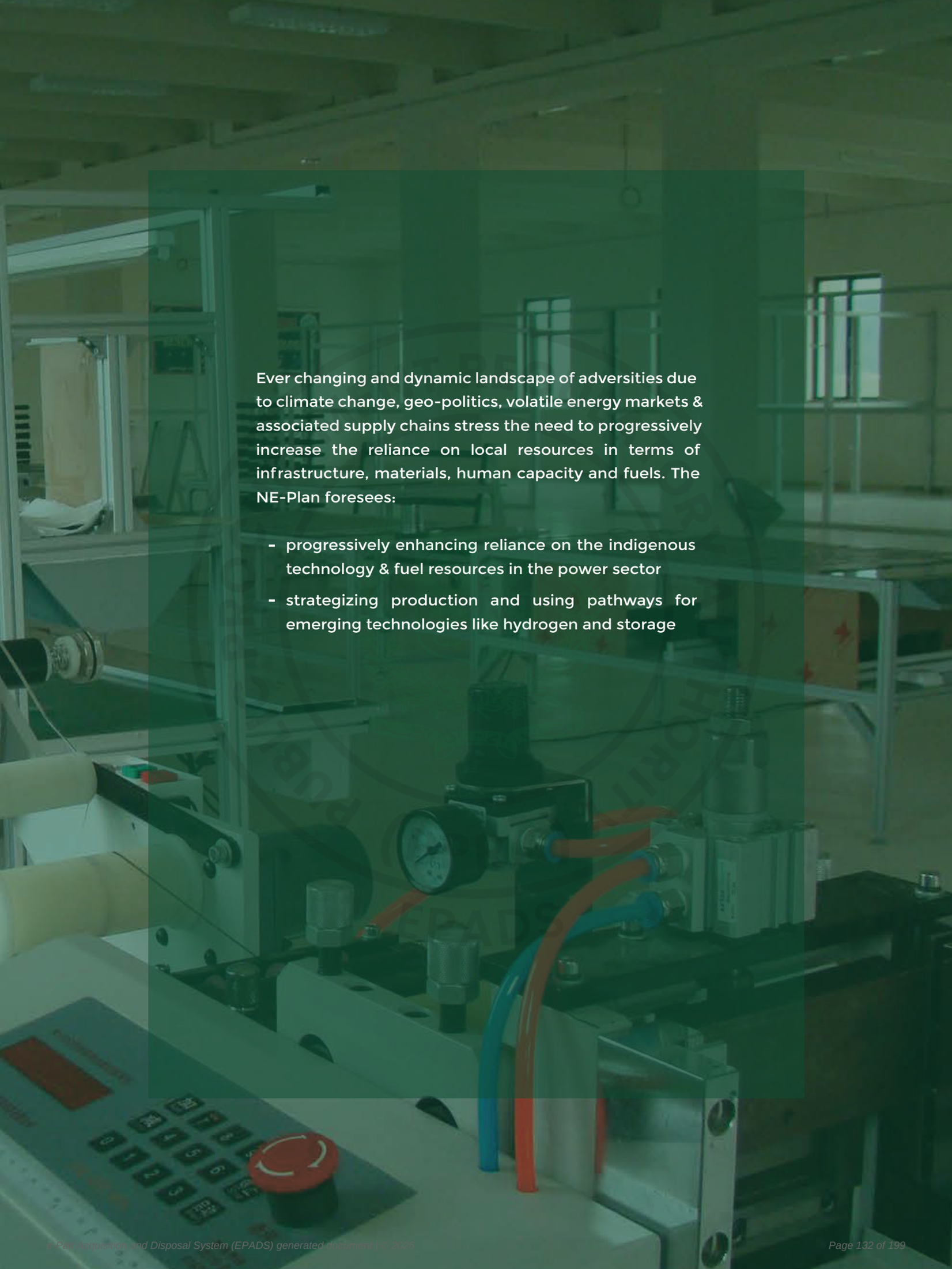
SELF-SUFFICIENCY

Priority Areas

10

Localization of Fuel & Technology

EPADS



Ever changing and dynamic landscape of adversities due to climate change, geo-politics, volatile energy markets & associated supply chains stress the need to progressively increase the reliance on local resources in terms of infrastructure, materials, human capacity and fuels. The NE-Plan foresees:

- progressively enhancing reliance on the indigenous technology & fuel resources in the power sector
- strategizing production and using pathways for emerging technologies like hydrogen and storage

Priority Area 10 | Localization of Fuel & Technology

Development, utilization and promotion of indigenous resources across both the primary fuels and technological hemisphere are rudimentary for the progressive attainment of self-sufficiency in power sector. Having positive externalities with respect to balance of payments and local employment, indigenization has the potential to contribute substantially towards sustainable economic growth.

Strategic Directives

62. Share of indigenous resources shall be progressively increased in the generation mix to achieve affordability of end consumers through reducing the cost of generation. It is envisaged that pursuant to the stipulations of National Electricity Policy and this NE-Plan, share of indigenous resources in generation mix shall increase to 60% and 75% by FY-2025 and FY-2030 in the national grid, respectively. Provided further:
    a) PPIB, on every three-year basis or as the case may be, shall re-evaluate / evaluate the low BTU gas fields for power generation on least cost basis for inclusion in the respective iteration of IGCEP. Accordingly, the revised generation policy framework shall provide mechanism for such re-evaluation / evaluation;
    b) PPIB shall complete the detailed feasibility study for conversion of imported coal-based power projects to local coal, latest by Oct 2023. Provided further, modalities shall be explored to reduce the burden on the FOREX on account of energy imports;
    c) hybrid generation from renewable energy sources shall be included in the future generation expansion plans, which shall enable higher capacity factors, effective utilization of grid infrastructure and reduced intermittencies of renewable sources to meet the system demand. Provided further, conversion of existing renewable energy power plants to hybrid generation modes shall be carried out on case-to-case basis, subject to qualification under least cost principle;
    d) DERs shall be deployed as an essential instrument for both on-grid and off-grid scales (Priority Area 08 & Priority Area 03) to enable effective system planning and attainment of the strategic objectives;
    e) long-term hydrogen strategy shall be developed (Strategic Directive 064).

63. Indigenization of technological hemisphere, being a crucial component to ensure self-sufficiency, shall be gradually enhanced across the entire value chain of the sector. Accordingly:
    a) EDB with assistance of the Designated Entity and relevant stakeholders, shall develop a Power Sector Indigenization Plan (PSIP) by June 2024, to enable progressively increasing share of indigenous equipment / components in power sector. PISP shall provide high-level targets of local content and identify requisite actions on account of, inter-alia, legislation, standardization, certifications, technological upgradations and incentives. The targets under PSIP shall inform sectoral procurements and deemed part of this NE-Plan;

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b) the Designated Entity shall develop and maintain a prospective 10-year resource requirements for inter-alia, equipment / components, raw material, FOREX and human resource. All the relevant entities shall provide requisite information, as required by the Designated Entity, for the purpose of consolidation of resource requirements;

c) the Designated Entity shall regularly collaborate with academia, vocational training institutes and education commissions for designing programs to enable development of necessary skills and infrastructure for catering to the future needs of the power industry. Provided further, for the purpose of meeting the objectives of said programs, the Designated Entity may facilitate such initiatives on case-to-case basis through suitable mechanisms, including establishment of laboratories, research centers and training centers, subject to the stipulations under Strategic Directive 109;

d) for the purpose of strengthening local testing capabilities, High Voltage and Short Circuit (HV&SC) laboratory of the NGC in Rawat, Pakistan, shall be upgraded and equipped with advanced apparatus, with the due consultation of EDB and relevant stakeholders. This shall facilitate type & routine testing and calibrations of power industry equipment. Further, the HV&SC Laboratory shall be carved out of NGC and shall be accorded the status of an independent lab latest by December 2024.

64. MoPD&SI, in collaboration with relevant stakeholders, inter alia MoE (Power Division), MoE (Petroleum Division), MoST, MoIP and MoCC, shall develop a long-term hydrogen strategy, spanning across hydrogen R&D, production, transportation, storage and consumption. The hydrogen strategy shall include, inter alia, long-term opportunities & risks, economics, mechanism for demonstration projects, global engagements and provisions for development & alignment of legal, policy & regulatory instruments & standards. The said strategy shall progressively enable; utilization of green hydrogen as energy carrier (store and deliver energy), managing the variability of renewable energy through hybrid solutions, private participation and harnessing export opportunities.

65. EDB, in consultation with the Designated Entity and other relevant stakeholders, shall explore modalities for phased local manufacturing of battery storage technologies and their prospective integration in the power sector applications, including, distributed storage, electric vehicles and other related services. Facilitative policy & regulatory instruments shall be designed, on a need basis, through – inter alia, fiscal & financial incentives, demand commitments and ownership structures – to support progressive indigenization. Moreover, assistance shall be sought under international collaborations to support knowledge & experience sharing and technology transfer programs.

66. Priority focus shall be given to research, development, demonstration and commercialization of technologies supporting clean energy transition. Further, deployment of digital technologies, including but not limited to: artificial intelligence & machine learning, blockchain technologies, IoT-enabled devices, robotics and digital twins, shall be explored for integration in the planning and operations of the power system. Accordingly, measures shall be taken to collaborate with relevant facilitating agencies / organizations

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Performance Indicators & Targets

Responsible Entities: PPIB
Supporting Entities: Designated Entity, CPPA-G, System Planner

SS.LFT.001	Assessment study for imported coal-based generation projects	Timeline
	Detailed feasibility study completed	Oct 31st, 2023

Responsible Entities: EDB
Supporting Entities: Designated Entity

SS.LFT.002	Development of Power Sector Indigenization Plan (PSIP)	Timeline
	PSIP Plan developed and submitted for approval by the Government	Jun 30th, 2024

Responsible Entities: MoE (Power Division)
Supporting Entities: NGC, DISCOs

SS.LFT.003	Upgradation of High Voltage and Short Circuit (HV&SC) laboratory	Timeline
	HV&SC Lab accorded independent status	Dec 31st, 2024
	HV&SC Lab upgraded	Mar 31st, 2025

Responsible Entities: MoPD&SI
Supporting Entities: MoE (Power Division), MoE (Petroleum Division), MoCC, MoST, MoIP

SS.LFT.004	Development of hydrogen strategy	Timeline
	Hydrogen strategy developed	Dec 31st, 2025

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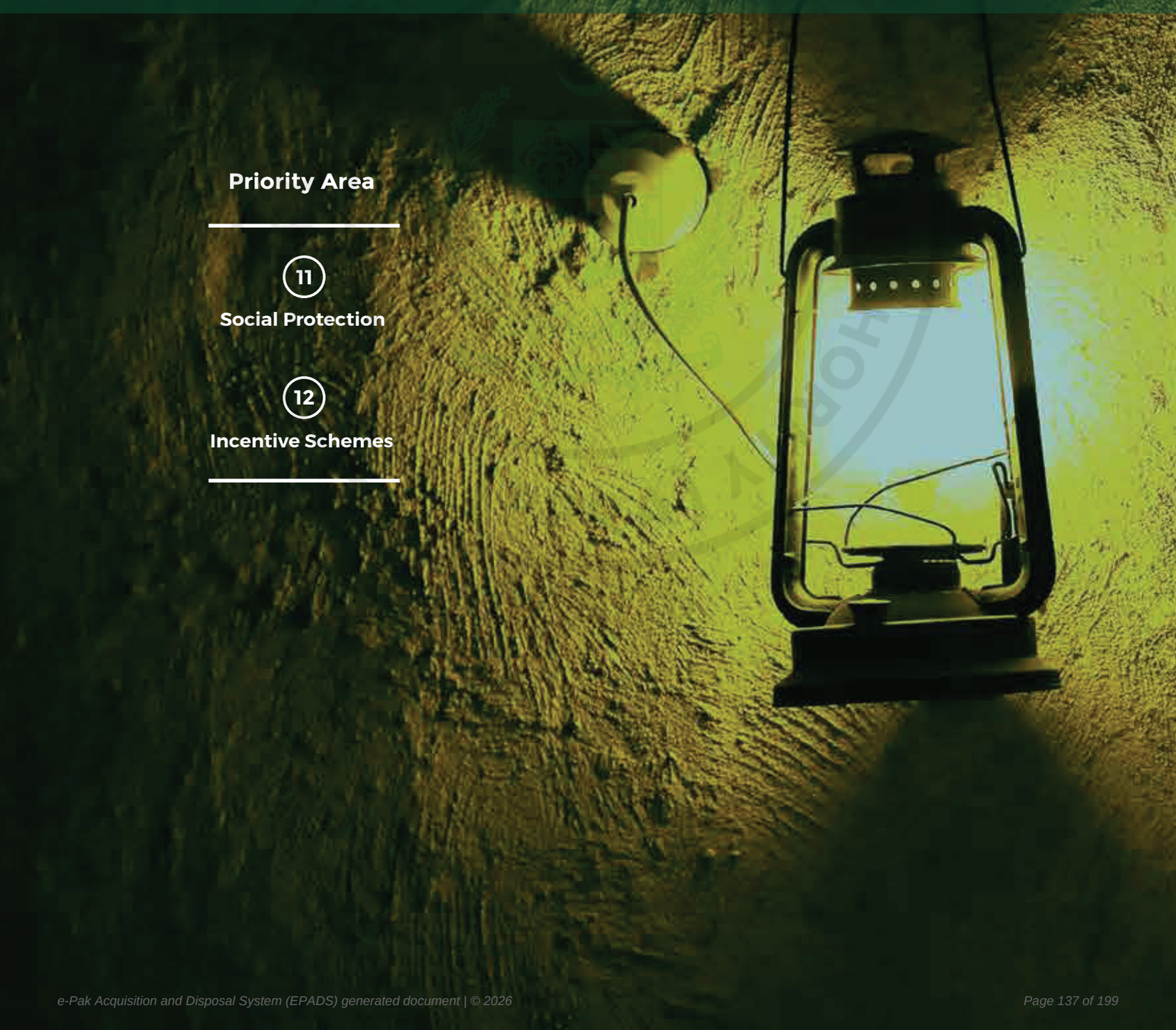
Objective 4

AFFORDABILITY



Priority Area

11

Social Protection

12

Incentive Schemes

An equitable access to electricity, being a basic human need in modern era, plays a key role in improving the standards of living, enhancing productivity, and alleviating poverty. The legal framework steering the power sector provides for taking into consideration the social and economic objectives of the Government. Accordingly, the actions and targets in this plan aim to improve the consumer welfare through targeted measures to the extent of initiatives and interventions in the power sector. Pursuantly, the Government plans to:

- shift towards targeted subsidies for the eligible consumer segments based on socio-economic preferences, while transitioning towards true costs of service centered tariffs
- implement decision making based on system value to account for the externalities

Priority Area 11 | Social Protection

Designing an efficient social protection mechanism facilitates provision of energy to the most vulnerable citizens of society while imposing minimum strain on the fiscal space of the Government. This can be achieved through integration of cross-sectoral database, devising appropriate criteria and direct disbursements of energy subsidies.

Strategic Directives

67. In pursuance of phase-III of targeted subsidy reforms for the electricity consumers, protected consumers of the residential category shall be progressively transitioned towards direct subsidies. It is aimed that by FY-2026, subsidies to the residential protected consumers shall be provided under approved subsidy disbursement mechanism. Accordingly, following steps shall be taken by the MoE (Power Division), in collaboration with PASS Division:
    a) devise a detailed action plan to enable direct payment of subsidies under the aforementioned program;
    b) integrate Electricity-CNIC Database (ECD) with NSER (Strategic Directive 132);
    c) develop integrated welfare score comprising of, inter alia, socio-economic aspects, energy poverty and electricity consumption for the purpose of subsidy eligibility;
    d) the high-level roadmap has been provided in Figure 3. Provided further, the cost ofintegration of ECD with NSER shall be borne by the Government through appropri-atebudgetary mechanism.

68. MoE (Power Division), in collaboration with MoNFS&R, shall devise a detailed action plan to enable subsidy disbursements to the eligible agricultural consumers. Accordingly:
    a) subsidy qualification criteria for targeting of agricultural subsidies shall be finalized by May 2024;
    b) the devised mechanism along with the implementation plan shall be approved by the Government by July 2024;
    c) by FY-2025, subsidies to the agricultural consumers shall be provided in pursuance to the approved implementation plan;
    d) MoNFS&R shall develop & integrate, in collaboration with PITC, the requisite database of agricultural consumers with the ECD for the purpose of mapping of agricultural consumers to respective categories.

    Provided further, the cost of integration of ECD with database of agricultural consumers shall be borne by the Government through appropriate budgetary mechanism.

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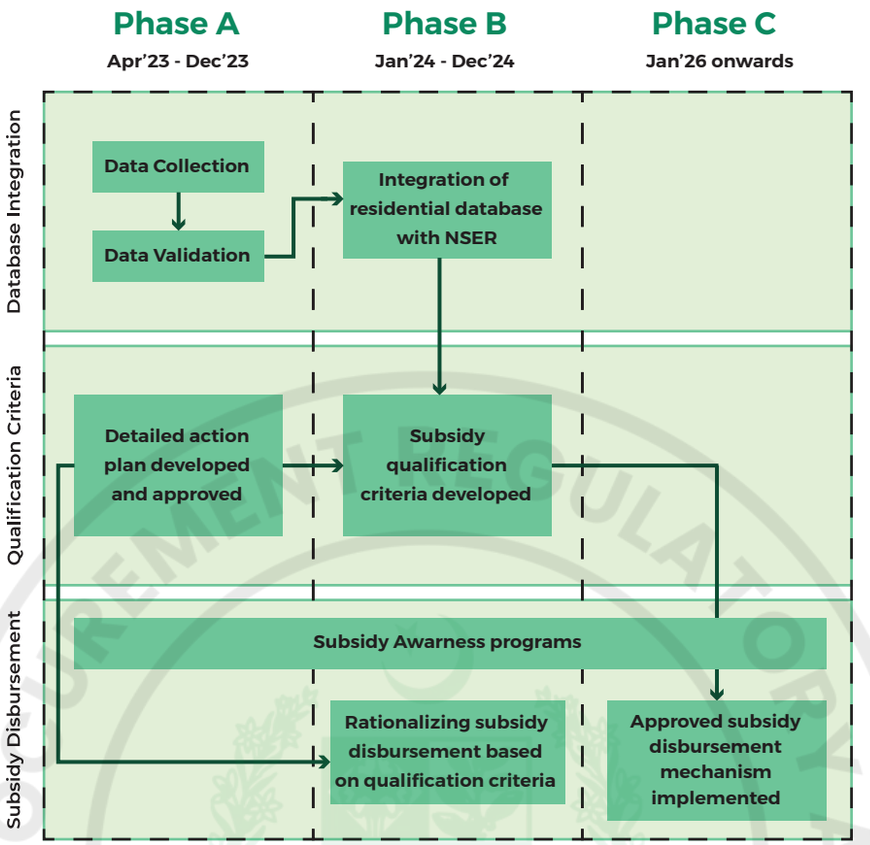

Figure 3: Roadmap for residential consumers for subsidy disbursement

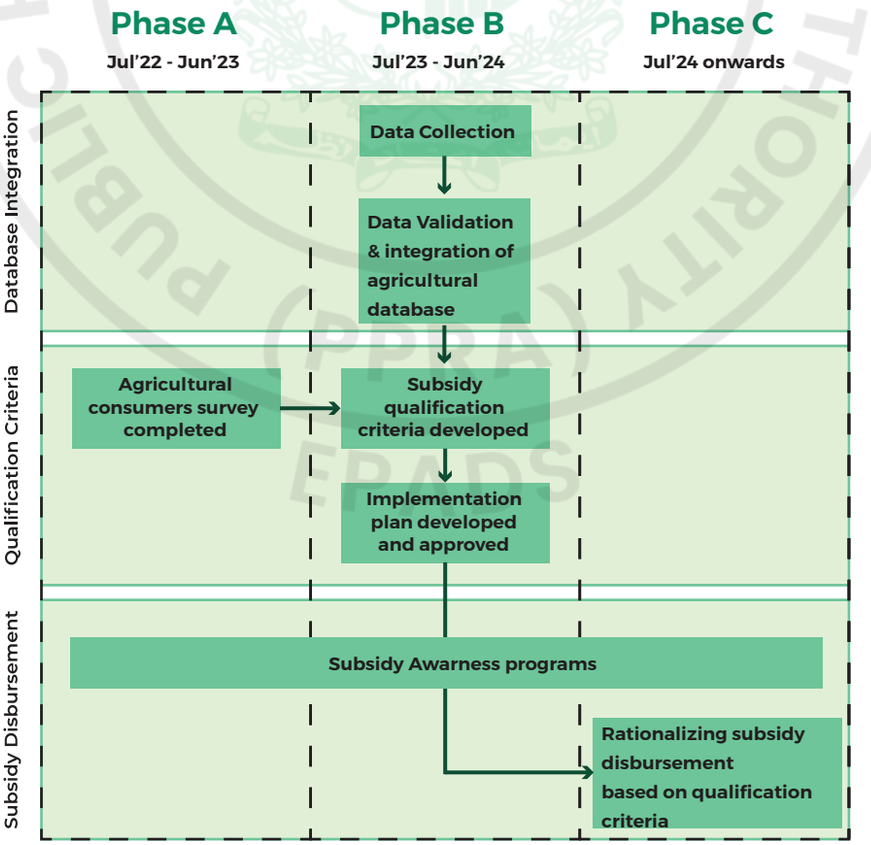

Figure 4: Roadmap for agricultural consumers for subsidy disbursement

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Performance Indicators & Targets

Responsible Entities: MoE (Power Division)
Supporting Entities: PASS Division, NADRA, PITC, DISCOs, Designated Entity

AF.SPR.001	Subsidies disbursement for protected category of residential consumers	Timeline
	Detailed action plan developed	Mar 31st, 2024
	Electricity-CNIC Database (ECD) for residential consumers integrated with NSER	Dec 31st, 2024
	Subsidy qualification criteria developed	Dec 31st, 2024
	Tariff slabs for unprotected residential consumer revised (based on aforesaid qualification criteria)	Jul 31st, 2025
	Subsidy disbursement implementation completed	Jul 01st, 2026

Responsible Entities: MoE (Power Division)
Supporting Entities: MoNFS&R, NADRA, PITC, DISCOs, Designated Entity

AF.SPR.002	Subsidies disbursement for protected category of agricultural consumers	Timeline
	Survey of agricultural consumers completed	Jun 30th, 2023
	Subsidy qualification criteria & implementation plan developed	May 31st, 2024
	Criteria & implementation plan approved by the Government	Jul 31st, 2024
	Subsidy disbursement implementation completed	Jun 30th, 2026

Priority Area 12 | Incentive Schemes

Suitable incentive schemes and mechanisms for electricity consumers can serve as a tool to accelerate the agenda of sustainable energy transition. This, in turn, calls for the cross-sectoral integration and collective optimization of objectives during the process of designing, deployment and evaluation of such schemes.

Strategic Directives

69. Incentive mechanisms / schemes shall be utilized as a tool to facilitate accelerated energy transition and economic growth. Such mechanisms shall account for:

a) predictability through consistency of policy directives;
b) cross sectoral integration and optimization;
c) efficient utilization of resources;
d) regional competitive tariffs for productive consumer.

70. System value framework shall be developed that shall enable designing and evaluation of various proposals and policy interventions including incentive schemes for electricity consumers, taking into account technical, economic, social and environmental aspects.

71. The Regulator, while determining tariffs of DISCOs, shall ensure inclusion of facilitative provisions for application of incentive schemes across the entire country without excessively burdening the fiscal space.

72. CCoE shall be the relevant committee of the Government for approval of all incentive schemes prior to ratification by the Government.

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Performance Indicators & Targets

Responsible Entities: Designated Entity

AF.ISC.003	Development of system value framework	Timeline
	System value framework developed	Dec 31st, 2024

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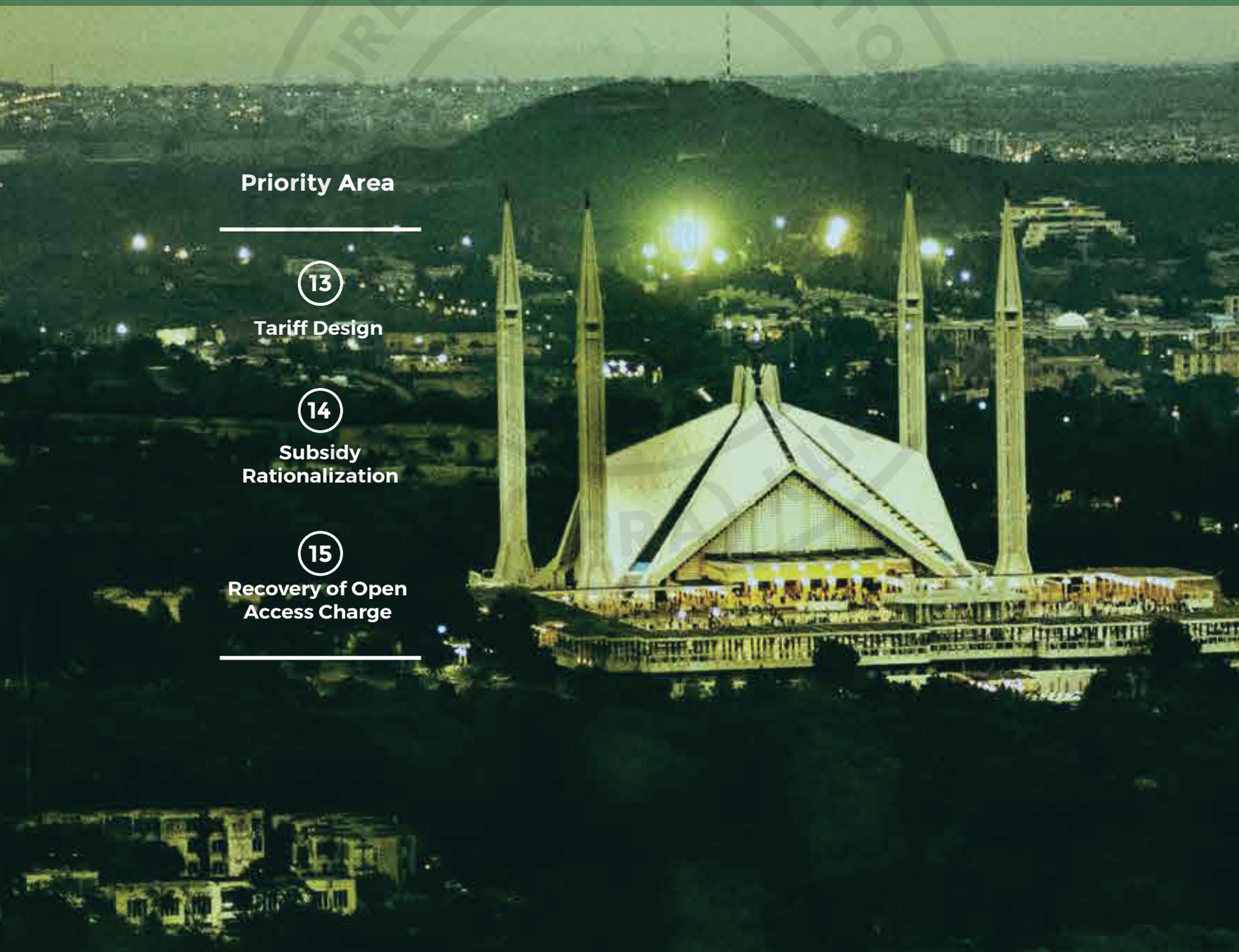
Objective 5

FINANCIAL VIABILITY

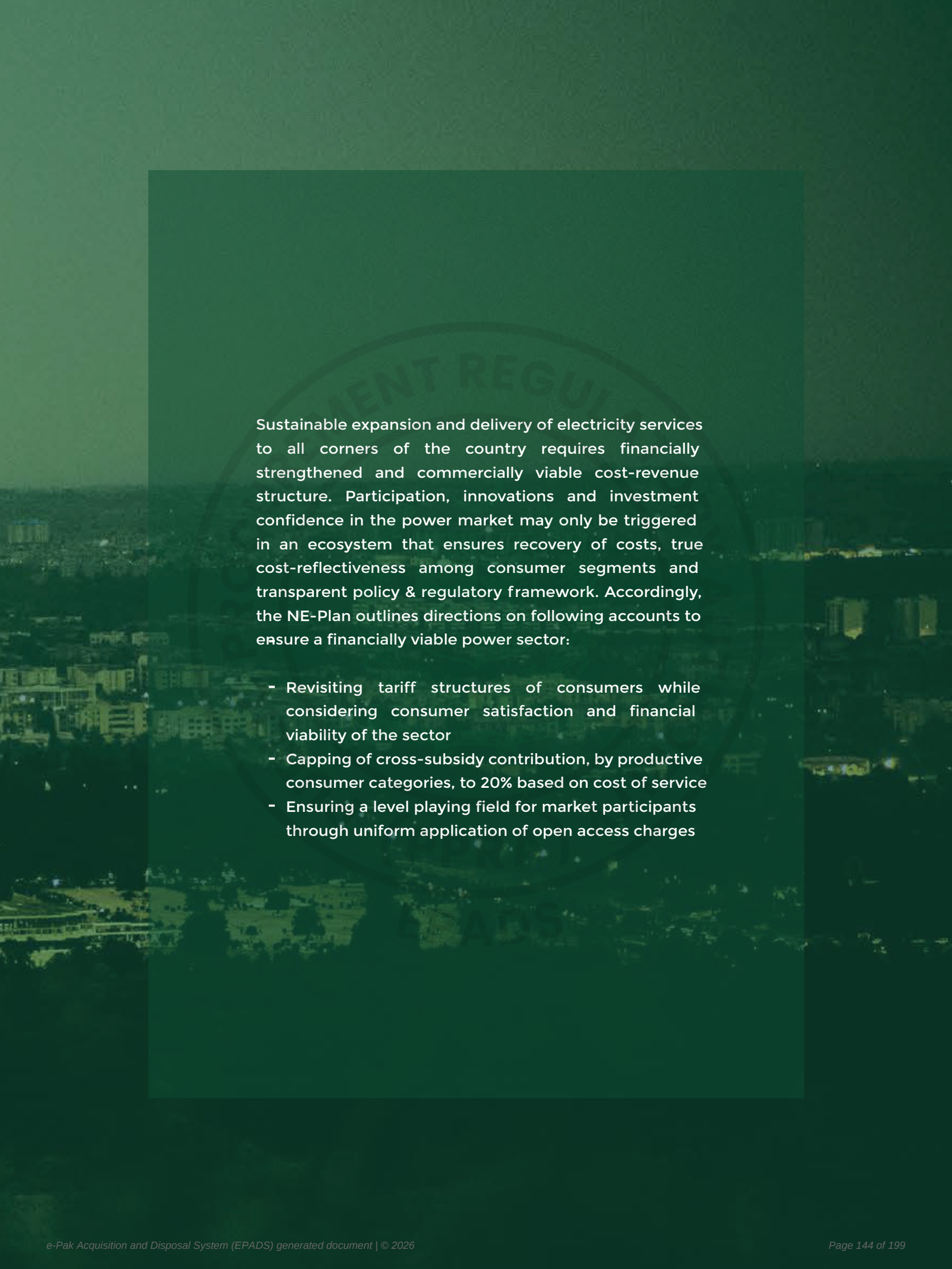


Priority Area

13 **Tariff Design**

14 **Subsidy Rationalization**

15 **Recovery of Open Access Charge**



Sustainable expansion and delivery of electricity services to all corners of the country requires financially strengthened and commercially viable cost-revenue structure. Participation, innovations and investment confidence in the power market may only be triggered in an ecosystem that ensures recovery of costs, true cost-reflectiveness among consumer segments and transparent policy & regulatory framework. Accordingly, the NE-Plan outlines directions on following accounts to ensure a financially viable power sector:

- Revisiting tariff structures of consumers while considering consumer satisfaction and financial viability of the sector
- Capping of cross-subsidy contribution, by productive consumer categories, to 20% based on cost of service
- Ensuring a level playing field for market participants through uniform application of open access charges

Priority Area 13 | Tariff Design

Efficient and robust tariff design is the cornerstone to cope with the rapidly evolving techno-commercial model of the power sector. Progressive transition towards cost reflective tariff structure, greater systemic flexibility, predictability of tariffs and balanced allocation of fixed & variable costs are the critical components to enable and co-optimize competing objectives of financial viability and affordability.

Strategic Directives

73. Tariff design shall be regularly revisited to foster the market interventions, cross-subsidy rationalization, bill & revenue stability and customer satisfaction through multi-part tariff structures, creation / restructuring of slabs in existing categories of the consumers, creation of new categories, etc.

74. Fixed charges shall be progressively incorporated in the tariffs of all consumer segments except consumers of protected category. Such fixed charges shall duly account for, inter alia, share of capacity cost in cost of service, market interventions, consumption behaviors and affordability of consumers. It is aimed that by FY-2027, the fixed charges shall account for at least 20% of the fixed cost of the respective categories evaluated through a cost-of-service study.

75. Regulator shall periodically assess and adjust accordingly (as required) the applicable peak rates and associated peak hours for electricity consumers on the basis of, inter alia, demand-supply balance, price elasticity of demand, daily & seasonal cycles and marginal costs. Provided further, first such assessment shall be carried out no later than December 2023.

76. To ensure stability & predictability in the tariffs of end consumers, the Regulator shall revisit existing fuel cost adjustment mechanism so as to ensure financial viability of the sector and equity of the consumers on account of price volatility. Accordingly, Regulator may formulate the Forward Fuel-Cost Adjustment (FFCA) mechanism based upon historical and / or future fuel price adjustments with the predetermined control period and appropriate tolerance bands.

77. The Regulator shall allow recovery of financial charges to the DISCOs arising on account of systematic time lag between the period of generation invoicing and payment thereof by the consumers.

78. Upfront tariff regime shall be discontinued by the Regulator for all future generation & transmission projects. Accordingly, all such procurements shall be in accordance with the Strategic Directive 11(g) and Strategic Directive 25(d).

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79. Till the application of uniform tariff across the country, Government shall continue to maintain and notify a uniform tariff for all consumers of Supplier of Last Resort. Provided further, the same shall be applicable for existing XW-DISCOs even after privatization in any mode.

80. The Government shall initiate necessary amendments in the NEPRA Act to enable consolidation of revenue requirements of all the Supplier of Last Resort for the purpose of determination and notification of single national uniform consumer tariff. The MoE (Power Division) shall develop a mechanism to adjust the revenue differentials arising on account of consumer uniform tariff and respective determined tariff of each Supplier of Last Resort.

81. The decision of continuation/abolishment of uniform tariff shall be evaluated every five (5) years based on principles, inter-alia:

a) affordability;
b) transparency;
c) economic efficiency;
d) market evolution.

Performance Indicators & Targets

Responsible Entities: Regulator
Supporting Entities: MoE (Power Division)

AF.TDE.001	Inclusion of fixed charges in end consumer tariffs	Timeline
	Fixed charges to recover at least 20% of the fixed cost of the respective consumer category	Jun 30th, 2027

Responsible Entities: Regulator
Supporting Entities: System Operator, Designated Entity

AF.TDE.002	Assessment of ToU tariff	Timeline
	First assessment completed	Mar 31st, 2024

Responsible Entities: Regulator

AF.TDE.003	Ensuring smooth and predictable Fuel Cost Adjustment (FCA) for consumers	Timeline
	FCA mechanism devised and implemented by the Regulator	Mar 31st, 2024

Responsible Entities: MoE (Power Division)
Supporting Entities: Designated Entity, Regulator

AF.TDE.004	Application of uniform tariff for all consumers of Supplier of Last Resort	Timeline
	Amendment in NEPRA Act initiated to enable application of uniform tariff	Mar 31st, 2024
	Mechanism developed for adjustment of revenue differentials	Sep 30th, 2024

Responsible Entities: Designated Entity
Supporting Entities: MoE (Power Division)

AF.TDE.005	Evaluation of uniform tariff applicability	Timeline
	Evaluation methodology developed	Dec 31st, 2024
	First evaluation for applicability of uniform tariff completed	Dec 31st, 2025

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Priority Area 14 | Subsidy Rationalization

Energy subsidies are the key policy instruments to meet the socio-economic objectives of the Government through alleviation of energy poverty and enabling access to affordable energy services. Progressively targeting the scope of subsidies to the protected categories, direct disbursement mechanisms and limiting the exposure of cross-subsidies shall enable minimizing strain on fiscal space coupled with progressive transition towards cost-of-service tariffs.

Strategic Directives

82. Tariffs for the residential consumers shall be progressively adjusted to align with the principle of cost-of-service, taking into account the following:
    a) Subsidies to the protected categories of residential consumers shall be disbursed directly pursuant to the detailed action plan to be developed under Strategic Directive 067;
    b) Residential consumers (below cost recovery) shall be cross subsidized by:
        i) industrial & commercial consumers, pursuant to the Strategic Directive 084;
        ii) other residential consumers (above cost recovery).

83. Tariff structure for agricultural consumers shall be segmented into sub-categories, taking into account the following:
    a) subsidies to the agricultural consumers shall be disbursed pursuant to the detailed action plan to be developed under Strategic Directive 068;
    b) Agricultural consumers (below cost recovery) shall be cross-subsidized by:
        i) industrial & commercial consumers, pursuant to the Strategic Directive 084;
        ii) other agricultural consumers (above cost recovery).

84. **Cross-subsidy by the productive consumers, to subsidize residential and agricultural consumers, shall be progressively restricted to 20% of the respective cost of service of such consumers by FY-2026.** Provided further, in pursuance to Strategic Directive 030 & 073 and to foster transition to green mobility, the Regulator shall establish a new tariff category for the electric vehicle charging stations with a tariff based on cost of service and no cross-subsidy, latest by June 2023.

85. **Reappropriation of annual allocated subsidies between the Power and Petroleum Divisions of Ministry of Energy, may be carried out to account for collective optimization of energy value chain.**

86. **Notwithstanding** the aim to achieve subsidy neutral tariff structure, the Government may consider future subsidies for dedicated consumer classes on the premises of socio-economic benefits. Provided further, such subsidies may be disbursed directly through the concerned ministry.

Performance Indicators & Targets

Responsible Entities: Regulator
Supporting Entities: MoE (Power Division)

AF.SRA.006	Cross-subsidy by the industrial and commercial consumers	Timeline
	Cross-subsidy limit of 20% achieved	Jun 30th, 2026

Responsible Entities: Regulator
Supporting Entities: MoE (Power Division)

AF.SRA.007	Tariff category for EV charging stations	Timeline
	Separate category for EV charging stations formulated	Jun 30th, 2023

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Priority Area 15 | Recovery of Open-Access Charge

Liberalization of electricity markets and disruptive technological innovations pose significant challenge in recovering costs of existing generation assets. Devising appropriate mechanism based on the co-optimization of competing objectives of financial viability, affordability and competition is crucial for ensuring sustainable transition of the sector with the afore-mentioned interventions.

Strategic Directives

87. Open access charge shall be recovered from all consumers, opting for open access, through competitive suppliers till the currency of this NE-Plan or as amended by the Government, as per the following mechanism:
    a) Grid charges, including use of transmission and distribution system charges, Market and system operator fee, cross subsidy charges, metering service charges etc., shall be applicable to all such consumers;
    b) Cost arising on account of open access, comprising of capacity costs, shall be applicable to all such consumers.

    Provided further, in case the Government decides to reduce the open access charges or any of its components for the consumers opting for open access, it shall provide the funding to bridge the differential costs. While taking any such decision, the Ministry of Finance shall hire a third-party consultant to evaluate and verify the impact of such change on the national exchequer and consumers of suppliers of last resort. The reduction or removal of such charges shall only be approved where fiscal space is available in the budget to support such reduction and consumers of suppliers of last resort are not burdened with these charges.

88. Prior to the CMOD, the Regulator shall determine open access charges in accordance with the provisions of Strategic Directive 087. Such charges shall only be applicable for the consumers opting for open access through national grid. Accordingly, the Regulator shall devise a robust framework to settle the inter-DISCO differentials on account of uniform open-access charges till the time of applicability of uniform tariff.

89. Each Supplier of Last Resort shall file a petition to Regulator for determination of the open access charges, latest by April 2023.

90. Stranded costs, arising on account of distributed generation (including self-consumption & net metering) for consumers utilizing grid connection, shall be recovered pursuant to the mechanism provided in Strategic Directive 074. The same shall be provided for in the distributed generation and net metering regulations, to be amended pursuant to the Strategic Directive 014.

Performance Indicators & Targets

Responsible Entities: DISCOs
Supporting Entities: Market Operator

AF.ROA.008	Petition for determination of open access charges	Timeline
	Petition filed with the Regulator	Apr 30th, 2023

Responsible Entities: Regulator

AF.ROA.009	Determination of open access charge	Timeline
	Open access charge determined for each DISCO	Oct 31st, 2023

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Objective 6

SUSTAINABILITY

Objectives

16 **Decarbonization**

17 **Energy Efficiency & Conservation**

18 **R&D Instituionalization**

19 **Institutional Improvements & Capacity Building**

20 **Digitalization**

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Environment, society and governance are the key facets to inform the value proposition of the power sector. NE-Plan has paved pathways to embrace the reduction of GHG emissions on voluntary basis, strengthen the organizational structure of power sector entities in terms of people, processes and technology, drive a culture and established processes with the prime objective of consumer centricity, accelerate the research, development, innovation and adaption of digital technologies. Accordingly, following key initiatives have been envisaged in this strategic plan:

- achieving 65% clean energy mix for power generation by FY-2030
- promoting energy efficiency & conservation on supply and demand sides through policy & regulatory levers and incentive schemes to aggressively reduce the energy intensity of the economy
- development of programs to foster R&D across the sector
- necessary institutional restructuring of the power sector
- deployment of central information system
- establishment of central consumer service platform for one-window facilitation

Priority Area 16 | Decarbonization

Pakistan contributes less than 1% to global GHG emissions yet it is extremely vulnerable to the adverse impacts of climate change. Developing institutional & infrastructural capabilities, cross-sectoral & cross-border integration and financial & technical support shall serve as critical drivers to accelerate the agenda of clean energy transition.

Strategic Directives

91. Government aims to gradually achieve 65% of the generation mix through the clean energy sources by FY-2030.

92. The Designated Entity, together with Regulator and MoCC, shall establish Monitoring, Reporting and Verification (MRV) mechanism for existing & projected GHG emissions of the power sector and reporting the reduction of GHG emissions achieved, to relevant national and international stakeholders.

93. The Designated Entity, in coordination with MoCC, shall:

a) perform detailed assessment of the existing GHG emissions of the power sector latest by July 2025;

b) maintain the record of GHG emissions from the power sector on annual basis based on actual generation;

c) assess ten-year forward-looking emissions outlook of the power sector on annual basis.

94. MoE (Power Division), in collaboration with MoF & MoCC, shall explore and pursue avenues to finance cost effective decarbonization pathways and initiatives through, inter alia, credit mechanisms, ESG-based financing, debt-nature swaps, green bonds and climate funds. Accordingly, necessary adjustment to the planning and regulatory instruments shall be made, as and when required, to harness said opportunities.

95. MoCC, in collaboration with MoE (Power Division), shall carry out regular assessments of shadow costs of carbon emissions of the power sector. Further, any decision to internalize the said costs shall be subject to the approval by the Government, on case-to-case basis.

96. MoCC, in collaboration with MoE (Power Division) and other relevant stakeholders, shall devise a roadmap for the development of the integrated assessment model to inform the cross-sectoral policy decisions in integrated manner. Further, such roadmap shall take into account the IEP development as provided in Priority Area 01.

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Performance Indicators & Targets

Responsible Entities: Designated Entity
Supporting Entities: MoCC (GCISE), Regulator

SU.DCA.001	Establishment of Monitoring, Reporting & Verification (MRV)	Timeline
	MRV mechanism established	Dec 31st, 2024
	First assessment completed	Jul 31st, 2025

Responsible Entities: MoCC
Supporting Entities: MoE (Power Division)

SU.DCB.002	Assessments of shadow costs of carbon emissions	Timeline
	Assessment completed	Dec 31st, 2025

Responsible Entities: MoCC
Supporting Entities: MoE (Power Division), Designated Entity

SU.DCB.003	Roadmap for development of the integrated assessment model	Timeline
	High-level roadmap developed	Dec 31st, 2024

Priority Area 17 | Energy Efficiency & Conservation

Energy efficiency serves as the primary fuel to meet growing energy demands while satisfying the objectives of affordability, sustainability and security. Designing energy efficiency programs based on a comprehensive policy and regulatory framework, strong and accountable institutions, dedicated financing mechanisms, reliable data and enhanced technical capacity shall effectively contribute to attainment of afore-said objectives.

Strategic Directives

97. Government shall, by notification in official gazette, establish an Energy Conservation Tribunal as per Section 19 of National Energy Efficiency and Conservation Act 2016, latest by March 2024.

98. Regulator, in consultation with NEECA, shall include prudent energy efficiency targets in the respective planning instruments of the power sector entities. Provided further, Regulator, with the support of NEECA, shall strengthen the internal EE&C capabilities for the effective oversight of the determined EE&C targets.

99. In order to effectively deploy the DSM strategies to complement the supply side intervention for meeting the consumers' demand, the Regulator shall formulate DSM regulations for the DISCOs, which shall provide for, inter alia, guidelines, roles & responsibilities, incentives, development of individual DSM plans & programs and implementation. Provided further, each DISCO shall establish a DSM cell in MIRAD, that shall be responsible for the functions related to DSM and other initiatives under EE&C.

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100. The Designated Entity, in coordination with relevant stakeholders, shall explore and develop programs and instruments to meet accelerated energy transition, EE&C and decarbonization objectives. Accordingly, this may include, inter alia, following key initiatives:

a) collaboration with SBP and relevant stakeholders for the introduction / extension of dedicated concessionary financing schemes;

b) design and roll-out of on-bill-financing schemes in collaboration with the Regulator, NEECA, DISCOs and other relevant stakeholders.

Provided further, on-bill-financing schemes may take into account credit / recovery rating of the respective electricity consumers and compliance of respective appliances with the efficiency standards as developed by NEECA.

101. Fuel efficiency monitoring mechanism shall be included in the revised generation policy framework to enable periodic heat rate testing for future thermal power plants. Such monitoring mechanism shall also provide for the profit-sharing mechanism on account of efficiency gains.

102. Mechanism for rehabilitation of existing power plants through augmentation, for the purpose of enhancing the overall plant efficiency, shall be developed by System Operator, in consultation with the relevant stakeholders. Such rehabilitation shall be subject to the generation optimization under IGCEP as provided in Strategic Directive 005.

103. Pursuant to the memorandum of understanding between committee for negotiations with IPPs, as notified by the Government, and the IPPs, dated August 12th, 2020, CPPA-G, through an independent consultant, shall perform a one-time detailed heat rate test to ensure alignment of reported and actual efficiencies of such IPPs.

104. NEECA shall develop and maintain an active registry of the captive power plants. Accordingly, following initiatives shall be taken to ensure effective utilization of energy resources for power generation:

a) NEECA shall develop a mechanism, in consultation with relevant stakeholders, for issuance and applicability of energy saving certificates to all the captive power plants on a voluntary basis;

b) all the incentives and concessions for captive units shall be subject to the energy efficiency certificates;

c) a separate gas tariff category shall be introduced for captive units that do not possess energy efficiency certificate issued by NEECA. The determined tariff of such category of captive consumers shall be made comparable with the respective imported RLNG prices. Provided further, the supply of gas to such captive consumers shall be curtailed, on priority basis, during the periods of gas shortages.

Provided further, captive units, that are beneficiaries of energy subsidies by the Government, shall not be allowed to sell electric power in the power market. Accordingly, the Regulator shall devise appropriate mechanisms for integration of such captive units in the power sector.

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Performance Indicators & Targets

Responsible Entities: Government
Supporting Entities: NEECA

SU.EEC.004	Establishment of Energy Conservation Tribunal	Timeline
	Tribunal established	Mar 31st, 2024

Responsible Entities: Regulator
Supporting Entities: DISCOs, System Operator

SU.EEC.005	Development of DSM Regulations	Timeline
	DSM Regulations enacted	Mar 31st, 2024

Responsible Entities: DISCOs

SU.EEC.006	Institutionalization of DSM Cell	Timeline
	DSM function institutionalized in MIRAD of each DISCO	Jun 30th, 2024

Responsible Entities: NEECA
Supporting Entities: Designated Entity, Regulator, SBP, DISCOs

SU.EEC.007	Development of on-bill financing scheme	Timeline
	Consultative sessions concluded with relevant stakeholders	Mar 31st, 2024
	First on-bill financing scheme launched	Oct 31st, 2024

Responsible Entities: NEECA
Supporting Entities: MoE (Petroleum Division)

SU.EEC.008	Captive Units Energy Saving Certification Program	Timeline
	Certification process completed	Mar 31st, 2024

Responsible Entities: OGRA
Supporting Entities: MoE (Petroleum Division)

SU.EEC.009	Separate Category for non-holders of Energy Saving certificates	Timeline
	Separate tariff category included	Mar 31st 2024

Responsible Entities: CPPA-G

SU.EEC.010	Heat rate test of IPPs	Timeline
	One-time heat rate test completed	Mar 31st, 2024

Priority Area 18 | R&D Institutionalization

Research & development is an essential toolkit to enable and inform development of strategies for the attainment of policy goals. This may be facilitated through establishment of central R&D management functions that enable; liaising with local & global organizations, entering into regional cooperation to foster knowledge & technology transfers, providing central support to the sector entities, strengthening R&D hubs to perform dedicated research on specific themes, commercialization of viable solutions and funding high-priority R&D projects.

Strategic Directives

105. Pursuant to Section 4.5.1 of the National Electricity Policy, a Five-Year Research and Development Program (FRDP) shall be developed to enable focused scaling of collective research & development initiatives for the power sector of Pakistan. The said program shall, inter-alia, provide for:

a) priority areas and sub-research areas;
b) annual Budget & Funding Mechanism;
c) process for award of R&D Projects;
d) monitoring & Evaluation.

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106. R&D Secretariat shall be established in the Designated Entity, to act as a central organization for designing & development of FRDP, facilitation & coordination, funds disbursement and management of necessary activities under the said program. The FRDP shall be developed with consultation of key stakeholders and shall be approved by the Government. The multiyear budget for the FRDP shall be made part of the management fee of the Designated Entity.

107. The Designated Entity shall develop and manage an e-platform, namely, Central Platform for R&D (CPRD), for the purpose of solicitation of proposals under FRDP. Moreover, necessary guidelines & templates pertaining to, inter alia, submission / solicitation of proposals, intellectual property rights, expenditure statements and project completion shall also be provided in CPRD.

108. The Designated Entity may enter into strategic collaboration with the global research institutions, academia, agencies, multilateral / bilateral forums, and other relevant institutions to enable; knowledge & technology transfer, capacity building and exploring research areas of mutual interest. Provided further, power sector entities shall continue with their respective research and development, capacity building, and collaborations initiatives related to their particular mandates, roles and business needs.

109. Dedicated Centers of Excellence (CoEs) shall be established in selected power sector organizations, research institutions and academia across the country. Accordingly, the Designated Entity shall be responsible for selection and accreditation of such organizations / institutions. Further, CoEs shall also facilitate in training and capacity building of power sector entities along with students at academia through dedicated programs, courses and workshops.

110. Each power sector entity shall develop mechanisms for generating and internalizing innovative ideas under respective business functions. This shall be supported through an innovation matrix of conceiving ideas, assessing / evaluating through dividends, inter alia,profitability, costs & cultural benefits and implementation. Accordingly, sectoral entities shall reflect their developments on account of innovation in their respective annual reports.

Performance Indicators & Targets

Responsible Entities: Designated Entity
Supporting Entities: MoE (Power Division)

	R&D Program	Timeline
SU.RDI.011	R&D Secretariat established	Dec 31st, 2024
	Five - Year Research and Development Program (FRDP) developed	Jul 31st, 2025

Responsible Entities: Designated Entity

	Establishment of Central Platform for R&D (CPRD)	Timeline
SU.RDI.012	CPRD developed and operationalized	Dec 31st, 2024

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Responsible Entities: Designated Entity
Supporting Entities: MoE (Power Division)

	Cumulative number of Strategic Collaborations for R&D	Timeline
SU.RDI.013	Total 01 collaborations established	Dec 31st, 2024
	Total 03 collaborations established	Jun 30th, 2025
	Total 08 collaborations established	Jun 30th, 2026
	Total 10 collaborations established	Jun 30th, 2027

Responsible Entities: Designated Entity
Supporting Entities: All Power Sector entities

	Cumulative number of R&D Projects initiated each year	Timeline
SU.RDI.014	Minimum 05 Projects initiated	Jun 30th, 2025
	Minimum 10 Projects initiated	Jun 30th, 2026
	Minimum 15 Projects initiated	Jun 30th, 2027

Responsible Entities: Designated Entity
Supporting Entities: MoE (Power Division)

	Accreditation of Centers of Excellence (CoEs)	Timeline
SU.RDI.015	Minimum 03 CoEs accredited	Jun 30th, 2025
	Minimum 03 CoEs accredited	Jun 30th, 2026
	Minimum 04 CoEs accredited	Jun 30h, 2027

Responsible Entities: Power Sector Entities

	Reporting annual innovations	Timeline
SU.RDI.016	Innovation section included in annual reports	Dec 31st, 2023

Priority Area 19 | Institutional Improvements & Capacity Building

Institutional and organizational strength, combined with sound human capital, refined processes and modern technology, are crucial constituents to enable efficient management, technical & operations efficiency and economic gains in the sector, leading to attainment of the over-arching policy objectives. This, inter-alia, requires clear definition of roles and responsibilities with the designated functions, organizational restructuring, training & human capital development on a sustainable basis and committed consumer facilitation.

Strategic Directives

111. A functional and effective operating ministry is precedential to enable attainment of strategic objectives and targets, devise appropriate strategies and enable successful implementation. Lack of clarity of functions and dedicated technical expertise, ad hoc staffing arrangements, absence of ex-cadre posts to be manned by permanent employees, absence of a management information system and non-documentation of processes have hampered the performance of the ministry in the attainment of the strategic objectives. Accordingly, the organizational restructuring of MoE (Power Division) shall be carried out through following alignments:

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a) amendments in the Schedule II of the Rules of Business, 1973, to bring clarity in the functions of the ministry;
b) revision of the existing organogram in pursuance to (a) above;
c) creation of a dedicated inhouse technical support function;
d) development of specific job descriptions and performance indicators / benchmarks for all the personnel and departments of the ministry;
e) effective adoption and utilization of management information system and decision support system to be deployed in the Designated Entity.

112. Independent assessment of the regulatory performance shall be carried out under the supervision of the CCI Secretariat, which shall, inter alia, account for the following:
a) effectiveness of legal framework;
b) organizational capacity.

The broad contours of aforesaid assessment have been provided in Annexure 4. Accordingly, such assessment, along with the associated recommendations, shall be submitted to the CCI for consideration and devising subsequent action plan for regulatory reforms.

113. Institutional restructuring of AEDB and PPIB, to perform their roles as IAA, shall be carried out in accordance with the approved CTBCM roadmap.

114. Function of System Operator shall be strengthened pursuant to the necessary stipulations as provided in Strategic Directive 033.

115. The existing PITC shall be restructured to function as a central information technology company for the power sector and shall perform the following functions:
a) integrate, standardize and disseminate sectoral data through Power Information System (PIS) (Strategic Directive 127);
b) develop and consolidate central Electricity-CNIC Database (ECD) (Strategic Directive 131);
c) develop, manage & operate central e-platform to provide all essential electricity related customer services & support (Strategic Directive 120).

116. All Key leadership positions of the state-owned power sector entities shall be appointed on at least 3-year tenure, unless the personnel in such position resigns or is removed as per the applicable rules and regulations.

117. Guidelines for training & human capital development for the power sector shall be developed by MoE (Power Division) to enhance collective productivity and customer satisfaction, thereby enabling attainment of the policy objectives of the power sector. The guidelines shall provide for, inter alia, institutionalization of central support function, target setting, liaising / networking, knowledge dissemination and monitoring & evaluation. Provided further, the guidelines shall account for gender inclusiveness in the workplace environment to promote gender equality.

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118. All power sector state-owned entities, as provided in Performance Indicator SU.IIC.021, shall develop / amend their respective human resource policies and manuals to ensure future induction of all employees on contractual / third party basis only, such that:

a) policies / manuals shall enable provisions and accompanying incentives for the existing employees to adopt contractual terms and conditions;

b) all inductions / promotions at & below BPS 19 or equivalent shall be through internal competition or otherwise, through open market competition;

c) all postings on & above BPS 20 or equivalent shall be through open market competition on a contractual basis.

119. Number of documents required for the purpose of connection services for the consumers shall be progressively reduced as under:

a) residential: 2 documents;

b) commercial: 3 documents;

c) industrial: 5 documents.

Provided further, commencing from December 2023, only online submission of documents, for the purpose of connection services, shall be accepted by the DISCOs. Provided further, Regulator shall accordingly amend the Consumer Service Manual to give effect to this Strategic Directive.

120. PITC shall upgrade the existing central e-platform, to facilitate electricity consumers for the provision of essential electricity services. Accordingly:

a) PITC shall consolidate all consumer related services under the central e-platform , thereby enabling one-window facilitation;

b) all DISCOs shall align their internal business processes with the central e-platform to provide the services in the prescribed timeline, as provided in Strategic Directive 026;

c) PITC shall devise and implement a communication strategy to promote utilization of said one-window facility;

d) commencing from January 2024, all DISCOs shall ensure logging of applications / requests / services of the electricity consumers at central platform developed by PITC.

121. One-window facilities shall be established in all DISCOs to facilitate provision of electricity services to large consumers on a priority basis.

122. Per the stipulations of Consumer Service Manual, Regulator shall develop appropriate mechanism and process to facilitate payment of connection charges in installments, for productive consumers, subject to predefined limits.

123. Generation licensing requirements for various classes of generation projects shall be discontinued in accordance with the mechanism to be provided pursuant to Strategic Directive 012.

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124. The Designated Entity, in consultation with Market Operator, relevant stakeholders and sector experts, shall formulate a due diligence report providing the gap analysis of the prevailing / applicable policy & regulatory frameworks in the sector, primarily on account of sectoral reforms and power market development. Accordingly, the diligence report shall provide recommendations for the modification in the relevant legal, policy and regulatory frameworks .

125. To enable transparent, simple and predictable mechanism for generation investments, this NE-Plan has streamlined necessary processes through alignment of requisite instruments of policy, planning and subsequent procurement (Strategic Directive 011, 005 and 008, respectively). This shall also facilitate progressive transition towards an investor friendly ecosystem and reduction in overall risk profile.

126. All state-owned entities of power sector shall develop / update and publish their respective processes (including but not limited to consents, approvals and expression of interests) involving investor and consumer related matters through digital platform(s).

Performance Indicators & Targets

Responsible Entities: MoE (Power Division)
Supporting Entities: Cabinet Division

SU.IIC.017	Restructuring of MoE (Power Division)	Timeline
	Rule of business amended	Mar 31st, 2024
	Restructuring completed	Dec 31st, 2024

Responsible Entities: CCI Secretariat
Supporting Entities: Cabinet Division

SU.IIC.018	Assessment of Regulatory Performance	Timeline
	Terms of reference issued	Mar 31st, 2024
	Consultant engaged	Jun 30th, 2024
	Assessment Report submitted to CCI	Dec 31st, 2024

Responsible Entities: Designated Entity
Supporting Entities: Market Operator

SU.IIC.019	Gap analysis of policy & regulatory frameworks	Timeline
	Due diligence report published	Jun 30th, 2025

Responsible Entities: MoE (Power Division)
Supporting Entities: Designated Entity

SU.IIC.020	Development of guidelines for training & human capital development	Timeline
	Consultation completed	Mar 31st, 2024
	Guidelines issued	Sep 30th, 2024

Responsible Entities: XW-DISCOs, NGC, GENCOs, System Operator
Supporting Entities: MoE (Power Division)

SU.IIC.021	Amendment of human resource policies / manuals to include contractual provisions	Timeline
	Revised policies / manuals enacted	Mar 31st, 2024

Responsible Entities: Regulator
Supporting Entities: DISCOs

SU.IIC.022	Reduction in number of documents required for the purpose of connection services	Timeline
	Document requirement for connection services revised	Mar 31st, 2024

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Responsible Entities: PITC
Supporting Entities: DISCOs

SU.IIC.023	Central e-platform for electricity services	Timeline
	E-platform upgraded	Mar 31st, 2024
	Public outreach communication strategy finalized	Mar 31st, 2024
	Business processes of each DISCO aligned	Jul 31st, 2024

Responsible Entities: DISCOs

SU.IIC.024	Creation of one-window facility for large consumers	Timeline
	One-window facility established	Mar 31st, 2024

Responsible Entities: Regulator
Supporting Entities: XW-DISCOs

SU.IIC.025	Mechanism for installment of connection charges	Timeline
	Mechanism developed and implemented	Jan 31st, 2024

Priority Area 20 | Digitalization

Integration of information and communication technologies across the entire business periphery of economy complements the attainment of digital transformation. The incorporation of ICT strategies and central power information system shall assist the alignment of goals across the power sector entities, inter-alia, efficient data accessibility & management, improved IT asset utilization levels, enterprise mobility and e-governance through streamlined processes & communication platforms.

Strategic Directives

127. A centralized Power Information System (PIS) shall be progressively developed by PITC with the aim of integration, standardization and dissemination of sectoral data under a single platform. Provided further, for more effective and informed decision making the PIS shall be progressively integrated with cross-sectoral data streams/repositories, inter-alia, Energy Information System (EIS) of Planning Commission, Easy Data of State Bank.

128. PITC, in consultation with the relevant stakeholders, shall develop a PIS platform along with comprehensive and integrated data governance framework in line with the transitional roadmap for development and institutionalization of PIS. Accordingly, all the relevant entities shall collaborate with PITC on account of identification of data domains (required data sets for respective business functions), interfaces (application requirements) and data sharing. Further, restructuring of PITC shall be carried out pursuant to Strategic Directive 115 to enable effective institutionalization of PIS under PITC.

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129. All the entities, as provided in Performance Indicator SU.DIG.026, shall develop / update their respective ICT Plans. The ICT Plan shall account provide for development of, inter alia, infrastructure, business governance applications, IT policies and implementation of e-office platform along with their respective implementation timelines & strategies. This ICT plan shall accordingly include deployment of, inter alia, following key applications, protocols and infrastructures:

a) Enterprise Resource Planning (ERP) systems;
b) Enterprise Content Management (ECM) systems;
c) Data institutionalization platforms and data centers;
d) Development of Information Technology Infrastructure Library (ITIL) Framework;
e) Data analytics and reporting procedures;
f) Data governance;
g) Capacity building and training program for employees.

Provided further, All the power sector entities, subject to the applicable law, shall maintain at least five (5) years of record in electronic form.

130. MoE (Power Division) shall constitute a committee to assist individual entities to develop / update / integrate standardized ICT Plan. The implementation timelines of ICT Plan, as approved by the BoD of each respective entity, shall be deemed part of this NE-Plan.

131. All DISCOs shall map reference number of consumers' meter connection with their CNICs in their respective jurisdictions, which shall be consolidated in the central Electricity-CNIC Database (ECD) by PITC. Provided further, PITC, in coordination with DISCOs, shall establish and implement protocols for regular update of ECD.

132. PITC, in collaboration with NADRA, shall integrate ECD with the NADRA database. This shall enable, inter alia:

a) consumer management / customer relationship management, data logging and integration, social assessments, theft management, credit rating, debt flagging and incentive allocation;
b) cross-sectoral support for the purpose of subsidies, incentives, initiatives and relief programs.

Provided further, PITC, in coordination with NADRA, shall establish and implement protocols for regular update of ECD – NADRA database.

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133. PBS, in coordination with the Designated Entity, PITC and other relevant organizations, shall update the questionnaires for its surveys and censuses to account for data solicitation from various consumer segments related to energy production, access, use, efficiency and behaviors. Accordingly, PBS shall share the requisite data with the the Designated Entity and relevant stakeholders for informed decision making in the power sector.

134. Every three (3) years, all DISCOs in coordination with Provincial Governments shall update GIS mapping of:

a) electricity consumers, in their respective service territory, to inform planning processes, carry out spatial data analysis, network surveys and manage customer information management system;

b) non-electrified areas, in their respective service territory, under UNE program (Strategic Directive 052).

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Performance Indicators & Targets

Responsible Entities: MoE (Power Division), Regulator, NGC, System Operator, DISCOs, GENCOs, AEDB, PPIB, CPPA-G, NEECA, PITC
Supporting Entities: Market Operator

	Development of ICT Plans	Timeline
SU.DIG.026	ICT Plan developed	Mar 31st, 2024
	ICT Plan implementation completed	Jun 30th, 2025

Responsible Entities: PITC
Supporting Entities: Market Operator, NGC, NEECA, Designated Entity

	Development of Power Information System (PIS)	Timeline
SU.DIG.027	PIS developed and institutionalized in PITC	Jun 30th, 2024

Responsible Entities: DISCOs
Supporting Entities: NADRA, PITC

	Meter-CNIC mapping	Timeline
SU.DIG.028	CNIC mapped with electricity reference numbers of consumer	Jun 30th, 2024

Responsible Entities: PITC
Supporting Entities: NADRA, DISCOs

	Integration of Electricity-CNIC Database (ECD) with NADRA database	Timeline
SU.DIG.029	ECD integrated with NADRA database	Dec 31st, 2024

Responsible Entities: DISCOs
Supporting Entities: PITC, PPMC

	GIS mapping of consumer meters	Timeline
SU.DIG.030	GIS mapping completed	Jun 30th, 2024

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Part B

IMPLEMENTATION AND REVIEW

Robust and effective implementation mechanism is an essential component to enable attainment of targets & compliance of directives under this NE-Plan. Devising implementation strategy for NE-Plan has largely been informed by the past experiences from the implementation of sectoral policies & plans and lessons learned from global best practices. Accordingly, following measures have been incorporated to ensure robust and effective implementation:

- targets and directives of this NE-Plan have been assigned to respective Responsible Entities
- Monitoring & Evaluation mechanism has been deployed to track progress of individual targets & directives and gauge performance of Responsible Entities
- multi-tier reporting hierarchy has been devised for assessing progress towards attainment of overall objectives of NE-Plan and outlining specific actions for informed decision-making

3. Monitoring, Evaluation & Reporting

3.1. Monitoring & Evaluation

a) Monitoring & Evaluation mechanism of NE-Plan pivots around gauging the compliance of each strategic directive provided in the respective priority areas. All such strategic directives, based on their specific characteristics, may be classified into one of the following three (3) categories:

- **i)** **Timebound Strategic Directives** provide for timebound actions and associated entity(ies) responsible for the completion of the said actions. Accordingly, all such strategic directives have been accompanied by specific "Key Performance Indicators (KPI)", for the purpose of performance measurement of respective entity.
  For example, Strategic Directive 067 and its associated KPI provide for roadmap with specific timebound milestones to enable disbursement of subsidies for protected category of domestic consumers by FY-2026.
- **ii)** **Perpetual Strategic Directives** have been provided to bring discipline in specific areas / processes. Such directives shall be monitored over the entire control period of this NE-Plan.
  For example, Strategic Directive 005 provides for necessary stipulations to be followed during the development of IGCEP each year.
- **iii)** **Triggering Strategic Directives** provide for overarching principles / mechanisms to be applicable based on specific triggering events.
  For example, proposal for qualification of strategic project shall be evaluated pursuant to the stipulations of Strategic Directive 010.

b) For effective Monitoring & Evaluation of NE-Plan, a dedicated web-based Monitoring & Evaluation System (M&ES) has been developed and deployed. Moreover, all the strategic directives, as provided in this NE-Plan, have been mapped in the M&ES. Accordingly:

- **i)** focal designations from all the Responsible Entities have been solicited and the same shall be utilized for future coordination;
- **ii)** dedicated user interface has been created for each Responsible Entity. Provided further, each Responsible Entity shall provide its compliance status of all the assigned strategic directives in M&ES;
- **iii)** initial training shall be conducted with all relevant stakeholders prior to enactment of this NE-Plan. Moreover, subsequent support shall be provided by the Designated Entity on a need basis.

c) Roles & responsibilities of different entities in the NE-Plan are provided below:

- **i)** **Responsible Entity**
  - **1)** devise strategies and ensure compliance with the respective strategic directives;
  - **2)** coordinate with Supporting Entities;
  - **3)** periodically update compliance status on M&ES;
  - **4)** provide focal nomination to the Monitoring & Coordinating Entity.

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ii) **Supporting Entity**

1) provide support to the Responsible Entity on the respective strategic directives;
2) provide focal nomination to the Responsible Entity (as required).

iii) **Monitoring & Coordinating Entity**

1) MoE (Power Division) shall designate an entity, referred to as "Designated Entity" in this NE-Plan, to perform the function as a central Monitoring & Coordinating Entity till the control period of this NE-Plan. Accordingly, the Designated Entity shall be responsible for consolidation, reporting, M&ES support and coordination;
2) Designated Entity shall submit Progress & Compliance Report (P&CR), on quarterly basis, to the MoE (Power Division) (as per the schedule provided in Figure 5);
3) For all the strategic directives, wherein Designated Entity has been assigned the role of Responsible Entity, compliance status shall be provided by the same in M&ES and shall, accordingly, be reflected in P&CR for the purpose of evaluation by MoE (Power Division);
4) All the entities shall support Designated Entity in performing the role of central Monitoring & Coordination Entity;
5) For the purpose of performing functions as envisaged in this NE-Plan, the designated entity shall charge a regulatory fee which shall be allowed by the Regulator.

3.2 Reporting

a) Periodic reporting of the progress of NE-Plan, on the basis of Monitoring & Evaluation mechanism, shall enable effective implementation through ascertaining the compliance of the strategic directives and devising corrective measures / strategies.

b) Reporting of NE-Plan shall be carried out at three (3) distinct tiers, as per the schedule of reporting provided in Figure 4, wherein:

i) **Tier-I:** The Designated Entity shall submit quarterly P&CR to MoE (Power Division) with the compliance status of respective strategic directives. Accordingly, in case of non-compliance, MoE (Power Division) shall:

1) take appropriate corrective measures and accountability actions for the entities under its administrative control. Moreover, MoE (Power Division) may amend the timelines of such entities on an exceptional basis and shall communicate such amendments to the CCoE as part of Tier-II reporting;
2) coordinate with the entities, not under its administrative control, to enable compliance with the respective strategic directives. Provided further, MoE (Power Division) may escalate such non-compliances to the CCoE (Tier-II), with the recommended action(s), on a case-to-case basis.

ii) **Tier-II:** MoE (Power Division) shall submit semi-annual report to the CCoE, providing for the individual compliance of the strategic directives, overall progress and necessary recommendations for the purpose of implementation of NE-Plan. Provided further, the Government may amend / modify any action / directive of this NE-Plan on an exceptional basis.

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Tiers	Frequency	Submitted by	Submitted to	Control Period	Submission Month
I	Quarterly	Designated Entity	MoE (Power Division)	July – September	October
				October – December	January
				January – March	April
				April – June	July
II	Semi-Annual	MoE (Power Division)	CCoE	July – December	January
				January – June	July
III	Annual	MoE (Power Division)	CCI	July – June	July

Figure 5: Schedule of Reporting

Provided further, the reporting schedule shall be effective from date of its notificationwith the submissionof first Progress & Compliance Report (P&CR)by the Designated Entity latest by 31st December2023.

4. Assessment: Review & Updating

This NE-Plan is a rolling plan and shall be enacted for a period of five years. This first NE-Plan has been developed and shall remain applicable for the control period from the date of its enactment till FY-2027.

The Government shall review the progress of this plan on semi-annual basis and may amend any part of this NE-Plan, as provided in Section 3.2(b)(ii). Provided further, the Designated Entity shall carry out an ex-post review of this NE-Plan to assess the overall implementation and impacts of the initiatives envisaged under this NE-Plan, objectives achieved, performances of entities and lessons learned on account of prescribed directives. Such ex-post review shall inform the development of second five-year NE-Plan.

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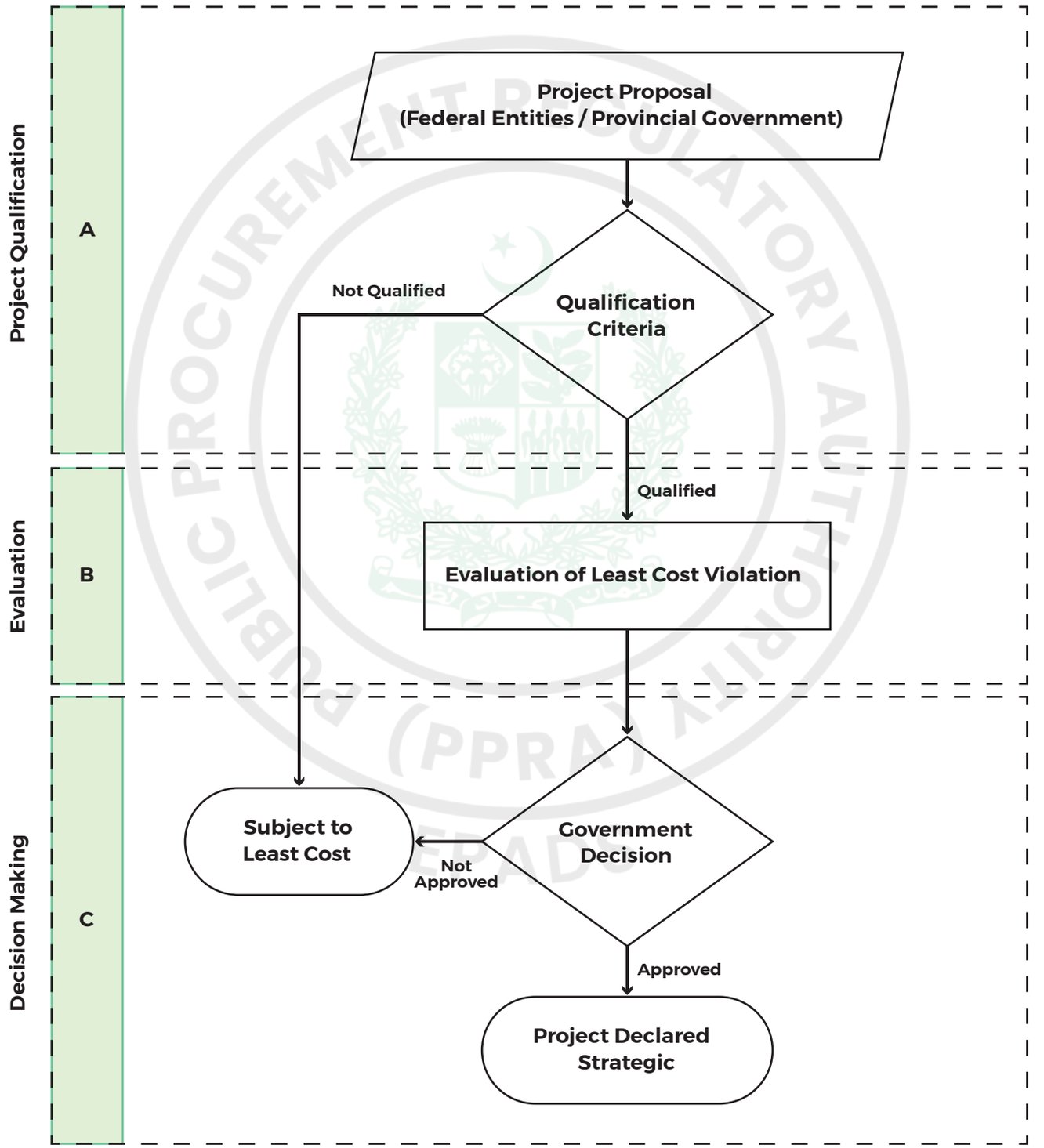
ANNEXURES

PUBLIC PROCUREMENT REGULATORY AUTHORITY (PPRA) EPADS

Annexure 1

The process for qualification, evaluation and approval of the strategic projects has been provided below, followed by description of each stage.

Process for Approval of Strategic Projects



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Process Description

Scope	Description
A. Project Qualification	i. The project proposal along with feasibility study (technical, commercial, socio-economic and other relevant considerations) shall be provided by the respective Federal Entity / Provincial Government. ii. MoE (Power Division) shall evaluate the proposal against the qualification criteria of strategic projects provided in Strategic Directive 010(a).
B. Evaluation	Subject to the qualification of the proposed project as strategic, the least cost violation (LCV) shall be determined through the evaluation mechanism provided below: i. For each proposed strategic project, the evaluation shall be carried out based on the assumption set of the I atest approved IGCEP covering 15 years of commercial operations (evaluation horizon) of the project from the respective COD. ii. The least cost violation (%) shall be evaluated as under: $$\textbf{Least Cost Violation (\%)} = \frac{\textbf{proposed cost + transmission cost - selection cost}}{\textbf{proposed cost}}$$ Where, *Proposed Cost*: (a) for all projects except for import of power, proposed cost is the project overnight capital cost including interest during construction as provided by the respective Federal entity / Provincial Government, (b) for projects related to import of power, proposed cost is the proposed tariff that includes all relevant cost (or as the case may be) as provided by the respective Federal entity / Provincial Government. *Transmission Cost:* (a) for all projects except for import of power, transmission cost is the relevant cost of the specific project as determined in accordance with the approved criteria of the CCI, (b) for projects related to import of power, transmission cost is any additional cost (as the case may be), as determined in accordance with the approved criteria of the CCI, that has not been included in the proposed cost.

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	Selection Cost: (a) for all projects except for import of power, selection cost is the project overnight capital cost including interest during construction that enables the selection of project on least cost basis, (b) for projects related to import of power, selection cost is the tariff (or as the case may be) that enables selection of the project on least cost basis. iii. Provided further, if the proposed strategic project is not selected during the evaluation horizon with any selection cost, the entire proposed cost along with the transmission cost shall be borne by the respective sponsoring Government / Provincial Government. Accordingly, the dispatch criteria of such projects, under such scenario, shall be decided on case-to-case basis by the Government. iv. Provided further, if the proposed strategic project is selected, on least cost basis, at its proposed cost any time beyond its proposed COD during the evaluation horizon, the %LCV shall be applicable till the time such project is selected on proposed cost. v. For provincial projects, the evaluated LCV shall be communicated to the relevant sponsoring Provincial Government and such projects may only be declared strategic by the Government subject to the prior consent by the respective Provincial Government to fund the cost of LCV and mechanism for payment of LCV shall be agreed in advance.
C. Decision Making	i. For declaration of the proposed project as strategic, the Government, in consultation with all the Provincial Governments, shall decide, on case-to-case basis, based on the qualification criteria and the cost of LCV. The mechanism for payment of LCV shall be agreed in advance. ii. All strategic projects shall be solicited under cost plus mechanism.

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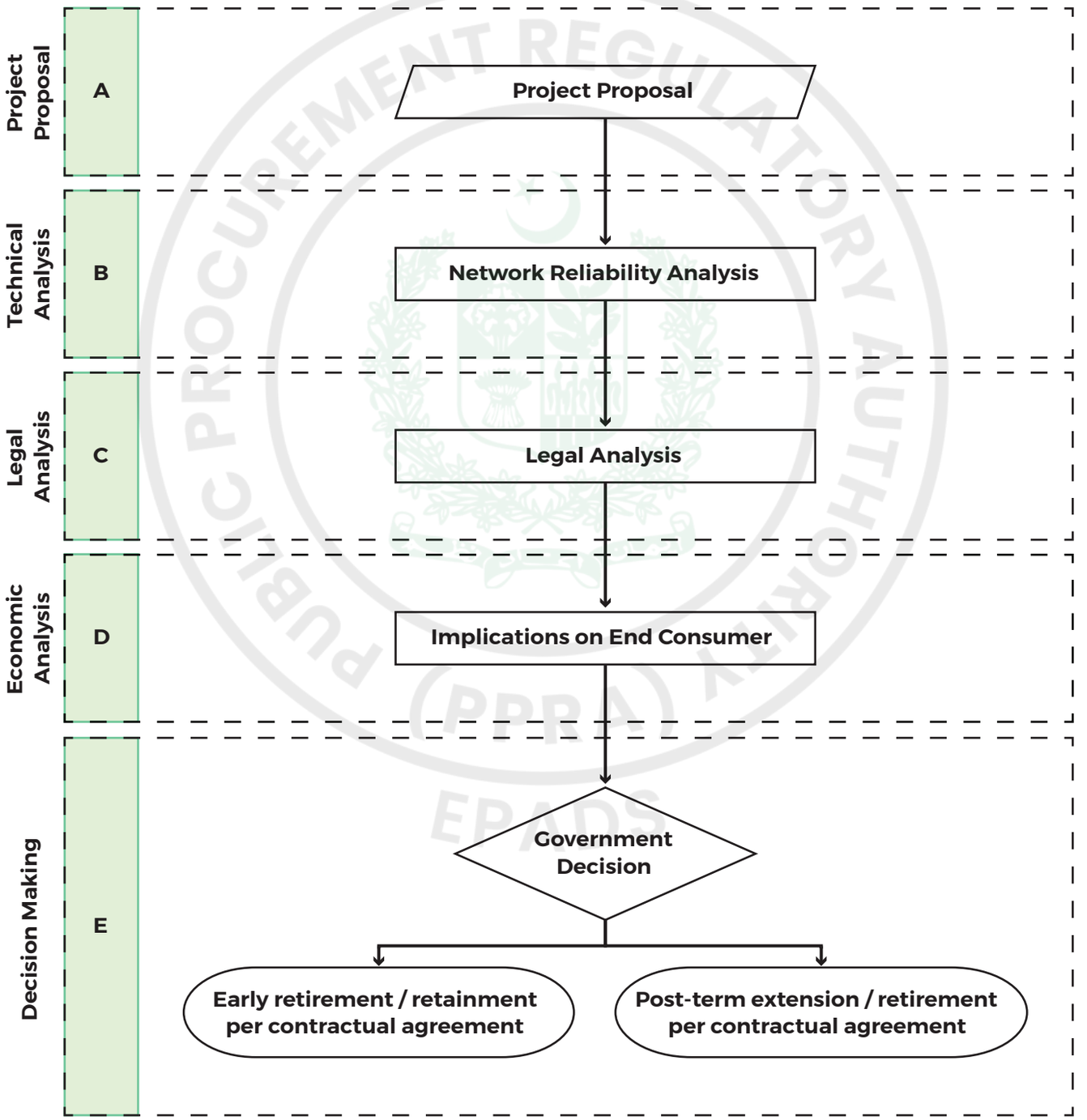
Annexure 2

The process for evaluation of early retirement / post-term extension of the existing generation projects in the national power pool has been provided below, followed by description of each stage.

Process for Evaluation of Early Retirement / Post-term Extension of Generation Projects



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Process Description

Scope	Description
A. Project Proposal	i. Project executing / facilitating entity shall submit the proposal for post-term extension / early retirement of generation project along with relevant feasibility study.
B. Technical Analysis	i. Network Reliability Analysis shall be conducted for assessment of early retirement/ post-term extension of respective generation project to account for the impacts of inter-alia, congestions, load shedding and system stability. ii. The approved TSEP, when available, shall form the basis for such analysis. Provided further, till the approval of TSEP, the applicable network plan of NGC shall form the basis for such analysis. iii. System Security Analysis shall be conducted to evaluate the implications on system security on account of, inter alia, fuel availability & geo-strategic locations.
C. Legal Analysis	i. Legal analysis for evaluation of early retirement / post-term extension shall be carried out based on respective contractual and policy framework.
D. Economic Analysis	i. A detailed cost benefit analysis shall be carried out based on latest approved IGCEP, for evaluation of impact of early retirement / post-term extension on the consumer end tariff.
E. Decision Making	i. The Government shall decide for early retirement / post-term extension of proposed generation project on case-to-case basis, based upon, inter alia, technical, legal and economic analysis. ii. In case of approval of early retirement / post-term extension proposal, the associated upfront cost may be funded by Government or incorporated in end consumer tariff, as the case may be.

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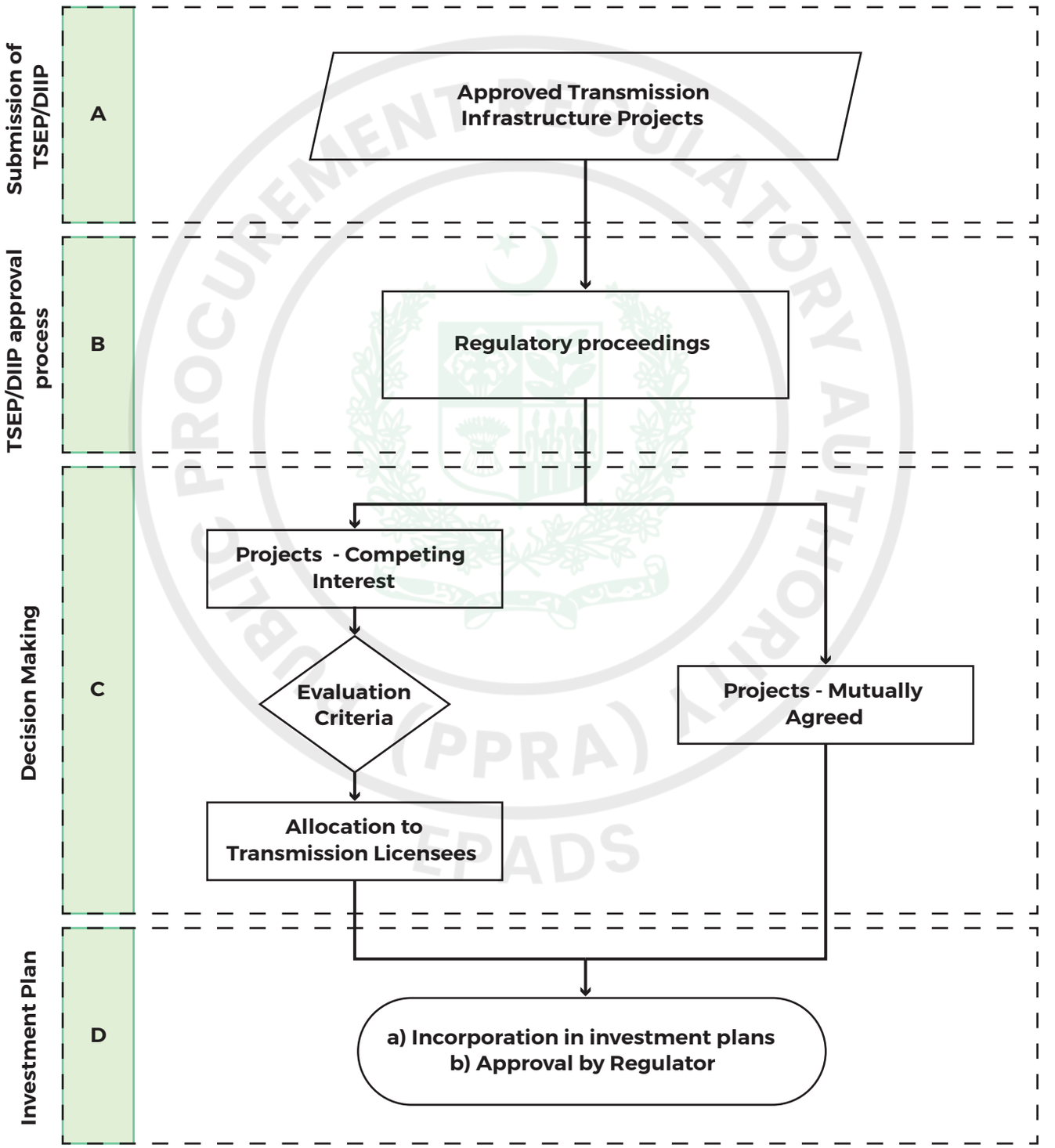
Annexure 3

The process for allocation of transmission projects to transmission licensees based on approved TSEP has been provided below, followed by description of each stage.

Process Flow for Allocation of Transmission Projects



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Process Description

Scope	Description
A. Submission of TSEP/DIIP	i. TSEP/DIIP shall be submitted to Regulator for approval as per schedule of regulatory proceedings. Provided further, TSEP/DIIP shall comprise of list of transmission infrastructure projects at relevant transmission voltage levels.
B. TSEP/DIIP approval process	i. Regulator will initiate the process of due consultation with stakeholders for approval of respective TSEP/DIIP. ii. PGCs may communicate their interests to the Regulator, in pursuance to the regulatory proceedings iii. Where there exist competing interests, i.e., both companies (NGC / DISCOs & PGC) are interested in developing certain project(s), the Regulator shall allocate such project(s) on the basis of criteria to be developed pursuant to Strategic Directive 24(a) iv. For projects where no disagreement exists between the NGC / DISCOs and PGC, the Regulator shall make responsible the respective licensee for development of such project(s) in accordance with the timelines envisaged under the TSEP.
C. Decision Making	i. Regulator will allocate the competing interest projects to transmission/distribution licensees through consultative process based on evaluation criteria to be developed pursuant to Strategic Directive 24(a)
D. Investment Plan	i. Respective licensees shall formulate and submit their investment plans to the Regulator for approval.

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Annexure 4

Contours of Regulatory Assessments

Scope	Description
1. Effectiveness of Legal Framework	i. Adequacy of Legal Framework ii. Clarity of Roles and Responsibilities iii. Institutional & Financial independence iv. Composition, Eligibility criteria and Process for selection of Members of Authority
2. Organizational Capacity	i. Existence of clear roles and responsibilities in organization for licensing, tariffs, formulations/amendments of standards/Regulations, approvals, inspections, assessments, and enforcement ii. Performance benchmarking of authority members and employees iii. Capability for independent reviews/assessment of operating (regulated) organizations iv. Predictability of Regulatory Framework v. Redundant Regulations / Consents vi. Adaptability to market landscape vii. Period of Delay between identification of the need for a new regulatory requirement and its introduction viii. Competency of Staff with respect to knowledge, experience, and number for performance of regulatory functions ix. Internal Quality Assurance x. Communication and consultation Framework xi. Global Connection xii. Documentation of Processes

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Annexure 5

Key Performance Indicators: Targets & Responsibilities

PI Code	Action / Performance indicator	Responsible Entity	Targets				
			FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
Objective 1: Diversification							
Priority Area 1 : Integrated Energy Plan							
DI.IEP.001	Development of Integrated Energy Planning (IEP)	Designated Entity			High-level design developed & approved Timeline: Sep 30th, 2024		First IEP developed Timeline: Jul 31st, 2026
DI.IEP.002	Feasibility analysis for integration of energy sector regulator	Cabinet Division		Terms of reference developed Timeline: Mar 31st, 2024	Consultant Engaged Timeline: Jul 31st, 2024 Feasibility report & recommendations submitted to the Government Timeline: Mar 31st, 2025		
Priority Area 2: Generation Expansion							
DI.GEX.003	Development of draft Generation Policy framework	PPIB		First draft of revised generation policy framework circulated for consultation Timeline: Mar 31st, 2024			
DI.GEX.004	Inclusion of generation planning of K-Electric in IGCEP	System planner	Submission of IGCEP to the Regulator with inclusion of K-Electric Timeline: May 15th, 2023				
DI.GEX.005	Inclusion of K-Electric in integrated generation & transmission planning	Regulator		Relevant regulations and under-neath ar-rangements for K-Electric amended Timeline: Dec 31st, 2023			

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PI Code	Action / Performance indicator	Responsible Entity	Targets				
			FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
DI.GEX.006	Mechanism for inclusion of generation projects opting for bilateral contracts with competitive suppliers in IGCEP	System Planner		Mechanism developed and submitted to the Regulator for review and approval Timeline: Oct 31st, 2023			
DI.GEX.007	Cessation of generation licensing requirements	MoE (Power Division)		Mechanism developed Timeline: Oct 31st, 2023			
DI.GEX.008	Power acquisition programs approved under the approved procurement regulations	Regulator		Power acquisition programs approved Timeline: Oct 31st, 2023 Procurement regulations updated Timeline: May 31st, 2024			
DI.GEX.009	Amendment of guidelines for determination of Consumer End Tariff (methodology and process), 2015	Regulator		Guidelines amended Timeline: Oct 31st, 2023			
Priority Area 3: Distributed Energy Resources							
DI.DER.010	Amendment of DER Regulations	Regulator		Regulations amended Timeline: Mar 31st, 2024			
DI.DER.011	Assessment of DER quantum in the system	AEDB		Strategy developed Timeline: Mar 31st, 2024	First assessment completed Timeline: Oct 31st, 2024		
DI.DER.012	Inclusion of DER services in central e-platform	PITC		Provision for DER related services integrated in central e-platform Timeline: Mar 31st, 2024			

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PI Code	Action / Performance indicator	Responsible Entity	Targets				
			FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
Priority Area 4: Cross Border Trade of Electricity							
DI.CBT.013	Development of guidelines for import / export of electricity	MoE (Power Division)		Draft guidelines developed Timeline: Feb 29th, 2024 Guidelines approved by Government Timeline: Apr 30th, 2024			
DI.CBT.014	Export of electricity under CASA-1000 project	MoE (Power Division)			CASA open Access rules formulated Timeline: Jul 31st, 2024		
DI.CBT.015	Feasibility study for import / export of electricity	MoE (Power Division)			High-level feasibility study completed Timeline: Dec 31st, 2024		
Objective 2: Resilience & Accessibility							
Priority Area 5: Transmission Network Expansion							
RE.TNE.001	Guidelines for joint development of TSEP	Regulator		Guidelines developed Timeline: Mar 31st, 2024			
RE.TNE.002	Development of criteria for award of transmission projects with competing interests	Regulator		Criteria developed & enacted Timeline: Mar 31st, 2024			
RE.TNE.003	Amendment of Transmission Line Policy framework	PPIB		Transmission Line Policy framework submitted to Government for approval Timeline: Mar 31st, 2024			
Priority Area 6: Robust Distribution Infrastructure							
RE.DIS.004	Performance Improvement of XW-DISCOs	MoE (Power Division), XW-DISCOs		Strategic roadmaps signed Timeline: Oct 31st, 2023	Transaction Advisor engaged Timeline: Jul 31st, 2024		
RE.DIS.005	Amendment of Distribution Code	Regulator		Distribution Code amended Timeline: Oct 31st, 2023			

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PI Code	Action / Performance indicator	Responsible Entity	Targets				
			FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
Priority Area 7: System & Market Operations							
RE.SMO.006	License for System Operator	Regulator	System Operator license granted Timeline: Jun 30th, 2023				
RE.SMO.007	Amendment of Grid Code	Regulator	Grid code amended Timeline: Jun 30th, 2023				
RE.SMO.008	Development of detailed implementation plan	System Operator		Detailed implementation plan developed Timeline: Oct 31st, 2023			
RE.SMO.009	Approval of detailed implementation plan	Regulator		Detailed implementation plan approved by the Regulator Timeline: Nov 30th, 2023 Relevant li-cense of K-Electric amended Timeline: Dec 31st, 2023			
RE.SMO.010	Day Ahead Merit Order	System Opertor, CPPA-G / Market Operator		Formulation of day ahead merit order commenced Timeline: Oct 31st, 2023			
RE.SMO.011	Development of SCADA	System Operator		SCADA phase 3 implemented Timeline: Jun 30th, 2024			
RE.SMO.012	Development of market platforms & products	Market Operator			First assessment for products / platforms development completed Timeline: Jul 31st, 2024		
RE.SMO.013	Roadmap for lowering of threshold for consumers having the choice to opt for bilateral contract(s)	Market Operator			Roadmap developed and submitted to the Regulator for approval Timeline: Jul 31st, 2024		

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PI Code	Action / Performance indicator	Responsible Entity	Targets				
			FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
RE.SMO.014	Power allocation to XW-DISCO	MoE (Power Division)			Allocation factors determined and submitted to Government for approval Timeline: Jun 30th, 2025		
RE.SMO.015	Repealment of Wheeling Regulation	Regulator	Wheeling Regulations repealed Timeline: Apr 30th, 2023				
RE.SMO.016	Decision for integration of system operation and market operation functions	Cabinet Division		Decision taken on potential integration by the Government Timeline: Jun 30th, 2024			
Priority Area 8: Electrification							
RE.ELE.017	Universal National Electrification (UNE) program	Designated Entity		Central Electrification Registry (CER) developed Timeline: Jun 30th, 2024	Roadmap developed to achieve 100% electrification target by 2030 Timeline: Dec 31st, 2024 First annual National Electricity Access Report published Timeline: Jun 30th, 2025	Annual National Electricity Access Report (NEAR) published Timeline: Jun 30th, each year	
RE.ELE.018	Institutionalization of GIS-based Platform established under World Bank project related to Least Cost Electrification	Designated Entity		Least Cost Electrification based GIS platform institutionalized in Designated Entity Timeline: Mar 31st, 2024		Updation of Least Cost Electrification based GIS platform completed Timeline: Jun 30th, 2026	
RE.ELE.019	Mechanism for allowance / disallowance of temporary electricity connections to housing societies that do not possess valid NOC	Regulator		Mechanism developed and incorporated in regulatory framework Timeline: Mar 31st, 2024			

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PI Code	Action / Performance indicator	Responsible Entity	Targets				
			FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
Priority Area 9: Risk Assessment & Management							
RE.RAM.020	Institutionalization of Strategic Risk Management function	Designated Entity		Strategic risk management function institutionalized Timeline: Jun 30th, 2024	Strategic risk management framework developed Timeline: Dec 31st, 2024		
RE.RAM.021	Strategic Risk Assessment Report (SRAR)	Designated Entity				First SRAR published Timeline: Dec 31st, 2025	SRAR published Timeline: Dec 31st, each year
Objective 3: Self-Sufficiency							
Priority Area 10: Localization of Fuel & Technology							
SS.LFT.001	Assessment study for imported coal-based generation projects	PPIB		Detailed feasibility study completed Timeline: Oct 31st, 2023			
SS.LFT.002	Development of Power Sector Indigenization Plan (PSIP)	EDB		PSIP plan developed and submitted for approval by the Government Timeline: Jun 30th, 2024			
SS.LFT.003	Upgradation of High Voltage and Short Circuit (HV&SC) laboratory	MoE (Power Division)			HV&SC Lab accorded independent status Timeline: Dec 31st, 2024 HV&SC Lab upgraded Timeline: Mar 31st 2025		
SS.LFT.004	Development of hydrogen strategy	MoPD&SI				Hydrogen strategy developed Timeline: Dec 31st, 2025	
Objective 4: Affordability							
Priority Area 11: Social Protection							
AF.SPR.001	Subsidy disbursement for protected category of residential consumers	MoE (Power Division)		Detailed action plan developed Timeline: Mar 31st, 2024	Electricity CNIC Database (ECD) for residential consumers integrated with NSER Timeline: Dec 31st, 2024	Tariff slabs for unprotected residential consumer revised (based on aforesaid qualification criteria) Timeline: Jul 31st, 2025	Subsidy disbursement implementation completed Timeline: Jul 01st, 2026

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PI Code	Action / Performance indicator	Responsible Entity	Targets				
			FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
					Subsidy qualification criteria developed Timeline: Dec 31st, 2024		
AF.SPR.002	Subsidy disbursement for protected category of agricultural consumers	MoE (Power Division)	Survey of agricultural consumers completed Timeline: Jun 30th, 2023	Subsidy qualification criteria & implementat-ion plan developed Timeline: May 31st, 2024	Criteria & implementation plan approved by the Government Timeline: Jul 31st, 2024	Subsidy disbursement implementation completed Timeline: Jun 30th, 2026	
Priority Area 12: Incentive Schemes							
AF.ISC.003	Development of system value framework	Designated Entity			System value framework developed Timeline: Dec 31st, 2024		
Objective 5: Financial Viability							
Priority Area 13: Tariff Design							
AF.TDE.001	Inclusion of fixed charges in end consumer tariffs	Regulator					Fixed charges to recover at least 20% of the fixed cost of the respective consumer category Timeline: Jun 30th, 2027
AF.TDE.002	Assessment of ToU tariff	Regulator		First assessment completed Timeline: Mar 31st, 2024			
AF.TDE.003	Ensuring smooth and predictable Fuel Cost Adjustment (FCA) mechanism for consumers	Regulator		FCA mechanism devised and implemented by the Regulator Timeline: Mar 31st, 2024			

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PI Code	Action / Performance indicator	Responsible Entity	Targets				
			FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
AF.TDE.004	Application of uniform tariff for all consumers of Supplier of Last Resort	MoE (Power Division)		Amendment in NEPRA Act initiated to enable application of uniform tariff Timeline: Mar 31st, 2024	Mechanism developed for adjustment of revenue differentials Timeline: Sep 30th, 2024		
AF.TDE.005	Evaluation of uniform tariff applicability	Designated Entity			Evaluation methodology developed Timeline: Dec 31st, 2024	First evaluation for applicability of uniform tariff completed Timeline: Dec 31st, 2025	
Priority Area 14: Subsidy Rationalization							
AF.SRA.006	Cross-subsidy by the industrial and commercial consumers	Regulator				Cross-subsidy limit of 20% achieved Timeline: Jun 30th, 2026	
AF.SRA.007	Tariff category for EV charging stations	Regulator	Separate category for EV charging stations formulated Timeline: Jun 30th, 2023				
Priority Area 15: Recovery of Open-Access Charge							
AF.ROA.008	Petition for determination of open access charges	DISCOs	Petition filed with the Regulator Timeline: Apr 30th, 2023				
AF.ROA.009	Determination of open access charges	Regulator		Open access charges determined for each DISCO Timeline: Oct 31st, 2023			
Objective 6: Sustainability							
Priority Area 16: Decarbonization							
SU.DCA.001	Establishment of MRV mechanism for GHG emissions	Designated Entity			MRV mechanism established Timeline: Dec 31st, 2024	First Assessment completed Timeline: Jul 31st, 2025	

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PI Code	Action / Performance indicator	Responsible Entity	Targets				
			FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
SU.DCA.002	Assessments of shadow costs of carbon emissions	MoCC				Assessment completed Timeline: Dec 31st, 2025	
SU.DCA.003	Roadmap for the development of the integrated assessment model	MoCC			High-level roadmap developed Timeline: Dec 31st, 2024		
Priority Area 17: Energy Efficiency & Conservation							
SU.EEC.004	Establishment of Energy Conservation Tribunal	Government		Tribunal established Timeline: Mar 31st, 2024			
SU.EEC.005	Development of DSM Regulations	Regulator		DSM Regulations enacted Timeline: Mar 31st, 2024			
SU.EEC.006	Institutionalization of DSM Cell	DISCOs		DSM function institutionalized in MIRAD of each DISCO Timeline: Jun 30th, 2024			
SU.EEC.007	Development of on-bill financing scheme	NEECA		Consultative sessions concluded with relevant stakeholders Timeline: Mar 31st, 2024	First on-bill financing scheme launched Timeline: Oct 31st, 2024		
SU.EEC.008	Captive Units Energy Saving Certification program	NEECA		Certification process completed Timeline: Mar 31st, 2024			
SU.EEC.009	Separate category for non-holders of Energy Saving certificates	OGRA		Separate tariff category included Timeline: Mar 31st, 2024			
SU.EEC.010	Heat rate test of IPPs	CPPA-G		One-time heat rate test completed Timeline: Mar 31st, 2024			
Priority Area 18: R&D Institutionalization							
SU.RDI.011	R&D program	Designated Entity			R&D Secretariat established Timeline: Dec 31st, 2024	Five-Year Research and Development Program (FRDP) developed Timeline: Jul 31st, 2025	

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PI Code	Action / Performance indicator	Responsible Entity	Targets				
			FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
SU.RDI.012	Establishment of Central Platform for R&D (CPRD)	Designated Entity			CPRD developed and operationalized Timeline: Dec 31st, 2024		
SU.RDI.013	Cumulative number of Strategic Collaborations for R&D	Designated Entity			Total 01 collaborations established Timeline: Dec 31st, 2024 Total 03 collaborations established Timeline: Jun 30th, 2025	Total 08 collaborations established Timeline: Jun 30th, 2026	Total 10 collaborations established Timeline: Jun 30th, 2027
SU.RDI.014	Cumulative number of R&D Projects initiated each year	Designated Entity			Minimum 05 Projects initiated Timeline: Jun 30th, 2025	Minimum 10 Projects initiated Timeline: Jun 30th, 2026	Minimum 15 Projects initiated Timeline: Jun 30th, 2027
SU.RDI.015	Accreditation of Centers of Excellence (CoEs)	Designated Entity			Minimum 03 CoEs accredited Timeline: Jun 30th, 2025	Minimum 03 CoEs accredited Timeline: Jun 30th, 2026	Minimum 04 CoEs accredited Timeline: Jun 30th, 2027
SU.RDI.016	Reporting annual innovations	Power Sector Entities		Innovation section included in annual reports Timeline: Dec 31st, 2023			
Priority Area 19: Institutional Reforms & Capacity Building							
SU.IIC.017	Restructuring of MoE (Power Division)	MoE (Power Division)		Rule of business amended Timeline: Mar 31st, 2024	Restructuring completed Timeline: Dec 31st, 2024		
SU.IIC.018	Assessment of Regulatory performance	CCI Secretariat		Consultant engaged Timeline: Jun 30th, 2024	Terms of reference issued Timeline: Mar 31st, 2024 Assessment report sub-mitted to CCI Timeline: Dec 31st, 2024		

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PI Code	Action / Performance indicator	Responsible Entity	Targets				
			FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
SU.IIC.019	Gap analysis of policy & regulatory frameworks	Designated Entity			Due diligence report published Timeline: Jun 30th, 2025		
SU.IIC.020	Development of guidelines for training & human capital development	MoE (Power Division)		Consultation completed Timeline: Mar 31st, 2024	Guidelines issued Timeline: Sep 30th, 2024		
SU.IIC.021	Amendment of human resource policies / manuals to include contractual provisions	XW-DISCOs, NGC, GENCOs, System Operator		Revised policies / manuals enacted Timeline: Mar 31st, 2024			
SU.IIC.022	Reduction in number of documents required for the purpose of connection services	Regulator		Document requirement for connection services revised Timeline: Mar 31st, 2024			
SU.IIC.023	Central e-service platform for electricity services	PITC		E-platform upgraded Timeline: Mar 31st, 2024 Public outreach communication strategy finalized Timeline: Mar 31st, 2024	Business processes of each DISCO aligned Timeline: Jul 31st, 2024		
SU.IIC.024	Creation of one-window facility for large consumers	DISCOs		One-window facility established Timeline: Mar 31st, 2024			
SU.IIC.025	Mechanism for installment of connection charges	Regulator		Mechanism developed and implemented Timeline: Jan 31st, 2024			

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PI Code	Action / Performance indicator	Responsible Entity	Targets				
			FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
Priority Area 20: Digitalization							
SU.DIG.026	Development of ICT Plans	MoE (Power Division) Regulator NGC System Operator DISCOs GENCOs AEDB PPIB CPPA-G NEECA PITC		ICT Plan developed Timeline: Mar 31st, 2024	ICT Plan implementation completed Timeline: Jun 30th, 2025		
SU.DIG.027	Development of Power Information System (PIS)	PITC		PIS developed and institutionalized in PITC Timeline: Jun 30th, 2024			
SU.DIG.028	Meter-CNIC mapping	DISCOs		CNIC mapped with electricity reference numbers of consumer Timeline: Jun 30th, 2024			
SU.DIG.029	Integration of Electricity-CNIC database (ECD) with NADRA database	PITC			ECD integrated with NADRA database Timeline: Dec 31st, 2024		
SU.DIG.030	GIS mapping of consumer meters	DISCOs		GIS mapping completed Timeline: Jun 30th, 2024			

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Acknowledgment

The Ministry of Energy (Power Division) extends its heartfelt gratitude to all stakeholders who were actively involved and engaged in the development of the First National Electricity Plan 2023-27. Their collective contributions and collaborative spirit have been invaluable in shaping this critical document.

We express our profound appreciation for national stakeholders, including Provincial Governments, NEPRA, OGRA, NEECA, NTDCL, PPIB, AEDB, PITC, DISCOs, MoPDSI, MoC, MoCC, MoIP, MoST, PASS Division, EDB, NADRA, NITB as well as local academia including UET, LUMS, NUST, UET and PIDE for their active participation and dedication to the successful formulation of the NE-Plan.

The Ministry of Energy (Power Division) conveys its sincere acknowledgments to the esteemed international stakeholders, including IMF, World Bank, ADB, USAID, Agora Energiewende, IRENA, WEF as well as international institutes including MIT, WEC, OIEC, IEEFA, Stanford University, DEA, ERRA, SEforAll, Colorada State University and SIPA for their invaluable support and collaboration throughout the development of the National Electricity Plan 2023-27, particularly the development of structural periphery. Their expertise and shared vision have strengthened the foundation of this plan, fostering cooperation and knowledge exchange on a global scale.

The Ministry of Energy (Power Division) also appreciates the members of the Plan Development Unit (PDU) for their tireless efforts, expertise, and unwavering dedication in spearheading the creation of the NE-Plan. Under the leadership of Joint Secretary Policy & Finance (MoE(PD)), the PDU's relentless pursuit of excellence, meticulous analysis, and ability to navigate complex challenges have been instrumental in formulating a forward-looking plan with a robust monitoring and implementation framework.

This achievement is a testament to the collective efforts of all stakeholders, both local and international, as well as the exceptional work carried out by the PDU. With this plan as our guide, we look forward to a future of sustainable energy, enhanced reliability, and economic prosperity for our nation. Thank you for your unwavering support and dedication.

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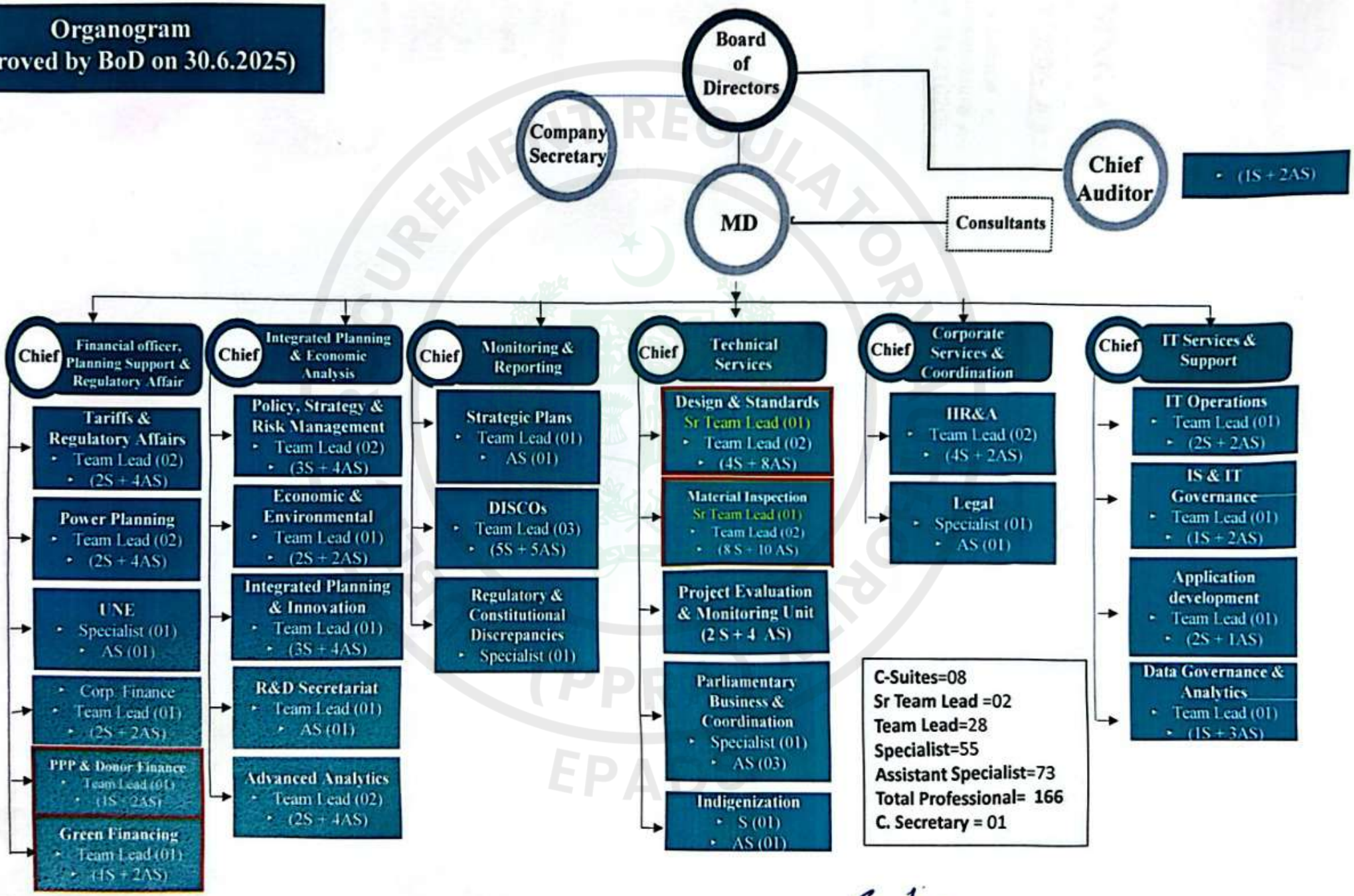
Ministry of Energy (Power Division)
A Block, Pak Secretariat,
Islamabad, Pakistan

Organogram
(approved by BoD on 30.6.2025)



AGREEMENT (INDICATIVE/DRAFT) FOR PROVISION OF SERVICES

This Agreement for Provision of Services (hereinafter referred to as the **"Agreement**") is made at Islamabad on this ___ day of _____, 2026 ("**Signing Date**") by and between:

1. **POWER PLANNING & MONITORING COMPANY,** with its registered address at Office # 112, 1st Floor, Evacuee Trust Complex, Agha Khan Road, Islamabad (hereinafter referred to as the "Authority" which expression shall, where the context so permits mean and include its successors and permitted assigns); and

2. **[INSERT],** with its registered address at [Insert] (hereinafter referred as the "**Service Provider**" which expression shall, where the context so permits mean and include its successors and permitted assigns);

(Each of PPMC and the Service Provider are hereinafter individually referred to as a "**Party**" and collectively as the "**Parties**").

WHEREAS:

A. PPMC intends to hire services of an [insert] firm for scope of work provided under the Request for Proposal dated [Insert].

B. Service Provider is involved in the business of *inter alia,* [Insert].

C. PPMC has, after evaluating the Service Provider's bid pursuant to the Request for Proposal dated [Insert], duly selected the Service Provider (among [Insert Number] other parties) for the provision of [insert] services, as more particularly set out in the Service Provider's quotation dated [Insert] (hereinafter referred to as the "**Services**").

D. This Agreement shall be construed in accordance with the Public Procurement Rules, 2026, and regulations made thereunder. In the event of any inconsistency/conflict in the terms and conditions of this Agreement and Public Procurement Rules, 2026 and regulations made thereunder, the terms of the latter shall prevail to the extent of such inconsistency or conflict.

E. The Parties have agreed to enter into this Agreement to record the terms and conditions for the provision of Services.

NOW, THEREFORE, in consideration of the mutual covenants herein contained, the receipt and sufficiency of which is hereby acknowledged, intending to be legally bound, the Parties agree as follows:

1. KEY TERMS

1.1. Provision of Services

1.1.1. The Service Provider shall provide the Services to PPMC as per the specifications/requirements set out in the RFP.

1.1.2. The Services shall be provided as per the terms of the RFP from the Signing Date. In the event the Service Provider fails to provide the Services by the completion dates as specified from time to time by PPMC by way of work orders or such other communication or as may be specified hereunder, PPMC shall be entitled to charge a delay surcharge of 2% of the Consideration payable

per month (deductible from the Consideration) for each day of delay, and where the delay exceeds a total of fifteen (15) days, PPMC shall be entitled to terminate this Agreement in accordance with Clause 2.1.

1.1.3. The Services shall be provided as per prudent industry practice.

1.2. Payment for Services

1.2.1. PPMC shall pay to the Service Provider for the provision of Services (hereinafter referred to as the "**Consideration**"). The Consideration shall be inclusive of any and all applicable taxes, levies or duties (including, without limitation, sales tax, withholding tax, and import duties, if applicable).

1.2.2. The payment of Consideration shall be made within thirty (30) business days after delivery of the Services to PPMC, provided that PPMC has not rejected such Services in accordance with the terms of this Agreement.

1.3. Rejection of Services

1.3.1. If the Services fail to conform to the requirements of the specifications specified in the RFP, PPMC shall be entitled to reject the Services without incurring any liability whatsoever. In case PPMC rejects the Services, the Service Provider shall carry out all such actions necessary to bring the Services in line with the specifications, failing which the Service Provider shall not be liable to payment of the Consideration. PPMC may also, at its discretion, accept such Services that are otherwise liable to be rejected pursuant to the provisions of this Agreement and prorate the payment of the Consideration based on the quality of Services received.

1.4. Term

1.4.1. This Agreement shall become effective on the Signing Date and shall continue for a period of [Insert] thereafter, unless otherwise terminated in accordance with the provisions of Section 2.1 this Agreement or extended. (hereinafter referred to as the "**Term**").

2. <u>MISCELLANEOUS PROVISIONS</u>

2.1. Default And Termination

2.1.1. If the Service Provider fails to provide the Services as per the specifications within the time period set out in this Agreement or otherwise defaults in the performance of, or compliance with, any term or condition of this Agreement, or is unable to perform its obligations under this Agreement, or otherwise engages in any illegal, criminal or fraudulent activity whatsoever (whether inside or outside Pakistan), PPMC may terminate this Agreement with immediate effect by written notice.

2.1.2. PPMC may terminate this Agreement, at its convenience, by providing thirty (30) days advance written notice in writing to the other Party.

2.2. Confidentiality

2.2.1. The Parties acknowledge and agree that each Party shall treat all information concerning the other Party which comes to its knowledge pursuant to this Agreement, including all documents, plans, specifications, and the subject matter contained herein and any information, whether technical, financial or commercial, or otherwise, or any activities carried out pursuant to or in contemplation of entering into this Agreement, provided by a Party hereunder (the "**Disclosing Party**") to the other Party hereunder (the "**Receiving Party**") in connection with the performance of this

Agreement which is in writing or communicated by any other means, as confidential information. This confidential information shall not be used or disclosed by the Receiving Party for any purposes other than those for which they have been prepared or supplied, unless otherwise permitted with the prior written consent of the Disclosing Party and/or required by the applicable laws.

2.2.2. Any subcontractor and/or third party appointed by the Service Provider subject to the prior written approval by PPMC, shall abide by all the confidentiality obligations of this Agreement.

2.2.3. The confidentiality obligations shall survive termination and/or expiry of this Agreement shall be valid for a period of ten (10) years from the date of termination and/or expiry of this Agreement.

2.3. Force Majeure

2.3.1. An event of "Force Majeure" shall mean any event or circumstance or combination of events or circumstances (including the effects thereof) that is beyond the reasonable control of a Party and materially and adversely affects the performance by such affected Party of its obligations under or pursuant to this Agreement, provided that such material and adverse effect could not have been prevented, overcome, or remedied, in whole or in part, by the affected Party through the exercise of diligence and reasonable care. An event of Force Majeure shall include, but not be limited to, an act of God, a pandemic, outbreak, plague, war (whether declared or not), government decree, import and export bans, fire, explosion, flood, typhoon, strikes and sabotage, civil commotion, riots, embargoes. For the avoidance of doubt, changes in price on account of currency fluctuations or for any reason shall not constitute a force majeure event.

2.3.2. A Party that is prevented to perform its obligations under this Agreement due to an event of Force Majeure shall notify the other Party as soon as possible but in any event within seven (7) days by e-mail when the Force Majeure event has occurred. The prevented Party shall also notify the other Party by e-mail as soon as possible when the event of Force Majeure has ended.

2.3.3. An event of Force Majeure which may cause delay to the Service Provider's or any part thereof and be such as to fairly entitle the Service Provider to an extension in the Completion Date, PPMC shall endeavor to reach a mutual agreement on a fair and reasonable extension to the Completion Date. Where the Parties fail to agree, PPMC shall, on its own, determine and notify the Service Provider in writing of a fair and reasonable extension to the Completion Date. If the Services are not delivered to PPMC by such extended Completion Date, PPMC shall be entitled to terminate this Agreement with immediate effect through written notice to the Service Provider.

2.4. Representations & Warranties

2.4.1. Each Party hereby represents and warrants to the other Party that this Agreement has been duly executed and delivered by each Party and constitutes a legal, valid and binding obligation of each Party, enforceable in accordance with its terms and the applicable laws.

2.4.2. Each Party hereby represents and warrants that it has full right and power to enter into this Agreement, to perform all obligations hereunder, and to grant all rights hereunder without violating the legal or equitable rights of any other person or entity, and that the execution and performance of this Agreement will not conflict with or result in a breach of or default under any of the terms or conditions of any agreement and/or arrangement to which either Party has agreed, or is a party, or may be bound.

2.4.3. The Service Provider, in addition to the above, warrants and represents as follows:

(a) The Service Provider has the necessary qualifications and expertise to provide the Services to PPMC as per the requirements of the specifications and the RFP.

(b) The Services shall be as per their intended purpose.

(c) The Service Provider shall be responsible for and perform all its obligations under this Agreement in a professional manner with the highest industry standards if applicable.

(d) The Service Provider shall ensure quality check of the Services.

(e) The provision of the Services will not infringe any valid or applied for copyright, patent or trademark, foreign or domestic

(f) The payment of Consideration will not violate any pricing regulations and that the Service Provider's execution of this Agreement constitutes Service Provider's warranty of compliance with all such regulations.

2.5. Indemnity

2.5.1. The Service Provider hereby covenants, agrees and confirms that it shall indemnify, defend, and hold harmless the PPMC and its respective subsidiaries, affiliates, successors and assigns and their respective directors, officers, employees and agents from and against any and all liabilities, claims, suits, actions, demands, settlements, losses, judgments, costs, damages and expenses (including, without limitation, reasonable attorneys', accountants' and experts' fees) arising out of or resulting from, in whole or in part: (i) any act, error or omission, whether intentional or unintentional, by the Service Provider or its officers, directors, employees or sub-administrators, related to or arising out of its obligations and responsibilities under this Agreement; or (ii) an actual or alleged breach by the Service Provider of any of its representations, warranties or covenants contained in this Agreement.

2.6. Assignment and Benefit of Agreement

2.6.1. The Service Provider shall not be entitled to assign or transfer its rights or obligations (or any of them) under this Agreement without the prior written consent of PPMC.

2.6.2. PPMC shall have the right, power and authority to assign, novate and/or transfer this Agreement or any of its rights under this Agreement to any person with prior intimation to the Service Provider, without affecting any rights of Service Provider hereunder.

2.6.3. This Agreement shall be for the benefit of and is binding upon the Parties hereto and their respective legal representatives, successors in interest, and permitted assignees.

2.7. Counterparts

2.7.1. This Agreement may be executed in any number of counterparts, all of which taken together shall constitute one and the same agreement.

2.8. Notices

2.8.1. Any notice or other document to be served under this Agreement shall be in the English language and may be delivered personally, by email, or by a recognized courier at the addresses specified below or at such other address as may be notified in writing:

For PPMC
Attention: [Insert]
Address: [Insert]
Telephone: [Insert]
Email: [Insert]

For Service Provider
Attention: [Insert]
Address: [Insert]
Telephone: [Insert]
Email: [Insert]

2.8.2. Any notice or document shall be deemed to have been served if delivered personally or by email or by internationally recognized courier, at the time and date of delivery. In proving service of a notice or document it shall be sufficient to prove that delivery was made.

2.9. Amendments to be in Writing

2.9.1. This Agreement may be amended or supplemented only by agreement in writing signed by the Parties.

2.10. Severability

2.10.1. The provisions of this Agreement are severable and the invalidity, illegality or unenforceability of any provision shall in no event affect the validity of any other provision whatsoever, unless such provision is of a nature that the Agreement would not have been concluded without the said provision.

2.11. No Waiver

2.11.1. No failure or delay by any Party to this Agreement in exercising any right, power or privilege under this Agreement shall operate as a waiver thereof, and no single or partial exercise thereof shall preclude any other or further exercise thereof or the exercise of any other right, power or privilege. No waiver of any term, provision or condition of this Agreement shall be deemed to be or construed as a further or continuous waiver of such term, provision or condition.

2.12. Governing Law & Dispute Resolution

2.12.1. This Agreement shall be governed by and construed in accordance with the laws of Pakistan.

2.12.2. Any dispute arising out of or in connection with this Agreement, including any question regarding its existence, validity or termination, shall be referred to the respective senior managements of the Parties for resolution for amicable settlement.

2.12.3. In the event that the senior management is unable to resolve the dispute, all disputes arising out of or in connection with this Agreement shall settled in accordance with the provisions of the Arbitration Act, 1940 with Islamabad being the seat of Arbitration. However, prior to initiation of Arbitration, the Parties shall refer the matter to mandatory mediation under the applicable laws of Islamabad Capital Territory.

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IN WITNESS WHERE OF, the Parties have caused this Agreement to be executed by their duly authorized representatives on the Signing Date.

Power Planning & Monitoring Company through its authorized signatory **Name:** [Insert] **CNIC No.:** [Insert] **Contact No.:** [Insert] **[Insert], as authorized signatory of [Insert Full Name of Service Provider]** **Name:** [Insert] **CNIC No.:** [Insert] **Contact No.**: [Insert] **In the presence of signature of WITNESSES** Name: [Insert] Address: [Insert] CNIC No.: [Insert] Name: [Insert] Address: [Insert] CNIC No.: [Insert]	SIGNATURES

PUBLIC PROCUREMENT REGULATORY AUTHORITY (PPRA) EPADS