

From the Trenches

A real life perspective on real life issues



Tabish Gauhar

CEO - KESC

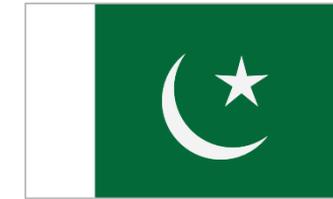
November 2009 - February 2013



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A special thanks to my colleagues
Usama Qureshi
Fahad Ali Khan
Mona Asad Hasan
Syed Ahmed Faraz
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Foreword

Running KESC is one of the most thankless “jobs” in Pakistan, especially if you consider it a job as opposed to a public service “mission”. A privatised entity, providing an essential service, balancing the interests of at least a dozen stakeholders with competing needs and wants, there’s got to be an easier way to earn a living, I often wondered! Under intense 24/7 public scrutiny, and an expectation to create an “island of excellence” in a “sea of chaos”, I was up against a serious challenge of mammoth proportions when I took over as CEO in November 2009; at age 38, the youngest CEO in the almost 100-year history of the organisation. As a representative of The Abraaj Group (where I’m a Partner), but also as one of those flag-waving patriotic expat Pakistanis (although not a dual

national!), I saw this as a once-in-a-lifetime opportunity to actually make a positive difference in the lives of millions of our people. After all, a utility company serving almost 20 million folks across two provinces (from Ghara in Interior Sind, covering the whole of Karachi Metropolitan, and stretching to Uthal/Vela/Vinder in Balochistan), and in severe operational, financial, and reputational distress; it was almost a “dream” mission for anyone interested in organisational turnarounds and making an impact.

Needless to add, the risk of failure was also extremely high; so was the danger to life. Not so long ago, a “reformist” CEO of KESC, Mr. Shahid Hamid, was shot dead outside the same “MD House” that I moved into in

Nov 2009 (PS: after two firings at the same residence, at the height of the labour crisis in 2011, I finally vacated that house). I repeatedly stressed, internally as well as externally, that change is relative to past performance and to peers; to “judge” us in absolute terms against either our full potential or the sky-high public expectation meant that we’d always fall short - an extremely emotionally draining experience for mere mortals like us.

What we inherited in early 2009, what we’ve “achieved” thus far, the key challenges that remain unaddressed, and the way forward, are all briefly covered in a Power-Point presentation appendix in this book - for those interested in some specific facts & figures. However, the purpose of this “book”

is not quite that, but essentially to record my notes and on-ground real-life experiences during my 3+ year CEO tenure. For instance, my honest thoughts on the Pakistani society and “system”, with all its strengths and weaknesses, are captured in an article that I wrote recently (but didn’t publish) titled “Why is Pakistan so ungovernable?” and included in this book. It would offend many people, but it’s straight from the heart - for instance, the all pervading cynicism and negativity in our people, and our unique ability to conveniently gloss over blatant wrongdoings to achieve our narrow personal interests (whilst pretending to be squeaky clean with a holier than thou attitude), are some of the societal attributes that I detested the most. Every person in Pakistan has a “view” on how to resolve the energy sector crisis that’s been plaguing our nation and the economy for the past several years. Although no rocket science is involved, there are simply too many vested interests, and the proverbial “lack of political will”, that has ensured status quo and prolonging of our collective miseries. For those interested in my views on the energy sector crisis, there’s an article in this book titled “Energy Crisis and the Way Forward” that I wrote recently in which I’ve attempted to explain, in layman’s language, some of the key underlying issues and potential solutions. We used that as a basis to prepare our own official “position paper” on the subject which we shared with all the policy makers, none of whom have bothered to discuss it with us so far - I guess

there are simply too many “energy experts” in our country offering better practical advice! It’s ironic that we continue to get more understanding and recognition from “outsiders” than from our own people in the corridors of power.

Amongst all of the internal and external challenges faced by KESC, the one on top of my list was how to change the mindset of our thousands of employees (18000 then; 11000 now) to share our vision of becoming a more customer-centric service provider. To put it mildly, that’s easier said than done. If the DNA of an organisation is designed to take customers for granted, it’s a quantum leap to change such “public sector” mindset. A lot has been said and written about our attempt to right-size the company in 2011 (out sourcing of all non-core functions; and having the “right number of right people at the right place”) - arguably the most difficult HR transformations in the corporate history of Pakistan and a case study in its own right - but it was also about establishing the writ of management and not having multiple power centers within the same organisation, a perfect recipe for disaster. We were bound to face stiff resistance from the “forces of status quo”, and whosoever naively thought that “reforms” is a walk in the garden realised how easy it is to talk about it on TV talk shows and how much more difficult it is to implement it practically. In the end, dogged determination and a

“never say die” attitude, and defying conventional wisdom, are what it takes to do the needful. I’ve tried to summarise my experience and thoughts on transformative leadership in an article included in this book titled “Reformist Leadership”, fully aware that every situation and associated solution is unique, and one size doesn’t fit all.

I hope whoever decides to go through this book (member of public, media person, politician/policy maker, student of management, etc) would find something useful and agreeable, although I won’t bet my life on it! Since I was never in a popularity contest, I decided to play my innings to the best of my abilities and according to my beliefs, and let KESC historians judge me (and my tenure) in the end. There’s so much more to be done, and the mission (to provide uninterrupted reliable electricity to all customers, at an affordable price, with best-in-class customer service standards) is still quite far, but I hope I helped move the company forward in the right direction toward achieving that objective. Starting with nothing, 55% of our network today is fully exempt from scheduled load shedding, my humble contribution to Karachi and Pakistan...

Tabish Gauhar
CEO KESC
November 2009 to February 2013



Karachi, arguably the 6th largest metropolis of the world, a city of almost 20 million people, the financial & commercial hub of Pakistan, still known as the “City of Lights”, despite all odds, retains its resilience and a “never say die” attitude. If Karachi is the economic engine of Pakistan, KESC is the economic jugular vein of Karachi as the exclusive monopoly provider of electricity. Karachi and KESC are synonymous; mutually dependent on each other.

KESC's

Karachi

28 customer care centres serving in 4 regions

Customer base of approximately 2.5 million

KESC has 2050 MW of dependable fleet capacity

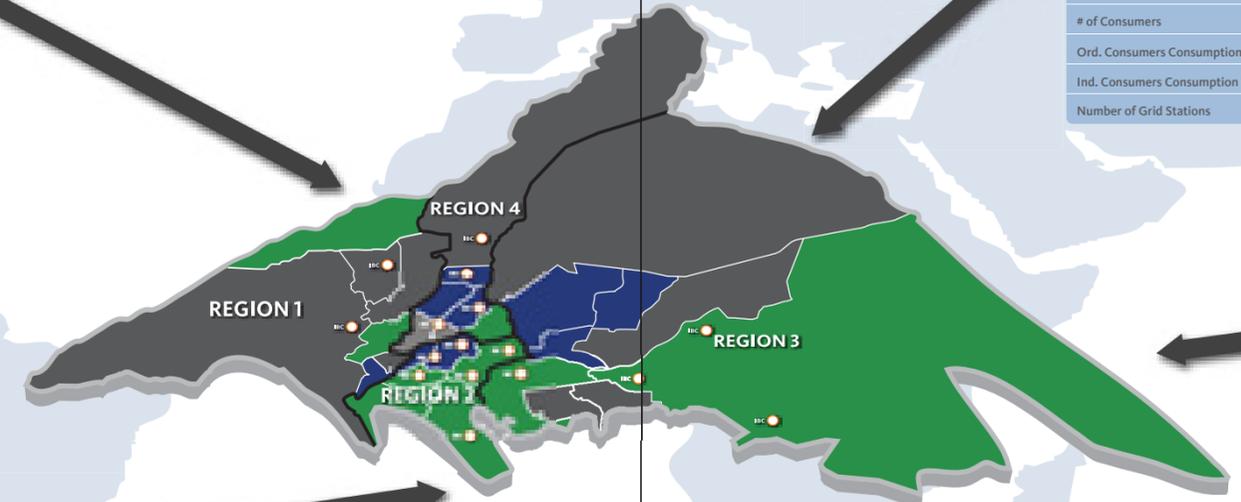
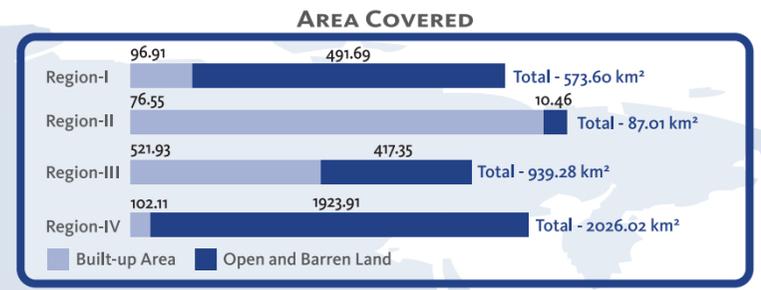
55% of the city exempted from load shed

Region 1		LOW LOSS AREAS
FY 12 Distribution Loss	30.2%	SITE
FY 12 AT&C Loss	35.7%	Uthal
Qtr 1 FY 13 D. Loss	32.5%	
Qtr 1 FY 13 AT&C Loss	41.0%	
# of IBCs	2	MEDIUM LOSS AREAS
# of VIBCs	5	Lyari I
# of Consumers	534,762	
Ord. Consumers Consumption (Kwh)	5.0	
Ind. Consumers Consumption (Kwh)	288.4	HIGH LOSS AREAS
Number of Grid Stations	12	Baldia
		Orangi I
		Orangi II
		Lyari II

Region 2		LOW LOSS AREAS
FY 12 Distribution Loss	19.1%	Defence
FY 12 AT&C Loss	22.8%	Clifton
Qtr 1 FY 13 D. Loss	20.5%	Saddar
Qtr 1 FY 13 AT&C Loss	25.2%	Tipu Sultan
# of IBCs	6	MEDIUM LOSS AREAS
# of VIBCs	-	Garden
# of Consumers	585,424	Bahadurabad
Ord. Consumers Consumption (Kwh)	9.3	
Ind. Consumers Consumption (Kwh)	229.1	HIGH LOSS AREAS
Number of Grid Stations	13	

Region 4		LOW LOSS AREAS
FY 12 Distribution Loss	34.4%	Gulshan-e-Iqbal
FY 12 AT&C Loss	43.0%	
Qtr 1 FY 13 D. Loss	35.2%	
Qtr 1 FY 13 AT&C Loss	45.9%	
# of IBCs	4	MEDIUM LOSS AREAS
# of VIBCs	3	North Nazimabad
# of Consumers	626,319	Federal B Area
Ord. Consumers Consumption (Kwh)	7.7	North Karachi
Ind. Consumers Consumption (Kwh)	92.9	HIGH LOSS AREAS
Number of Grid Stations	11	Surjani
		Nazimabad
		Liaqatabad

Region 3		LOW LOSS AREAS
FY 12 Distribution Loss	29.5%	KIMZ
FY 12 AT&C Loss	38.2%	Bin Qasim
Qtr 1 FY 13 D. Loss	32.5%	
Qtr 1 FY 13 AT&C Loss	43.2%	
# of IBCs	4	MEDIUM LOSS AREAS
# of VIBCs	4	Gulistan-e-Johar
# of Consumers	587,787	Shah Faisal
Ord. Consumers Consumption (Kwh)	6.4	
Ind. Consumers Consumption (Kwh)	350.6	HIGH LOSS AREAS
Number of Grid Stations	25	Korangi
		Gadap
		Landhi
		Malir





Interaction with External Stakeholders

Open House - “Khuli Kutcheries”

There is no way for a KESC CEO to reach out to each and every single one of the 2.5 million customers that have an issue with the company. I strongly believe, as an article of faith, that unless you fix the “system”, the institution will remain weak and continue to revolve around individuals and personalities (as they come and go). So why did I decide (against all “security” advice to the contrary) to conduct 17-odd Open Houses (“Khuli Kutcheries”) in various towns and localities of the city? In sweltering heat, and in places where no other CEO had gone before in the recent past (Lyari and Orangi, for instance), I wanted to make a

direct point to our own colleagues that if I could do it, so could and should they. There’s no way we could even begin to start transforming KESC into a more “customer-centric” organisation until and unless we begin to interact with our customers, several of whom have extremely genuine grievances against the company. I also wanted to hear from the customers directly as to what their needs and wants really were – which is why in the end I could safely proclaim publicly that there are essentially three things that an average customer really wants i.e. (1) end to unscheduled load shedding; (2) a more affordable price of electricity; and (3) better

customer service to resolve complaints, etc. Of course, that should never have come as a surprise anyway! However, in my opening 30-minute extempore speech at each of these Kutcheries, I stressed and belaboured to the audience that unless everyone cooperates with us (in terms of using electricity honestly and paying their bills on time), it would be unrealistic and unfair to expect KESC to provide best-in-class product and service quality – simply put, it’s a two-way relationship.

Majority of the people in the audience didn’t want to hear that, much to my regret but no

surprise, because they believe that it’s the State’s responsibility to provide heavily-subsidised (if not free) electricity to the “awam”. We had a few close encounters at these Kutcheries – at the Lyari event, for instance, the situation got extremely tense, we had heavily armed men arrive outside the venue, and at one stage I was pretty sure that we were about to get caught up in the inter-gang rivalry that Lyari is unfortunately so notorious for. However, I was happy to go there, interact with the hundreds of Lyari men (and mostly women) who showed up at the event, listen to their grievances, make on the spot decisions (mostly related to discount on unpaid arrears), and telling the crowd that I’d only be happy when the electricity situation in Lyari is the same as in Defence and Clifton (the so-called “posh” areas of Karachi), but to achieve that I need their reciprocal support. I can’t forget one particular episode at the North Karachi Kutchery where one particular elderly gentleman approached me aggressively, threw his bill on my face, and then went on and on about prolonged load shedding in his locality – whilst he was shouting at me, I glanced at his electricity bill and, lo and behold, he hadn’t paid anything to KESC for the past 2+ years! So this customer felt extremely angry at KESC on account of load shedding but was unable and unwilling to relate it to his own actions or inactions. Whilst, unfortunately, that’s still true for a lot

of people – by and large, the vast majority of Karachiites now understand the linkage between better electricity supply and lower line losses in different parts of the city.

Our “They Steal, We Pay” ad campaign, whilst controversial, was also extremely effective in driving home that point – the fact that today 55% of our network has zero load shedding is a testament to the successful KESC-Customer collaboration in those zones. It’s my dream that soon enough 100% of our network would have uninterrupted supply of electricity. The Khuli Kutcheries helped me understand the customers’ psyche (especially those belonging to the poor and middle income segment of the population) – although it really wasn’t about those 6000+ people who visited our various events (an insignificant percentage of our total customer base) but about my attempt to drive home the message internally that it’s about time we start taking our customers seriously and with respect – but only those who use electricity honestly and pay their bills on time. Therefore, the distinction between a “good” customer and a “bad” customer was central to my management philosophy throughout the 3+ years of my CEO tenure. We never invited the media to these Kutcheries – I wasn’t a politician trying a cheap popularity stunt, after all – also because the inherent “negativity” of our mass media reporters would have spoiled the atmosphere and, more importantly,

dampened our enthusiasm to continue with this initiative. Needless to mention, we received zero recognition or encouragement from anyone for doing these events, but it didn’t matter to me – we did it because it was the right thing to do. I wanted to do a lot more of such events, and to institutionalise the initiative, but unfortunately the adverse security situation in Karachi, and various other fire fighting that I got involved in subsequently, meant that I couldn’t – this is one of my lasting regrets.

آج کی اس کھلی کچھری میں، میں یہ بتانا ضروری سمجھتا ہوں کہ بجلی ایندھن سے بنائی جاتی ہے اور اس کی قلت سے بجلی کی پیداوار متاثر ہوتی ہے اور نتیجتاً آپ کے علاقوں میں غیر اعلانیہ لوڈ شیڈنگ ہوتی ہے۔ لہذا اس قسم کے مسائل کے حل کیلئے ہمیں ایک دوسرے کا ساتھ دینے اور مسئلے کی اصل وجہ سے آگاہ رہنے کی ضرورت ہے۔

شیریں جناح کالونی 3 February 2010



ہمارے ملازمین اپنی جانوں پر کھیل کر ہر وقت آپ لوگوں کی خدمت میں مصروف ہیں۔ تاہم بجلی چوری اور بل کی عدم ادائیگی ایسے بنیادی مسائل ہیں، جن کی وجہ سے ان علاقوں میں ہماری کارکردگی متاثر ہوتی ہے۔ ان گھمبیر مسائل کے حل کیلئے ہمیں مشترکہ طور پر کوشش کرنی ہے اور اس کیلئے ہمیں آپ لوگوں کے بھرپور تعاون کی ضرورت ہے۔

گلشن اقبال 29 January 2010



اگر بجلی چوری کے مسائل حل ہو جائیں تو بہت سے مسائل خود بخود حل ہو جائیں گے اور ہمارے لئے یہ بڑی فخر کی بات ہے کہ لوگوں نے ہمارا بھرپور ساتھ دیا اور KESC کی جانب سے چلائی جانے والی اسپیک آپ ہم میں گزشتہ چند ماہ کے دوران 8 ہزار کے قریب شکایات موصول ہوئیں۔ جن میں سے 40% شکایات کو حل کیا جا چکا ہے جبکہ بقیہ 60% پر اقدامات جاری ہیں۔

اورنگی ٹاؤن 19 February 2010



KESC ایک بہت پرانا ادارہ ہے۔ جس کی عمر تقریباً 100 سال کے قریب ہے۔ جبکہ اس ادارے کی بنکاری کو 4 سال کا عرصہ ہوا ہے اور موجودہ انتظامیہ گزشتہ 18 ماہ سے اس ادارے سے منسلک ہے۔ تو 2 یا 4 سال کی قلیل مدت میں 25 سے 30 سالوں کی غفلت کا سدباب ممکن نہیں۔ تاہم اگر ہماری سمت درست رہی تو ہمیں یقین ہے کہ ہم اپنے مقصد میں ضرور کامیاب ہوں گے۔



آج لیاری کی عوام کے درمیان بیٹھ کر ہم بڑی خوشی محسوس کر رہے ہیں۔ ہماری ہمیشہ سے یہ خواہش رہی ہے کہ ہم آپ کی دہلیز پر آ کر آپ کی خدمت کریں۔ ہمیں لیاری بھی اتنا ہی عزیز ہے، جتنے کراچی کے دیگر 18 ناؤنر اور ہم KESC کے حوالے سے آپ لوگوں کو درپیش مسائل کو ترجیحی بنیادوں پر حل کرنا چاہتے ہیں۔ جس کے لئے ہمیں آپ کے تعاون کی ضرورت ہے۔

لیاری 19 March 2010



KESC کا رقبہ بہت وسیع ہے اور ہمارے تمام لوگ اور عملہ رات دن محنت کر کے اس کوشش میں مصروف رہتے ہیں کہ آپ کو بلا تعطل بجلی کی فراہمی کو یقینی بنایا جائے۔ تاہم کہیں نہ کہیں سسٹم میں اور لوڈنگ کی وجہ سے مسائل آتے ہیں۔ لیکن میں آپ کو ایک بات بتانا چلوں کہ جب کوئی خرابی آتی ہے تو ہم آرام سے نہیں بیٹھتے بلکہ محنت سے کام کر رہے ہوتے ہیں۔ تاکہ نقص کو مستقل بنیادوں پر دور کیا جاسکے۔



ہم نے پچھلے کئی ماہ سے صنعتوں کو لوڈ شیڈنگ سے مستثنیٰ کر دیا ہے تاکہ شہر کی معاشی حالت میں بہتری آئے۔ ساتھ ہی ہم نے کئی اسپتالوں اور حساس اداروں اور اسٹریٹیجک صارفین کو بھی 24 گھنٹے بجلی کی فراہمی کو یقینی بنانے کیلئے اقدامات کئے ہیں۔ ہم جہاں ادارے میں سرمایہ کاری کر رہے ہیں، وہیں انتھک محنت کے ذریعے آپ کو بہترین خدمات کی فراہمی کیلئے شب و روز کوشاں ہیں۔

2 April 2010 خالد بن ولید روڈ



ہم لوگوں کی اُمیدوں پر پورا اترنے کی بھرپور کوشش کرتے ہوئے، دن رات اپنے صارفین کی خدمت میں مصروف عمل ہیں۔ تاہم ابھی بہت سے کام باقی ہیں اور لوگوں کی بہت سی شکایات ہیں، جنہیں ہمیں حل کرنا ہے اور آج ہمارا یہاں جمع ہونے اور آپ کے دروازے پر خود چل کر آنے کا مقصد بھی یہی ہے کہ آپ کے مسائل کو فوری طور پر حل کیا جائے۔



ہم آپ لوگوں کو سستی بجلی فراہم کرنے کے خواہشمند ہیں لیکن بد قسمتی سے بجلی کے نرخ کے معاملات ہماری دسترس میں نہیں۔ چونکہ پاور پلانٹس ایندھن اور گیس سے چلتے ہیں، لہذا ان کی بڑھتی ہوئی قیمتیں بجلی کے نرخ میں اضافے کا سبب بنتی ہیں۔ آپ کا جوڈ پریشن اور دباؤ ہے۔ ہم وہ باہمی تعاون سے مل کر حکومت پر ڈال سکتے ہیں۔

16 April 2010 بلدیہ ٹاؤن



KESC کا کمیونیکیشن کا نظام اتنا اچھا ہو گیا ہے کہ کہیں بھی کسی بھی علاقے میں کوئی مسئلہ ہوتا ہے، تو سینٹر مینجمنٹ کے تمام لوگوں کو اس وقت پتہ چل جاتا ہے اور پوری ٹیم اس بریک ڈاؤن کی بحالی کے کاموں میں مصروف ہو جاتی ہے۔ انشاء اللہ ایک وقت ایسا آئے گا جب KESC میں ان مسائل کے حل کیلئے ایک بہترین سسٹم ہوگا۔



آپ کے علاقے میں ہونے والی چوری کا منفی اثر براہ راست آپ لوگوں پر بھی پڑتا ہے۔ جس کے نتیجے میں آپ کو غیر اعلیٰ لوڈ شیڈنگ کا سامنا کرنا پڑتا ہے۔ ہمیں اپنے صارفین کو بہتر خدمات کی فراہمی کیلئے پیسوں کی ضرورت ہوتی ہے جو ہم صارفین سے بلوں کی مدد میں آنے والی رقم سے پورا کرتے ہیں۔ تو ظاہر ہے جن علاقوں سے ہمیں 40 سے 50 فیصد نقصانات ہوتے ہیں وہاں ہماری کارکردگی بھی متاثر ہوتی ہے۔

لاٹھی 28 May 2010



بجلی انسانی زندگی کی ایک بنیادی ضرورت ہے اور KESC اسے صارفین کو فراہم کرتی ہے۔ ہم ہمیشہ سے حکومت کو یہی کہتے ہیں کہ عوام کو ریلیف فراہم کرنے کیلئے KESC کو فراہم کئے جانے والے ایندھن میں ریلیف دیا جائے۔ تاکہ بجلی کے نرخ میں کمی کی جاسکے۔ ان معاملات کو آپ سے شیئر کرنے کا مقصد، اصل وجوہات آپ کے علم میں لانا ہے۔



آج گلستان جوہر میں لگائی جانے والی اس کھلی پکھری کا مقصد KESC اور یہاں کے رہنے والوں کے درمیان رشتے کو مزید مضبوط کرنا ہے۔ ہم چاہتے ہیں کہ کراچی کو ایک بار پھر روشنیوں کا شہر بنایا جائے اور مجھے اُمید ہے کہ ایک وقت ایسا آئے گا، جب کھلی پکھری لگانے کی ضرورت نہیں ہوگی اور KESC میں ایک ایسا نظام ہوگا کہ جس میں مسائل آکر ایک سسٹم کے تحت از خود حل ہو جائیں گے۔

25 June 2010 گلستان جوہر



اگر تاریخ اٹھا کر دیکھی جائے تو پتہ چلتا ہے کہ KESC اور صارفین کے درمیان ایک فاصلہ اور خلیج رہی ہے۔ لہذا ہم لوگوں نے دانستہ فیصلہ کیا کہ ہم آپ لوگوں کو تکلیف نہیں دیں گے کہ آپ ہمارے دفتر میں آکر لائن میں لگیں، بلکہ ہم آپ کے دروازے تک خود آئیں گے اور اب کراچی کے ہر علاقے میں لوگوں کو ہماری موجودگی نظر آئے گی۔

4 June 2010 نارتنہ ناظم آباد



ہم مسائل کو حل کرتے ہوئے ادارے کی ترقی کیلئے کوشاں ہیں اور یہ طے شدہ ہے کہ جب تک ہم مل کر مسائل کے حل کی طرف نہیں بڑھیں گے، مسئلے حل نہیں ہوں گے۔ آپ تمام لوگ جانتے ہیں کہ KESC نے صنعتوں کو کس طرح بلا تعلق بجلی فراہم کر کے ملک کے معاشی حب کراچی کی معیشت کو استحکام دیا اور ہم یقین دلاتے ہیں کہ KESC کو ایک کسٹمر سینٹرک ادارہ بنا کر رہیں گے۔

صدر ٹاؤن 9 July 2010



ہم جانتے ہیں کہ پورا کراچی ہمارا صارف ہے اور اس حوالے سے ہمیں اپنی ذمہ داریوں کا بخوبی احساس ہے۔ یہی وجہ ہے کہ آج ہم بلدیہ ٹاؤن میں فرداً فرداً ہر ایک کے مسائل سن کر انہیں حل کرنے کیلئے اقدامات کرنے کے ساتھ لوگوں کی توقعات پر پورا اترنے کی کوشش کر رہے ہیں اور ہماری خواہش بھی یہی ہے کہ KESC کو ایک ایسا ادارہ بنائیں، جہاں ہمارا عزم اور مشن صرف صارفین کی خدمت ہو۔

بلدیہ ٹاؤن 2 July 2010



Inauguration & Signing Ceremonies



اس وقت کراچی میں بجلی فراہم کرنے والا صرف ایک ہی ادارہ ہے اور وہ ہے KESC۔ ہماری پوری کوشش ہے کہ ہم اس وقت کیلئے تیاری کریں، جب لوگوں کے پاس آپٹیمز موجود ہوں گے کہ وہ کس ادارے سے بجلی خریدتے ہیں۔ اس کیلئے ہم اپنے طور پر بھرپور کوشش کرتے ہوئے KESC کو ایک ایسا ادارہ بنانے کیلئے کوشاں ہیں، جہاں ہماری ترجیح صرف صارف ہو۔

Governor Sindh Dr. Ishrat-ul-Ebad at the inauguration ceremony of the North Nazimabad “Integrated Business Centre” (IBC). The IBCs are a physical manifestation of our goal to provide “one-window” solution to a geographical cluster of approx. 80,000-100,000 customers each, with revamped real estate (i.e. improved workspace environment), and an incentive programme to motivate and recognise employees’ performance. Today, the KESC network is divided into 28 IBCs/ VIBCs across the city.

17 December 2009



IBC North Nazimabad



Governor Sindh Dr. Ishrat-ul-Ebad at the inauguration ceremony of the 132 KV 80 MVA grid station in Azizabad. A total of eight new grid stations have been added to our transmission network since Abraaj takeover – at Korangi South, Gulshan-e-Maymar, PRL, Airport II, Memon Goth, Azizabad, Jail Road, Gulistan-e-Johar, with one more at Mehmoodabad under construction. Another \$80 million “Transmission Package” was launched in 2012 to add more transmission capacity to our network.

17 December 2009



Governor Sindh Dr. Ishrat-ul-Ebad at the inauguration ceremony of the 25 MW “Aggreko” rental power plant to plug the short-term demand/supply gap for two years. This project was commissioned in a world-record time of less than six months, and provided affordable, gas-based power to our system in 2010 and 2011.



13 January 2010

Chief Minister Sindh, Mr. Qaim Ali Shah, at the inauguration ceremony of the Defence Housing Authority "Integrated Business Centre" (IBC).



IBC Defence



Chief Minister Sindh, Mr. Qaim Ali Shah, at the inauguration ceremony of the 25 MW "Aggreko" rental power plant.



13 January 2010



aggreko 36

Power Project

SAFETY RECORD

NUMBER OF EMPLOYEES	<input type="text" value="50"/>
DAYS SINCE LAST LOST TIME	<input type="text" value="399"/>
LAST LOST TIME INJURY	<input type="text" value="0"/>

"OUR TARGET IS ZERO ACCIDENT"



Chief Minister Sindh, Mr. Qaim Ali Shah, at the inauguration ceremony of the 40MVA (132Kv) grid station at Memon Goth.



13 January 2010



Mayor Karachi, Mr. Mustafa Kamal, at the inauguration ceremony of the 40 MVA (132 KV) grid station in Gulshan-e-Maymar.

26 January 2010



Prime Minister Mr. Yousaf Raza Gilani, Governor Sindh Dr. Ishrat-ul-Ebad, Chief Minister Sindh Mr. Qaim Ali Shah, and Federal Minister of Water and Power (and future prime minister) Mr. Raja Pervez Ashraf, at the inauguration of the 220 MW combined-cycle gas-fired power plant at Korangi. This project was facing considerable delays (of over 1 year) and contractual/ technical issues (poor commercial terms, key elements of the project scope missing such as grid station, no commissioning, testing plan, no dedicated gas pipeline, etc) – it was a classic example of successful greenfield project turnaround.

Korangi Combine Cycle Power Plant 220 MW



26 February 2010





To support the health sector, KESC exempted the Civil Hospital and also supported its up-gradation overhaul.

16 March 2010



31 March 2010



Press Briefing

KESC is always under intense 24/7 media spotlight, both print and electronic, and not just within Karachi. Reaching out to the masses (our customers) through regular press conferences, to give “our side of the story” was a critical job requirement. However, I always came back with “mixed feelings” after my interaction with “beat reporters” at these PRs. There’s a para in my article “Why is Pakistan so ungovernable” in which I have attempted to analyse the mindset of the press reporters.

PSO and KESC signed a landmark 10-year Fuel Supply Agreement (FSA) to guarantee furnace oil supply against payment security. Speaking on the occasion CEO KESC Tabish Gauhar said, “Today we have entered into a landmark agreement which will ensure smooth supply of furnace oil to KESC that would help us plan our operations better.”



Agreement to provide reliable and uninterrupted electricity to the upcoming Karachi Circular Railway project, a JICA initiative.

Signing ceremony to build a grid station for The Aga Khan University/ Hospital under a landmark 50/50 joint venture arrangement.



Prominent Businessman and ex-President of FPCCI Mr. S.M. Muneer at the inauguration ceremony of the Korangi/ KIMZ “Integrated Business Centre” (IBC).

KESC donated a bus to facilitate the students of Karachi University in 2010. The interior of the bus comprised Public Safety and Energy Conservation tips to help instill that awareness within the youth.



15 March 2012



KESC and BEEGL (a Chinese/ Korean/ Indonesian investor consortium) signed a \$200 million JVA to convert 400 MW of Bin Qasim oil-fired power generation capacity to coal firing. This landmark initiative will reduce our cost of generation (hence, consumer tariff), reduce circular debt in the energy sector, and bring additional FDI into the country. We are the first utility/ power company in Pakistan to have launched this strategic initiative, led by Dr. Naveed Ahmed (Chief Business Development Officer).

Agreement signed with the Association of Builders and Developers (ABAD) to streamline/ expedite “new connections” for upcoming residential and commercial projects, and incorporate energy conservation and efficiency guidelines in the building codes as part of our “Climate Change” Policy. Since Abraaj’s takeover, approx 120,000 new connections have been provided equivalent to almost 600 MW of generation capacity.



Joint Venture between KESC and Oracle Coalfields to develop a 300-600 MW mine-mouth power plant in Thar (Block 6), to enhance our energy security at an affordable price.

Newly Inducted PSP Officers Visited KESC in Oct 2012



Strategic Alliance between KESC and Engro Corp to collaborate on various projects of mutual strategic interest, including (i) development of a mine-mouth power plant in Thar; (ii) import of LNG into the country and the associated development of import infrastructure; (iii) development of the world's largest waste-to-energy biogas project in Landhi, and (iv) providing uninterrupted and quality utility power to an Engro subsidiary in Karachi (presently on self-generation).

KESC and AMAN Foundation signed a cooperation agreement with IFC to launch the world's largest waste-to-energy Biogas project in Landhi, to produce up to 22 MW of clean electricity and 100,000 tonnes of organic fertiliser from the approx one million tonnes/ year of cattle waste (dung) dumped into the Arabian Sea untreated so far. Other partners in this landmark project include GE and High Marks (Canadian technology provider).

12 November 2012





بہت کچھ سنا اور کہا جاتا ہے۔ یہ 650 MWs ایک 5 سالہ معاہدہ کے تحت فراہم کی جاتی ہے جو کہ پورے ملک کے موجودہ نظام کا 5% فیصد حصہ ہے۔ یہ 650 MWs، روزانہ دکھانا اور دہرانا، ہٹانے کا حل نہیں اور نا انصافی ہے۔ اس سلسلے میں یہ بات کہنا ضروری ہے کہ تصویر کا صرف ایک رخ CIRCULAR DEBT کی طرف اٹھنا زیادتی ہے نیز یہ ہمارے لئے ناقابل قبول ہے۔ ہم ایک نئی ادارہ ہونے کے باوجود اپنے PUBLIC SERVICE ROLE کو نہ صرف سمجھتے ہیں بلکہ روزانہ نبھاتے بھی ہیں یہی وجہ ہے کہ ہم ان اداروں کو اور ان علاقوں میں بھی بجلی فراہم کرتے ہیں، جہاں سے ہمیں پیسے وصول نہیں ہوتے۔ لیکن کراچی کے عظیم تر مفاد کی خاطر اور امن و عامہ کی صورت حال کو مد نظر رکھتے ہوئے، ہم یہ گھائٹے کا سودا روزانہ کرتے ہیں۔ یاد رہے کہ مالی اور اقتصادی طور پر خوشحالی کیلئے KESC ہی اس بات کی ضامن ہے کہ یہاں بسنے والے تمام لوگوں کی بہتر خدمت کر سکے۔

اوسطاً یا زائد بلنگ کے حوالے سے چند نکات: موجودہ انتظامیہ کی یہ واضح اور شفاف پالیسی ہے کہ ہم OVER BILLINGS پر یقین نہیں رکھتے۔ AVERAGE BILLINGS کی کئی وجوہات ہیں۔ جن میں METERS میں خرابی اور امن و امان کے مسائل سرفہرست ہیں۔ اس وقت تقریباً 8% بلنگ AVERAGE BASIS پر ہو رہی ہے۔ جو کہ اگلے بلوں میں ADJUST ہو جاتی ہے۔ اور ہماری بھرپور کوشش ہے کہ اس کو مستقبل قریب میں 1% سے کم لایا جائے۔ میں نے اپنی سربراہی میں ایک CEO TASK FORCE تشکیل دی ہے جو ہر شکایت کا مطالعہ کرنے کے بعد کارروائی کرتی ہے۔ لیکن یہ بات بھی واضح رہے کہ ہر شکایت جائز نہیں ہوتی۔ مثلاً جب ہم انتہائی پرانے میٹرز جو کہ عمر کے ساتھ سست ہو چکے ہوتے ہیں، اس کو نئے میٹرز سے تبدیل کرتے ہیں تو اکثر لوگوں کو زائد بلنگ کی تو اس کے خلاف سخت کارروائی کا یقین میں آپ کو دلاتے ہوں۔ اس سلسلے میں اگر کسی کو شکایت ہے تو وہ اس TASK FORCE کو براہ راست E MAIL: CEOTASKFORCE-BILLINGS@KESC.COM.PK یا فیکس نمبر 99205192 پر رابطہ کر سکتا ہے۔ ہم زائد بلنگ پر یقین رکھتے تو شاید آج خسارے میں نہ ہوتے۔ لیکن ہماری پالیسی اس کے بالکل برعکس ہے۔ اس بات کا اندازہ آپ ان اعداد و شمار سے لگا سکتے ہیں۔ ستمبر، 2008 سے ستمبر، 2010 تک KESC کی مکمل آمدنی 166 ارب روپے رہی، اس کے برعکس اخراجات 99 ارب روپے رہے۔ یہاں سے خریدی ہوئی بجلی کے سلسلے میں بھی کہتا چلوں کیونکہ اس بارے میں بھی

آئین

چند ایک اور وضاحتیں: ہمارے مطابق کراچی کے لوگوں کو اس سے قطعاً کوئی غرض نہیں کہ کسی ایک لمبے یا گھٹے میں ہمارے تقریباً 150 بجلی کے یونٹس میں سے کونسا یونٹ کن وجوہات کی بنا چل رہا ہے، یا بند پڑا ہے۔ یا مکمل پیداوار نہیں دے رہا۔ ان کو MWs کے خسارے سے کوئی مطلب نہیں، ان کو غرض صرف اور صرف بجلی کی فراہمی ہے اور اس بات سے انکار نہیں کیا جاسکتا کہ الحمد للہ کراچی میں بجلی کی صورت حال پاکستان کے بیشتر بڑے شہروں کی نسبت بہتر ہے۔

لوڈ شیڈنگ کی کئی وجوہات ہیں، جن کی تفصیلات ہم پہلے ہی بیان کر چکے ہیں گیس کی مقدار یا PRESSURE کی کمی، فرس آئل کی فراہمی میں تاخیر، یا وریونٹس کی غیر متوقع یا متوقع عدم دستیابی، وغیرہ وغیرہ کی وجہ سے بجلی کی طلب اور پیداوار میں فرق آتا ہے۔ لیکن ایک اور وجہ جس کا اقرار ہم پہلے بھی کر چکے ہیں، اس کا تعلق پیسوں سے ہے۔ بجلی کی چوری اور بلوں کی عدم ادائیگی اور CIRCULAR DEBT ان تین وجوہات کی بنا پر KESC خسارے میں ہے، جس کا منفی اثر ان تمام صارفین پر بھی پڑتا ہے جو کہ اکثریت میں ہیں اور بجلی دیا ندرستی کے ساتھ استعمال کرتے اور بچاتے ہیں اور اپنے بڑو وقت پرا د کرتے ہیں۔ آسان الفاظ میں یہ بات اس طرح سمجھا کی جاسکتی ہے کہ اگر ہمارے پاس دن میں صرف 100 روپے ہیں تو اسی 100 روپے کا ایندھن خریدا جاسکتا ہے جس سے عین ممکن ہے ہمارے چند یونٹس مکمل پیداواری صلاحیت کے مطابق دن کے چند گھنٹے نہ چل رہے ہوں۔ یہ ایک حقیقت ہے، جس سے میں نے کبھی انکار نہیں کیا۔ الحمد للہ کراچی کے عوام کی معافیت سے ہم نے بجلی کی چوری اور بلوں کی عدم ادائیگی پر قابو پانے میں کچھ پیش رفت کی ہے۔ جس کی وجہ سے کچھ گریموں کی نسبت لوڈ شیڈنگ کے دورانیے میں کمی آئی ہے۔ لیکن ابھی بہت کچھ کرنا باقی ہے۔ جب تک ہم 100 روپے کو بڑھا کر 140 روپے نہیں کریں گے، اور یہ تمام اضافی پیسہ KESC میں ہی صرف ہوگا، اس وقت تک ہم لوڈ شیڈنگ کی لعنت پر قابو نہیں پاسکتے۔ اسی طرح CIRCULAR DEBT کی مد میں ہمارے 51 ارب روپے جب تک پھنسے رہیں گے، اس وقت تک KESC کی مالی حالت بہتر نہیں ہوگی، اور ہم کراچی کے لوگوں کو بہتر SERVICE فراہم نہیں کر سکیں گے۔ ان تمام مشکلات کے باوجود جب سے موجودہ انتظامیہ نے اس ادارے کے امور سنبھالے ہیں، ستمبر، 2008 میں ہم نے تقریباً 135 ارب روپے کی ادائیگی مختلف اداروں کو کی ہے: WAPDA کو 40 ارب روپے، Gul Ahmed کو 12 ارب روپے، PSO کو 19 ارب روپے، TAPAL کو 13 ارب روپے۔ اور KANNUP کو 13.2 ارب روپے۔ اگر CIRCULAR

چند دنوں سے بجلی کے نرخوں کے حوالے سے بہت کچھ سنا اور کہا گیا اور

اشتعال انگیز بیانات اور الزامات کی بوچھاڑ میں ختائق پس منظر میں چلے گئے۔ آج ہماری کوشش ہوگی کہ ان تمام ختائق پر روشنی ڈالیں اور سچ اور جھوٹ کے تعین کا فیصلہ ابالیان کراچی کو کرنے دیں۔ یہ ایک طے شدہ بات ہے کہ دنیا کی کوئی POWER COMPNAY نہیں چاہے گی کہ اس کی فروخت کردہ بجلی کے دام میں اضافہ ہو، بالخصوص پاکستان جیسے ترقی پذیر ملک میں جہاں مہنگی بجلی اور بجلی کی چوری اور بلوں کی عدم ادائیگی کے درمیان ایک واضح رشتہ ہے۔ یہی حقیقت KESC پر بھی لاگو ہوتی ہے۔ اور دوسروں سے کہیں زیادہ کیونکہ ہم ایک نجی ادارہ ہیں، اپنی مدد آپ کے تحت بغیر کسی حکومتی بیساکھی کے، اپنے پاؤں پر کھڑے ایک ایک روپے کے پیچھے بھاگ کر اس 2 کروڑ کی آبادی کے شہر کو بجلی فراہم کرنے کی جتنوں میں شب روز لگے ہوئے ہیں۔ لیکن ہم آزاد ہیں، اور ہماری اور آپ کی قسمت کا فیصلہ اکثر و بیشتر اسلام آباد میں ہوتا ہے۔ جہاں وزارت خزانہ، وزارت بجلی و پانی، وزارت پٹرولیم و قدرتی وسائل اور چھرا، اس بات کا براہ راست یا بالواسطہ فیصلہ کرتے ہیں کہ KESC کے 22 لاکھ صارفین، گھریلو، تجارتی اور صنعتی سمیت کو بجلی کس دام پر پہنچی جائے۔ کسی بھی دوسرے تجارتی ادارے کی طرح ہماری بھی مجبوری ہے کہ ایندھن اور دوسروں سے خریدی ہوئی بجلی کے دام میں اضافے کو اپنے صارفین کو منتقل کریں۔

CEO پریس کانفرنس

17 June 2010

IMF اور بجٹ کے خسارے کے دباؤ کے تحت حکومت پاکستان نے CONSUMER SUBSIDY کی پالیسی پر نظر ثانی کی ہے اور ہماری معلومات کے مطابق اگلے مالی سال کے بجٹ میں CONSUMER SUBSIDY کیلئے انتہائی مختصر رقم رکھی گئی ہے۔ علاو ازیں پچھلے کئی ماہ سے، ماسوائے کراچی کے، پاکستان کے مختلف شہروں میں ماہانہ بجلی کے دام میں اتار چڑھاؤ، ایک پالیسی کے تحت دیکھا گیا ہے، اور نتیجتاً کراچی میں اوسط بجلی کے نرخ 0.77 پیسے فی یونٹ کم ہیں۔ جبکہ حکومت پاکستان کی پالیسی یہ ہے کہ پورے ملک میں بجلی کے نرخ یکساں ہونے چاہئیں۔ یہ بھی ایک حقیقت ہے جس کو چھپلایا نہیں جاسکتا لیکن بد قسمتی سے KESC کے حوالے سے NEPRA نے اپنے فیصلہ میں ایک سال کی تاخیر کی اور آخر کار یہ فیصلہ سنایا کہ 6.8 ارب روپے میں سے 4.35 ارب روپے کا اضافی خرچہ جس کا ذکر پہلے کیا گیا، KESC صارفین سے اگلے چھ ماہ میں وصول کیا جائے۔ ماہانہ اقساط میں ایک فارمولے کے تحت KESC کے TARIFF کا کتنا حصہ صارفین کو ادا کرنا ہوتا ہے اور بقیہ کتنا حصہ وزارت خزانہ کو، اس کا مکمل اختیار اور تعین کا حق حکومت پاکستان کے پاس ہے۔ اس بات کی وضاحت بھی ضروری ہے کہ یہ سبسڈی وزارت خزانہ، حکومت پاکستان کو دیتی ہیں اور KESC کو اپنا مالی خسارہ خود ادا کرنا ہوتا ہے۔ یعنی KESC کو بجلی کس دام پر پہنچی سے نہ کوئی SUBSIDY ملی ہے، نہ ملے گی۔ اور اس سلسلے میں چند ناظم افراد کے بیانات ختائق پہنچی نہیں۔

مسئلے کی بنیادی جڑ قدرتی گیس کی عدم فراہمی ہے، ہم نے ہر موقع اور سطح پر اس بات کی نشاندہی کی ہے کہ گیس کی قلت کے باعث نہ صرف ہمارے بجلی پیدا کرنے کے یونٹ 100 فیصد نہیں چل پاتے بلکہ اس سے بجلی کے دام میں اضافہ بھی ناگزیر ہوتا ہے جیسا کہ آپ کو پتہ ہے کہ فرنس آئل کی قیمت قدرتی گیس کی نسبت ڈھائی گنا زیادہ ہے۔ اور جب بھی ہم مجبوراً گیس کی قلت کی وجہ سے اپنے BIN QASIM بجلی گھر کو فرنس آئل پر چلاتے ہیں اور گل احمد اور ٹپال IPPS جو کہ فرنس آئل پر چلتے ہیں، سے پورے دن بجلی خریدتے ہیں تاکہ شہر میں بجلی کی طلب اور مقرر کردہ لوڈ شیڈنگ کی پالیسی پر عمل پیرا رہ سکیں، تو یقیناً اس اضافی مالی بوجھ کو کسی نہ کسی نے تو پورا کرنا ہوگا۔ پچھلے 11 ماہ میں KESC نے تقریباً 14000 ٹن اضافی فرنس آئل خریدا۔ اس طرح پچھلی گرمیوں میں KESC کو 2 4 8 MMCFD گیس فراہم کی گئی، جبکہ اس سال اپریل میں صرف 2 0 0 MMCFD گیس مہیا ہوئی۔ ہر MMCFD 25 گیس کی کٹوتی سے بجلی کے نرخوں میں تقریباً 50 پیسے فی یونٹ کا اضافہ ہوتا ہے۔ ان تمام باتوں کو مد نظر رکھتے ہوئے ہم سب کو کوشش کرنی چاہیے کہ حکومت، KESC کو اتنی ہی مقدار میں گیس کی فراہمی یقینی بنائے جتنا کہ پچھلے سال مہیا کی گئی تھی، تاکہ بجلی کے نرخوں میں مزید اضافہ نہ ہو اور نہ ہی لوڈ شیڈنگ کے دوران یہ میں۔ دستوراً پاکستان کی ٹن 158 کے تحت سندھ میں پیدا ہونے والی گیس پر پہلا حق صوبہ کے صارفین کا ہے اور چونکہ کراچی پاکستان کی معاشی شہرگ ہے اور KESC کراچی کی، اس لئے یہ بات نہایت ضروری ہے کہ KESC کو فراہم کردہ گیس میں فوراً اضافہ کیا جائے، جس کا براہ راست اثرا کراچی کے 2 کروڑ عوام پر ہوگا۔

پچھلے چند دنوں میں اسی بجٹ کے دوران KESC میں سرمایہ کاری کے حوالے سے بھی کئی من گھڑت الزامات لگائے گئے۔ یہاں میں یاد دلاتا چلوں کہ حکومت پاکستان کے ساتھ معاہدے کے تحت ابراج کیپٹل نے 3 سال کے دوران 316 ملین ڈالر کی سرمایہ کاری کی یقین دہانی کرائی ہے۔ پہلے سال 150 ملین ڈالر، دوسرے سال مزید 150 ملین ڈالر، اور تیسرے سال بٹھا 61 ملین ڈالر۔ اس کے برعکس پہلے سال جو کہ 2010 ANPL میں اختتام پذیر ہوا۔ ابراج کیپٹل نے تقریباً 210 ملین ڈالر کی سرمایہ کاری کی۔ یعنی کہ 60 ملین ڈالر زیادہ، جو کہ تمام کی تمام KESC میں گئی۔ اس بات کی تصدیق SBP، وزارت خزانہ، SECP، KSEآی سے کی جاسکتی ہے۔ مزید 150 ملین ڈالر کی سرمایہ کاری اگلے 2 سالوں میں ہوگی۔ اتنے مختصر عرصے میں اتنی بڑی سرمایہ کاری KESC اور پاکستان میں بجلی کے شعبے میں آج تک نہیں دیکھی گئی۔ یہی وجہ ہے کہ الحمد للہ آج کراچی میں بجلی کی صورت

حال ملک کے بیشتر علاقوں کی نسبت بہتر ہے۔ اور اگر ہمیں کام کرنے دیا جائے تو انشاء اللہ مزید بہتر ہوگی۔

سرمایہ کاری کے حوالے سے میں آج یہ بات واضح کرنا چاہتا ہوں کہ اگر یہ اعداد شمار، جو میں نے آپ کو پیش کیے ہیں وہ غلط ثابت ہوتے ہیں یا یہ بات ثابت ہوتی ہے کہ پچھلے 18 ماہ میں کسی نا جائز طریقے سے پیسہ KESC اور ملک سے باہر منتقل کیا گیا ہے، تو میں اپنے عہدے سے استعفیٰ دے دوں گا۔ ورنہ وہ لوگ جو بڑے دعوے کے ساتھ اس بات کی نفی کرتے ہیں ان کو اپنا احتساب خود کرنا پڑے گا۔ یہ ہماری بد قسمتی ہے کہ ان مشکل حالات میں جب ملک میں اتنی بڑی سرمایہ کاری ہوئی اور مزید متوقع ہے، چند گراہ عناصر اس کے خلاف پروپیگنڈہ کرنے میں مصروف ہیں اور ہماری تمام کوششوں کو ریگانا کرنا چاہتے ہیں۔ اس سلسلے میں، میں ذرائع ابلاغ سے بھی درخواست کروں گا کہ وہ براہ کرم ایک مثبت کردار ادا کریں اور اس طرح کے من گھڑت الزامات اور اشتعال انگیز بیانات کی اشاعت نہ کریں۔ کیونکہ اس کا انتہائی منفی اثر ملک سے باہر سرمایہ کاروں اور مالی اداروں پر ہوتا ہے جو کہ KESC کی مدد کرنا چاہتے ہیں۔ اسی طرح بجکاری کے حوالے سے چند افراد کے بیانات، چاہے وہ سیاسی بنیاد پر دیئے گئے ہوں یا انتظامی، ان کا اثر ہم پر تو نہیں ہوتا لیکن بیرونی سرمایہ کاروں پر یقیناً ہوتا ہے۔ ایسے لوگوں کے لئے میرا مشورہ صرف یہ ہے کہ وہ اپنی توانائی PIA اور RAILWAY جیسے حکومتی اداروں کی بہتری میں صرف کریں۔ مثال کے طور پر ہمارا 560 MW کا نیا بجلی گھر انشاء اللہ اگلے 2 سالوں میں پایہ تکمیل تک پہنچ جائے گا۔ یہ پاکستان کا موجودہ دور میں نئی شعبہ میں سب سے بڑا زیر تعمیر پراجیکٹ ہے۔ اور اگلے 3-2 ماہ میں تینوں GAS TURBINES فرانس سے بن کر کراچی پہنچ جائیں گی۔ اس 400 ملین ڈالر کے پراجیکٹ کو بیرونی سرمایہ داروں اور مالیاتی اداروں، بشمول IFC اور ADB کی مدد سے لگایا جا رہا ہے۔ اور جب یہ سرمایہ دار اور مالیاتی ادارے پاکستانی میڈیا میں اس قسم کے غیر ذمہ دار بیانات سنتے اور پڑھتے ہیں، تو ان کی حوصلہ شکنی ہوتی ہے اور اس کا براہ راست منفی اثر KESC، کراچی اور پاکستان پر پڑتا ہے۔ کیا یہی حب الوطنی کا معیار ہے؟ اس سوال کا جواب میں کراچی کی عوام پر چھوڑتا ہوں۔

لوڈ شیڈنگ کے حوالے سے کچھ نکات: گرمی کے موسم کے باوجود ہم نے کراچی کے عوام سے کیے ہوئے وعدے کو نبھانے میں کافی حد تک کامیابی حاصل کی ہے۔ تمام صنعتی ادارے اور حساس صارفین کو بلا تعطل بجلی فراہمی اور گھریلو تجارتی صارفین کو دن میں 3 دفعہ لوڈ شیڈنگ، مقرر کردہ اوقات پر اور رات 1:30 بجے سے صبح 9:00 تک بلا تعطل بجلی کی فراہمی، یہی

ہماری پالیسی ہے، جو پچھلے کئی ماہ سے رائج ہے۔ لیکن اس بات سے بھی انکار نہیں کہ اس شدید گرمی کے موسم میں کراچی کے چند علاقوں میں OUTAGES اور BREAKDOWNS کے واقعات اکثر رونما ہوتے ہیں۔ اس کی بنیادی اور واحد وجہ ہمارے ڈسٹری بیوشن نظام کی کمزوری ہے، اور جب بجلی کی طلب عروج پر ہوتی ہے تو اکثر اوقات وہ CABLES، PMTS وغیرہ جو کہ ایک مخصوص طلب کی بنیاد پر کئی سال پہلے لگائے گئے تھے، وہ جواب دے جاتے ہیں۔ پچھلے 18 ماہ میں ہم نے KESC میں 6 نئے گرڈ اسٹیشنز، 200 نئے FEEDERS اور 700 نئے PMTS لگائے ہیں۔ جس سے صورت حال میں مجموعی طور پر بہتری آئی ہے، لیکن ابھی بہت کچھ کرنا باقی ہے، جس کے لئے وقت اور اربوں روپے درکار ہیں۔ پچھلے 30-25 سالوں کی غفلت کو 15 سال میں UNDO کرنے کا ہم نے نہ وعدہ کیا تھا اور نہ ہی یہ ممکن تھا۔ یقیناً یہ ذمہ داری آج ہمارے کاندھوں پر ہے کہ ڈسٹری بیوشن کے نظام میں جلد از جلد، پچھلی لائی جائے، لیکن کوئی جاوہ کا چراغ ہمارے ہاتھوں میں نہیں ہے، جس سے یہ بہتری راتوں رات آجائے۔ جن مشکل حالات میں ہم روزانہ بجلی بناتے اور فراہم کرتے ہیں اس سے شاید ہم ہی واقف ہیں اور یقیناً اس سے کسی عام آدمی کو غرض ہونا بھی نہیں چاہیے کیونکہ یہ ہمارا فرض اور ذمہ داری ہے۔ لیکن کراچی کے باشعور عوام کو آگاہ کرنا بھی ہمارا فرض ہے۔

ہم غیر اعلیٰ لوڈ شیڈنگ پر یقین نہیں رکھتے اور جب بھی کوئی فالت آتا ہے، تو اس کو صحیح کرنے میں ہمارے کارکنان، ان کو دودر کرنے کیلئے نیک نیتی کے ساتھ محنت کرتے ہیں۔ عرصہ دراز سے چلے ایک اندرونی نظام کو، جس میں صارفین کی خدمت کرنا اول ترجیح نہیں رہا، تبدیل کرنے میں وقت درکار ہوتا ہے۔ اس وقت میں عوام سے صبر کی اپیل کرتا ہوں، اور یہ بات بھی واضح کرنا چاہتا ہوں کہ جلاؤ، گھیراؤ اور ہماری املاک کو نشانہ بنا کر صورت حال بہتر نہیں بدتر ہوتی ہے۔ اس سلسلے میں ہماری واضح پالیسی ہے جن علاقوں میں ہمارے کارکنان کی جان اور ادارے کی املاک، کو نقصان پہنچایا جائے گا۔ وہاں ہم اپنے دفاتر غیر معینہ مدت کے لئے بند کر دیں گے اور اس پر کوئی جھجوت نہیں ہوگا۔ نظام میں بہتری لانے کے لئے میں نے اپنی سربراہی میں ایک CEO TASK FORCE بنائی ہے جو 24 گھنٹے شہر کے مختلف علاقوں کا کثت کرتی ہے اور اپنی رپورٹ اور تجاویز مجھے روزانہ بجھواتی ہے تاکہ ہمارے CORRECTIVE MAINTANANCE اور PRESENTIVE میں ہتدرتج بہتری آتی رہے۔ ہم کراچی کے عوام اور منتخب نمائندوں کی تائید اور حمایت سے انشاء اللہ حالات کو آنے والے دنوں میں مزید بہتر بنائیں گے۔ لوڈ شیڈنگ کے حوالے سے

Press Ads for Public Awareness



CELEBRATE. PLEASE DO NOT WASTE.

14th August is about celebration, but it is also about remembering our responsibilities to the country. Every year the illumination of buildings results in millions of rupees of power being wasted and blackouts depriving the common man of what is rightfully theirs. Anniversaries are a time of joy and also of reflection. Let us pledge to end the waste. Pakistan cannot afford it anymore. We **BEG YOU** TO SAVE ELECTRICITY.

www.govest.com.pk

OUR **AZM** IS TO MAKE
KARACHI THE CITY OF LIGHTS

At KESC we believe it's important to keep an eye on the smaller picture. When our daily challenges are as immense as solving Karachi's energy problems, we have to remember how our successes affect individual lives. It is these reasons that motivate our personal **AZM**.

KARACHI ELECTRIC SUPPLY COMPANY
KHIDMAT MEIN ROSHAN

MERA AZM:
TO NEVER GIVE UP.



M. Rashid Hussain
General Manager
K.E.S.C.

I'm Rashid Hussain, and I'm in charge of KESC's new Integrated Business Centre. We all stand behind KESC for one simple reason, it stands behind us. We're here to fix Karachi's power supply and service, and our "Azam" is to touch lives in a positive way. We have the power to change things. So let's change them now.

Integrated Business Centre



خدمت شہریان

Integrated Business Centre

THANK YOU FOR HELPING US MANAGE YOUR ISSUES.

The new Integrated Business Centres (IBCs) are the result of our ongoing service commitments from KESC to you. The IBCs are one-window solutions where all types of queries related to the utility can be resolved under one roof.

We have created a modern, state-of-the-art facility which showcases the importance of a new vision around you and your needs.

The North-Northeast IBC follows up on the success of the first IBC launched in DLF-8. This initiative will soon be followed by many more, to provide convenient and efficient service to valued customers in every part of the city.

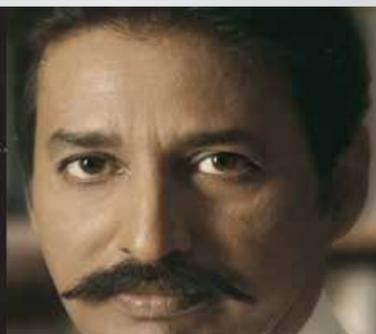
IB-Block-G, North-Northeast, Karachi.



FOR YOUR POWER TO CONQUER

KARATEEM RANWAL
Manager, Service Operations

MERA AZM:
TO NEVER GIVE UP.



THEFT AGAINST KESC IS THEFT AGAINST ALL OF US.
KESC studies each and every case of the 1.4 million consumers who pay their bills on time and do not take part in the illegal use and theft of electricity. They are the pillars of our public partnership and our community and as a small token of appreciation the company will be highlighting their bills with a KESC "Star".

It is important for KESC to highlight appreciation of these good consumers to counter criticism of its attempts at closing the spotlight on electricity theft. Aside from theft, the

total is that out of about 2 million consumers, around 1,600,000 do not pay their bills on time. This number is significantly smaller than that of the consumers who have supported KESC in its anti-theft campaign. The overall response has been both overwhelming and inspiring.

SPEAK UP CAMPAIGN:
When KESC launched the "Speak Up" campaign, asking people to report on cases of electricity theft, it was launched with responses as genuine consumers pointed out the thieves who had been hiding in plain sight all this time. So far the company has received

1,500 calls from responsible citizens 80% of which have been documented, out of which 40% proved to be accurate. Subsequent investigations through the support of these consumers.

REVENUE PROTECTION DEPARTMENT:
During the month of July this year, KESC inspected 3,800 locations, and detected 2,768 cases of power theft. In August 2,998 cases had been detected of the 1,676 inspections. In September 1,800 detections against 1,176 inspections. In October 1,813 detections against 1,200 inspections, and 1,414 detections from 1,807 inspections during the first 20 days of November. All these cases are with the Revenue Protection Department (RPD).

RAISE AWARENESS CAMPAIGN:
KESC has already initiated a campaign that publishes the names of electricity thieves in the press. The results of this campaign, of course, speak for themselves. So far KESC has documented 17,494 consumers for Non-Payment/Thief/Offense, since the campaign began. This was a 17.5% increase in the number of consumers against whom prosecution has been initiated. Meanwhile, 83,027 consumers have been prosecuted since the campaign, resulting in a 17.42% increase in the prosecution number.

Similarly, anti-campaign 934 PKR Million have been recovered, 8,879 more than the pre-campaign amount. 2,017,705 calls have been filed against theft pre-campaign, a 0.86% increase. 4,000 PKR Million have been recovered against old delinquent payments/default since the campaign, a 15.42% improvement in recovery. And finally, the delinquency rate is a decrease of its own.

Total Residential Consumers = 648 Million - Days Outstanding = 11.9 Billion
Total Commercial Consumers = 8.28 Million - Days Outstanding = 4.9 Billion
Total Agricultural Consumers = 1,000 - Days Outstanding = 1.08 Billion
Total Industrial Consumers = 6,000 - Days Outstanding = 10.2 Billion
Other Consumers = 50 - Days Outstanding = 1.8 Billion
Grand Total Consumers = 978 Million - Days Outstanding = 33.3 Billion

The total number of FIRs that have been lodged against thieves are 100 so far. Other campaigns conducted by KESC include:

- Religious Awareness Initiative (Patrols)
- Kasbi Revival Campaign
- KESC Social Programming
- Public Safety

These programmes clearly demonstrate KESC's ongoing actions against theft on the one hand and the popular support of its campaigns, by law-abiding citizens, on the other. This does not mean it is ignoring the other challenges that face a significant investment by the management in infrastructure has been made to reduce technical losses for the long term. However, the destruction of the business has caused by theft and non-payment of bills (that directly result in load shedding) is something that has to be addressed for the betterment of Karachi.

Despite the challenges typically being levelled against KESC, the company's commitment to ending electricity theft remains absolutely unshakable. Right is right. Theft is wrong. KESC's belief and commitment to consumers has always been to provide steady electricity to the city of Karachi and KESC is confident that their support will bring the utility to that end goal.

A FEW HOURS OF "FREE" LIGHT HAVE LED THEM TO DARKNESS.

FIRs are being registered against those who steal electricity, as KESC continues to take positive action against such offenders. This initiative helps us move towards ensuring a continuous and predictable supply of electricity to our customers.

We recognise that a large number of our consumers pay honestly and on time. We ask them to join hands with KESC and without hesitation report such individuals who are stealing from us all. We will unmask them, bring them into the public eye, then hand them over to the law and their rightful destination.

In addition to having their names published in the newspaper, energy thieves face imprisonment for a term extendable to three years, or a fine extendable up to five million rupees, or both.

Remember!
Theft + Non-Payments = Loadshedding

For more information, visit our website www.kesc.com.pk

SR NO. (KESC)	PLACE OF OFFENCE	NAME OF INDIVIDUAL
01/2019 01-01-19	Residence (Private), Plot No. 1/15, Sector 4/15, Clifton Town, Karachi	Muhammad Ali 1/15 No. 15/15
02/2019 01-01-19	Plot No. 1/10, Block 1/10, Sector 10, Gulistan-e-Jadeed, Block 10, Karachi	L. Hussain 1/10 L. 10/10
03/2019 01-01-19	Residence (Private), Sector 10/10, Block 10, Clifton Town, Karachi	M. Kamran 1/10 Block 10
04/2019 01-01-19	Quetta Tanged Water Works Compound, Water Road, Garden, Karachi	M. Saad Hussain 1/10 Abdul Raheem
05/2019 01-01-19	Market Street Bus stop, Plot No. 1/10, Sector 10, Clifton Town, Karachi	Muhammad Ali 1/10 Market Street
06/2019 01-01-19	Market Street Bus stop, Plot No. 1/10, Sector 10, Clifton Town, Karachi	M. Saad Hussain 1/10 Market Street
07/2019 01-01-19	Market Street Bus stop, Plot No. 1/10, Sector 10, Clifton Town, Karachi	L. Hussain 1/10 Market Street
08/2019 01-01-19	Market Street Bus stop, Plot No. 1/10, Sector 10, Clifton Town, Karachi	M. Saad Hussain 1/10 Market Street

Report power theft to:
Ph: 021-34540919, Fax: 021-34540918
OR Email: 18KWP@KESC.COM.PK

For more info visit www.kesc.com.pk

WHEN THEY STEAL POWER, CHILDREN SUFFER THE HEAT.

REPORT POWER THEFT ON
Ph: 4540919, SMS: 0312-5372118, Fax: 4540915
OR EMAIL: SPEAKUP@KESC.COM.PK



EVEN A SMALL BRIBE IS A BIG CRIME.

OFFERING OR ACCEPTING MONEY TO GET SOMETHING DONE ILLEGALLY TO MAKE CONNECTIONS, A SMALL EMPLOYEE WHO OFFERS TO INSTALL A METER OR TAPPER WITH A METER IN SOMEONE'S HOME IN ORDER TO GET ELECTRICITY, IS THE WORK OF SOMEONE WHO IS BEHIND YOUR BACK, OR AROUND AT YOUR HOME IN ORDER FOR A METER TO BE TAKEN OFF.

INFORM US ANONYMOUSLY AT
Ph: 4540919, SMS: 0312-5372118, Fax: 4540915
OR EMAIL: SPEAKUP@KESC.COM.PK



WHEN THEY STEAL POWER, THEY STEAL LIGHT FROM OTHER PEOPLE'S LIVES.

REPORT POWER THEFT ON
Ph: 4540919, SMS: 0312-5372118, Fax: 4540915
OR EMAIL: SPEAKUP@KESC.COM.PK



EVEN ELECTRICIANS ARE NOT INSULATED.

Theft and non-payment cause load shedding and deprive the honest amongst us. Technicians or electricians who collude in power theft are as accountable as the people who pay them for such illegal activities. Nobody is beyond reproach or above the law.

REPORT COLLUSION IN THEFT TO
PH: 34540919, SMS: 0312-5372118,
FAX: 34540915
OR EMAIL: SPEAKUP@KESC.COM.PK



THANK YOU FOR BRINGING POWER THIEVES TO LIGHT.

We asked you to speak up against theft of electricity. To date we have received 2,705 complaints, out of which we have investigated and dealt with 1,713. Your overwhelming response shows a commitment to bringing an end to theft.

KEEP INFORMING US AT
PH: 34540919, SMS: 0312-5372118,
FAX: 34540915 OR
EMAIL: SPEAKUP@KESC.COM.PK




LET'S FOCUS ON A RENEWED PARTNERSHIP.

As we make a start in 2010, it seems like a good moment for any business, including ours, to take stock of where it is and to focus firmly ahead.

At KESC, we spent much of 2009 investing in new generation and added 450MW to what was the antiquated grid we inherited.

Since October 2008, PKR 20 billion of fresh equity (PKR 10 billion from Abn-Am Capital through KES Power, and PKR 10 billion from Gaf) based on their proportionate ownership in KESC) has been spent on, among other priorities, the 200MW replacement plants at Sibi and Korangi. Down and on schedule for a new power plant at Bin Qasim that comes onstream in 2010.

Together, our two core shareholders will inject an additional PKR 20 billion of equity into KESC over the next two years (specifically into the Generation, Transmission and Distribution lines of the business (PKR 14 billion from Abn-Am Capital/KES Power and PKR 6 billion from Gaf).

That is a record investment in the power sector in Pakistan over such a short period and proof that speed and energy do often go together.

Additionally, the oil business, we will also borrow or 'leverage' to fund further growth to the tune of PKR 22 billion in foreign currency loans (including from the International Finance Corporation and Asian Development Bank) and PKR 10 billion in local currency debt. Of this, PKR 5 billion of debt financing has already come into KESC.

All this is proof of a new KESC: a partnership-driven business, which optimises debt, long-term investment in what was a decaying asset, one finally given up on by many.

But if 2009 was the year that we began to build KESC's long-term generation capacity, we also know that 2009 has to be the year when the public can some tangible benefits.

That can only happen through improving our cash flows, a focus on sustained Transmission & Distribution (T&D) loss reduction, fixing forever the culture of electricity theft in the city and as a result of all this, bringing you the benefits in the form of more power into your homes, factories, shops and offices. That is the plan and the foundation for it is there already.

The key continues to be a commitment from the public that matches that of our investors and a reworking theme of partnership all around.

For your part, we appeal your patience and need a little more of it. So give us some more time, help us to turn the tables on the thieves who steal from all of us and together, we can turn losses into profits.

You can be assured that things will work out, as long as we work together and begin to see the future the same bright way.



KARACHI ELECTRIC SUPPLY COMPANY

We have made no connection | www.kesc.com.pk

IS ELECTRICITY THEFT WORTH HUMILIATION IN FRONT OF YOUR COLLEAGUES?

THEY STEAL WE PAY

You don't want to become known as a thief, do you? Don't forget that theft of electricity is still stealing.

That is why we and the citizens of Karachi are joining forces to bring electricity theft to an end. Electricity thieves don't just pay a fine or go to jail, their names are also published in the newspaper.

KEESC KARACHI ELECTRIC SUPPLY COMPANY
 To report power theft or collusion, speak up on PH: 345-40919, SMS: 0312-5270794, Fax: 345-40919 or Email: speakup@kesc.com.pk

IS ELECTRICITY THEFT WORTH LOSING FACE?

THEY STEAL WE PAY

You wouldn't steal someone else's money, nor would you steal anyone's car. So why would you steal electricity? Theft of electricity is still stealing.

That is why we and the citizens of Karachi are joining forces to bring electricity theft to an end. Electricity thieves don't just pay a fine or go to jail, their names are also published in the newspaper.

KEESC KARACHI ELECTRIC SUPPLY COMPANY
 To report power theft or collusion, speak up on PH: 345-40919, SMS: 0312-5270794, Fax: 345-40919 or Email: speakup@kesc.com.pk

THEY STEAL WE PAY

MY DAD CAN'T BE A THIEF.

TO REPORT POWER THEFT OR COLLUSION, SPEAK UP ON PH: 345-40919 OR EMAIL: SPEAKUP@KESC.COM.PK

KEESC KARACHI ELECTRIC SUPPLY COMPANY
 Use your power to conserve | www.kesc.com.pk

THEY STEAL WE PAY

YOU DON'T WANT YOUR CHILD TO THINK LESS OF YOU.

It's simple to do. If you steal, you are a thief. And theft of electricity is still stealing.

That is why we and the citizens of Karachi are joining forces to bring electricity theft to an end. Electricity thieves don't just pay a fine or go to jail, their names are also published in the newspaper.

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 To report power theft or collusion, speak up on PH: 345-40919, SMS: 0312-5270794, Fax: 345-40919 or Email: speakup@kesc.com.pk



THEY STEAL WE PAY

IS ELECTRICITY THEFT WORTH HUMILIATION?

TO REPORT POWER THEFT OR COLLUSION, SPEAK UP ON PH: 345-40919 OR EMAIL: SPEAKUP@KESC.COM.PK

KEESC KARACHI ELECTRIC SUPPLY COMPANY



KESC KARACHI ELECTRIC SUPPLY COMPANY

Syndicated Letter of Credit Facility for Bin Qasim (560MW) Power Station USD 100.00 Million

LEAD ADVISORS & ARRANGERS

NBP **HBL** **Standard Chartered**

LC FACILITY AGENT & LC ISSUING BANK

NBP

PARTICIPATING BANKS
National Bank of Pakistan
Habib Bank Ltd.
Standard Chartered Bank (Pakistan) Ltd.
Faysal Bank Ltd.
Dubai Islamic Bank (Pakistan) Ltd.

TRANSACTION LEGAL COUNSEL
Haidermota & Co.

FEBRUARY 2010
This announcement appears as a matter of record only.

سدا جگائے آزادی ہماری

ہمارے بزرگوں کا ایک پختہ مزم تھا:
ہمارے لئے دین کا حصول
اب یہ ہمارا فرض ہے کہ ان کے مزم سے ہم اپنے اس مزم کو نافذ کریں کہ
"کراچی ایک بار پھر جگائے روشنیوں کا شہر بنائے۔"

جشن آزادی مبارک

KESC KARACHI ELECTRIC SUPPLY COMPANY
www.kesc.com.pk

OUR EFFORTS ARE BEING RECOGNIZED.

KESC is constantly striving to fulfill our Aim of providing uninterrupted, reliable and affordable electricity to our customers. The awards from the Islamic Finance News Awards and the Asian Asian Awards are a source of pride and a recognition of our efforts.

Islamic Finance Awards
Deals of the Year 2010

Asian Awards
Best of the Year

KESC KARACHI ELECTRIC SUPPLY COMPANY
www.kesc.com.pk

KESC KARACHI ELECTRIC SUPPLY COMPANY

SECURITY STRUCTURING OF SHORT TERM FINANCING
PKR 28,505,666,667
&
US\$ 14,828,000

Exclusive Financial Advisor

HBL HABIB BANK

APRIL 2010
This announcement appears as a matter of record only



کے ای ایس سی کی اعلیٰ قیادت میدان عمل میں

گلستان جوہر، لیاری اور ناظم آباد میں کھلی پچھری کے کامیاب انعقاد کے بعد KESC کی اعلیٰ قیادت بشمول CEO تاج گوہر، درج ذیل چارٹرز میں کھلی پچھری کا انعقاد کر رہی ہے۔

BOC گلزار چھری	بلدیہ ٹاؤن	تارخہ کراچی اور سرجانی	بی ای سی ایس ایس
ایسٹن اسمبلی روڈ پر گلزار چھری پولیس اسٹیشن گزٹ پ کے عقب میں	سکٹر C-18 اور D-8... KESC آفس	دھالان نزد VIBC - تارخہ کراچی	مٹاپہ کراچی اور تحصیل خالد بن ولید روڈ بلاک 2 - نزد رانی کباب ہاؤس
جمہ 23 اپریل، سہ پہر 3:30 بجے	جمہ 16 اپریل، سہ پہر 3:30 بجے	جمہ 9 اپریل، سہ پہر 3:30 بجے	جمہ 2 اپریل، سہ پہر 3:30 بجے

ان علاقوں کے رہائشی خواتین و حضرات، جو کھلی پچھری میں اپنے معاملات کے حل کے لئے شرکت کرنا چاہتے ہیں ان سے گزارش ہے کہ مزید معلومات اور ہدایات کے لئے 118 پر کال کریں یا KESC کے قریبی مرکز سے رابطہ کریں۔
اپنے معاملات پر فوری کارروائی کے لئے براہ مہربانی تمام متعلقہ کاغذات اپنے ساتھ لائیں۔

KESC KARACHI ELECTRIC SUPPLY COMPANY
www.kesc.com.pk

118 RESPONSE CENTRE

KNOW THE DIFFERENCE



KESC employees have visited your home, office, shop or place of business for electrical maintenance or repair work from time to time. Have you ever thought to consider whether these individuals are truly KESC employees and not some criminals looking for an easy way to get through your door for their own negative purposes?

We have received reports that some unidentified perpetrators are posing as KESC employees to commit criminal activity in various residential and commercial areas of Karachi. This is why we advise you to always check the identification of any such individuals or teams that come to your home or place of work. If you have any doubts about them, contact us immediately by calling us at 99205167 or fax us on 99205113.

ONLY BY WORKING TOGETHER CAN WE UNMASK THESE CRIMINALS AMONGST US.

KESC KARACHI ELECTRIC SUPPLY COMPANY
www.kesc.com.pk

DUE DATE EXTENSION FOR ELECTRICITY BILL.

All KESC consumers whose due date for electricity bills falls on **MAY 08, 2010** are hereby informed that the due date has been extended till **MAY 10, 2010**. They can now pay their electricity dues by the revised due date without late payment surcharge.



A 1.5 Ton AC Uses More Energy Than 24 Fans. If you reduce your air conditioning usage you could help an entire orphanage survive the heat.

AC THERMOSTAT SHOULD BE KEPT BETWEEN 24 TO 26 DEGREES.

KESC KARACHI ELECTRIC SUPPLY COMPANY
www.kesc.com.pk



MESSAGE ON BEHALF OF THE HONEST & REGULARLY PAYING CUSTOMERS OF KESC

Load shedding in Karachi can surely be eliminated as soon as **EVERYONE** starts using electricity honestly and pays their bill on time. The vast majority of honest and regularly paying customers of KESC should not have to suffer due to the misdeeds of those who are not. Let us all (general public, government, political parties, media, courts, and KESCO) work together to fight the twin issues of electricity theft and nonpayment, which are conscious and deliberate offences against law abiding society. Anyone on the wrong side of the law is advised to voluntarily come forward and get rid of this stigma within the next 30 days. Furthermore, if you know anyone, including KESC employees, who have assisted in this crime, report their names so that they can also be brought to justice.

Call or write to us now and we will help you become part of our honest customers' community.

THE 30-DAY COUNTDOWN HAS BEGUN

Pay all your outstanding bills and voluntarily report your tampered meters within the next **30 DAYS**... or face disconnection, public defamation, up to **3 YEARS IMPRISONMENT** and up to **Rs. 50 Lacs** in fines.*

KARACHI ELECTRIC SUPPLY COMPANY
 For assistance and information:
 Phone: 118, TMS: 0345-9229700,
 Email: Lastchance@kesc.com.pk

آخری 10 دن
فیصلہ کرنے کا وقت آپہنچا!

كESC کے ایماندار اور فرض شناس صارفین کی صف میں شامل ہو جائیں۔ ورنہ قانون کے مطابق قید اور جرمانے کی سزا کیلئے تیار رہیں۔

معاذت اور معلومات کیلئے رابطہ کریں:
 فون: 118، ایس ایم ایس: 0345-9229700
 ای میل: Lastchance@kesc.com.pk

KARACHI ELECTRIC SUPPLY COMPANY
 ہمارا احترام۔ لوڈ شیڈنگ ختم

ONLY 3 DAYS LEFT... TIME RUNS OUT ON 31ST DECEMBER

3 DAYS LEFT

آخری 30 دن۔ فیصلہ کرنے کا وقت آپہنچا!

كESC کے ایماندار اور فرض شناس صارفین کی صف میں شامل ہو جائیں۔ ورنہ قانون کے مطابق قید اور جرمانے کی سزا کیلئے تیار رہیں۔

KARACHI ELECTRIC SUPPLY COMPANY

No GAS, NO LIGHT

Despite injecting approximately \$600 million in our generation, transmission and distribution infrastructure over the last 2 years, the following challenges are not allowing us to provide you with consistent electricity:

- Very low and unstable gas supply for months, averaging 100MMCFD as compared to our requirement of 276MMCFD
- This necessitates use of furnace oil, which is 3.5 times more expensive than gas and its price has increased by 250% in the past 2 years
- Use of excessive furnace oil results in serious cash flow issues for the consumer as well as the company
- KESC's receivables from its customers have reached approximately Rs. 62 billion
- Load shedding adversely effects the company and damages our infrastructure

In these testing times we are looking towards YOU to stand by us... Rest assured our Azm remains to restore Karachi to its former glory of being the city of lights.

KARACHI ELECTRIC SUPPLY COMPANY
 KHIDMAT MEIN ROSHAN

LET US ALL PRESERVE THE HERITAGE OF THE CITY OF LIGHTS

People of Karachi deserve uninterrupted power and that too at affordable rates. We must stand by forces that work towards this goal.

It is unfortunate that the country faces severe power shortages, and the power sector does not have enough capacity to meet the demand. It is even more unfortunate that in Karachi, we have adequate capacity, thanks to significantly increased generation capacity, but we don't have the fuel, more importantly economical fuel. Karachi has been an addition of gas megawatts of generation capacity over the last few years and the utility company is continuing to add power plants to its network quite slowly. The problem is an acute shortfall of fuel, both oil and gas, for power generation.

It is a sad fact that Karachi does not get its due share of gas for power generation that is so critical to keep the electricity tariff at affordable rates. This is happening despite the fact that gas volumes, in Pakistan in general and in Sindh in particular, has increased over the years, as suggested by official statistics. Yet, the power sector in Karachi, which pays the highest price for this natural resource, never gets the adequate quantity, notwithstanding the fact that every individual living in Karachi is affected by this, as electricity is an essential service for the rich and the poor alike. It is unfortunate to note that gas

supply to the power sector in Karachi is declining significantly, forcing the power company to rely on furnace oil that is almost a three times expensive than gas. This is not fair to the people of Karachi who eventually have to pay for more expensive electricity generated by furnace oil.

Interestingly enough, the public utility in Karachi had been committed a regular supply of at least 420 MMSCFD by the Government of Pakistan at the outset. After steady supply through most of 2009, all of a sudden, before June started, the gas supply started to decrease as gas was diverted to CNG stations and fertilizer plants. This caused havoc to the power supply situation in the City and pushed the power tariff upwards every second month. Finally the present scenario arrived where the power tariff is already touching the highest marks and still rising and the power supply is still not enough even to maintain the announced load shedding schedule.

We often hear the utility's demand that the gas company should sign a gas supply agreement for a regular supply of 420 MMSCFD to the power utility. However, there has been no positive response on this demand. We have also read in the newspapers that Sindh High Court has issued orders to the gas company to supply the agreed upon gas and not to divert the gas supply to any other buyer unless the

need of the power utility is compensated. However, astonishingly, the Government controlled gas supply company abides neither by the Governmental commitment nor the Sindh High Court orders. The gas supply company has even managed to get away with a contempt of court order in this regard.

The biggest shocker is the non-cooperation of the state-owned oil supplier, the supplier of furnace oil. While the power utility buys this most expensive of energy on coal, it never gets a supporting attitude from the oil supplier. Subsidies and shortfalls are common occurrence even in the supply of furnace oil even though the furnace oil can be imported as per demand.

Contrary to what is generally believed, the power company has even started to develop its own sources to get low cost fuel. It will start importing about 100 MMSCFD equivalent of LNG from abroad in the next two years. This will considerably decrease its dependence on the native natural gas. We also know that two units of Bin Qasim Power Station are being converted from gas to coal, and that work has already started on the import of coal for that purpose. The upcoming 200 million dollar power plant of gas megawatts at Bin Qasim would also need a regular supply of gas but even that is uncertain. Clearly, the required support from suppliers and the government is missing.

Another hurdle in the way of uninterrupted power supply is the revenue situation. While there are huge amounts of non-paid power bills outstanding on the part of government and private electricity consumers, there can also be seen an equal amount of money that the utility has to pay to its providers and suppliers. This is a vicious circle that is eating at the financial situation of energy supply companies from within. This issue of circular debt cannot be resolved unless the government starts to pay electricity bills in a timely manner.

Overall, it becomes very clear that supply of fuel and non-payment of bills are two major factors which need immediate attention if we really want better power supply on a daily basis. Even now, Karachi still has a better scenario as compared to other cities of Pakistan. If electricity goes out for a few hours in Karachi, it only comes on for a few hours in the rest of the country. That has to be acknowledged and the credit should be given to the utility bill, there is much room for improvement. Karachi needs not to suffer power outages at all, as this is highly detrimental to the City's development and growth, especially in terms of business, trade and industrial activities of the Metropolitan City. As concerned citizens of this great city, we believe that the Government needs to take up this matter on urgent basis and make a just and fair policy on fuel supply, gas allocation and bill payment.

A PUBLIC SERVICE MESSAGE FROM HERITAGE FOUNDATION.



PAY YOUR BILLS OR BE WITHOUT ELECTRICITY

THE CHOICE IS YOURS!

KESC, in line with its Aam, is taking decisive action for the recovery of unpaid dues from its residential and commercial consumers. The process of disconnection has started all across Karachi.

Our residential and commercial consumers have unpaid bills in excess of Rs. 12 billion. These non-paying consumers are directly responsible for limiting the progress of KESC, increasing load-shedding, and creating difficulties for the honest paying consumers.

KESC has resolved to immediately recover the outstanding amounts from all these defaulters or to cut their electricity supply altogether.

If you have any unpaid KESC bills, pay them immediately so that you do not have to face any inconvenience during Ramadan and Eid.

Remember, no exception will be made for any defaulting consumer in any case whatsoever.



For information regarding your outstanding bills, visit our website www.kesc.com.pk, our BOCs, or call 118.

INSTRUMENT RATED 3A BY PACRA

The investors are strongly advised in their own interest to carefully read the contents of the prospectus especially the risk factors at para 4.5 and the financial highlights at para 4.4 before making any investment decision.

THE HIGHEST AZM, THE HIGHEST RETURNS

KESC offers the most profitable term finance certificate in Pakistan.

Be part of a story that started 77 years ago - the story of a company that was serving as the backbone of Karachi even before Pakistan existed.

The Karachi Electric Supply Company (KESC), having an Entry Rating of A- (Single A Minus), now offers you a truly unique investment opportunity enabled by some of the leading financial institutions of the country.

An instrument rated 3A (Double A) by PACRA, the KESC AZM Certificate provides the highest rate of return and the most flexible options, giving you more benefit for your money.

For more information, call 111 KESC 22 (111) 5272 221, visit www.kescertificates.com or any of the banks listed below.

Term/Rate p.a. | 12 months* 12% | 3 years* 14.75% | 5 years* 15.50%

*Monthly payment will be made monthly for 12 months certificate and quarterly for 3 and 5 years certificates.
 * Total of the rate of 12% is envisaged for non-Muslims, for applicants providing Saudi Affidavit, or unless mentioned by the issuer and under Government Order.
 * Withholding Tax at the rate of 10% is envisaged for investment before FBR 100/2007.

THANK YOU for powering our RESOLVE

In pursuit of excellence, we are fast transforming KESC into an operationally effective and economically sustainable institution. While we are making strides in providing you with quality service and customer care, we wish to take this opportunity to acknowledge the support of all our stakeholders who have joined us in our historical journey.

Your overwhelming response to the Azm Term Finance certificates has enabled us to reach the desired landmark of PKR 2 billion in just over a month. Your trust in us means a lot and we hereby reaffirm our pledge to transform KESC into an exemplary public utility by achieving our vision to provide uninterrupted, affordable and reliable power to all our valued customers.

Expression of Interest (EOI)

Karachi Electric Supply Company Limited (KESC) is a vertically integrated utility involved in the generation, transmission and distribution of electricity to Karachi and its adjoining areas.

In order to improve the quality of services, efficiency and deliver better value to customers in certain areas/regions of Karachi, KESC intends to make alliances with local business proprietors that have a greater level of familiarity, knowledge, penetration and experience in conducting business in these localities. Such a strategic alliance would be established through a Distribution Franchise Agreement between KESC and the strategic partner under a time reduction & improvement sharing model for the following Business Centres:

Business Centre Name	Area of Interest (sq. ft)	Number of Units (No. of Customers)
Bandra	20,000	2,000
East	20,000	2,000
Orange-1	20,000	2,000
Orange-2	20,000	2,000
Greenwood	20,000	2,000
North	20,000	2,000
South	20,000	2,000
West	20,000	2,000
Central	20,000	2,000
North	20,000	2,000

Interested parties, suppliers and service providers to send their confidential Expression of Interest (EOI) and Capability Statement in relation to one or more of the listed Business Centres to EOI@kesc.com.pk by 10th April 2013.

An Information Memorandum containing detailed technical, financial, operational and other data for the relevant Business Centres and a Request for Proposal (RFP) document will be shared with successful/shortlisted parties after signing of a Non-Disclosure Agreement (NDA) with KESC.

KESC shall not be bound to disclose any reasons to any party that is unsuccessful in the EOI or otherwise fails to meet the required shortlist/prequalification criteria.

Head Office:
KESC House, 10th St, Summer Boulevard
Ext. Phase II, D.U.A.A, Karachi

اپ کی بل کی ادائیگی KESC

اب سہولت کے ساتھ، کسی بھی وقت

اب آپ www.kesc.com.pk پر کسی بھی وقت اپنے 13 بھروسوں کے KESC اکاؤنٹ نمبر کے ذریعے اپنا بل یا کسی پریشانی کے فوری ادا کر سکتے ہیں۔

اپ کی بل کی ادائیگی KESC

سہولت کے ساتھ

اب آپ کے KESC کے اکاؤنٹ نمبر پر اپنا بل یا کسی پریشانی کے فوری ادا کر سکتے ہیں۔

www.kesc.com.pk

KESC بل کی ادائیگی اب آسان ترین

اب آپ اپنے موبائل سے کبھی بھی اور کہیں بھی بلوں کی ادائیگی با آسانی کر سکتے ہیں۔ مزید تفصیلات کے لئے KESC یا ایم سی بی کی کال کیجئے یا ایم سی بی کی قریبی برانچ تشریف لائیے۔

MCB Bank for Life
111-000-622
www.mcb.com.pk

A SINCERE APOLOGY

Unexpected tripping of our Extra High Voltage transmission lines caused faults at our power plants in the late hours of August 4, 2012, leading to a prolonged power outage in the city.

KESC expresses sincere apologies to its valued customers on this unfortunate incident.

Our engineers and management worked tirelessly through the night to restore power. While we appreciate our staff's marathon efforts, we would also like to thank each one of you for showing patience and understanding of the issue.

Rest assured that the breakdown will be thoroughly analysed so that such a situation does not arise in the future.

KESC MANAGEMENT

APPEAL TO SSGC

LET THE PEOPLE OF KARACHI KNOW THE WHOLE TRUTH!

- KESC's net payable to SSGC are only Rs. 4 billion*
- While Payment Plan for outstanding dues had been agreed between management of both companies last year, it has not yet been agreed by SSGC's Board.
- KESC has paid 100% Rs. 10 billion against gas purchase of Rs. 10 billion during the current fiscal year.
- KESC has paid Rs. 10 billion towards management fee over 10 months.
- KESC is also a creditor of Circular Debt, like all other energy sector companies.
- Currently our total receivables from the Federal and Provincial Governments stand at Rs. 10 billion.

* Main reason for circular debt is the blatant violation of ECC approved "Gas Allocation Policy" and court orders by SSGC.

Supply of gas to KESC has been significantly reduced in the last 4 years and averaged gas loss has been the violation of 28,000,000. As a result, KESC has had to burn an extra 1 million tons of gas from more expensive furnace oil, resulting in cost escalation of the gas, electricity tariff increase and cost loss crisis in the energy sector.

During the last 4 years, KESC has invested over USD 1 billion to augment its efficient gas-fired generation capacity by over 800, a significant portion of which has gone due to INADEQUATE gas supply by SSGC.

KESC has been ready to sign a bilateral Gas Supply Agreement for the last 4 years, the age 100% to give preference to KESC to utility serving an million people over a handful of private captive power customers, and play it's due role to eliminate fuel shedding from the remaining gas of Karachi, make the electricity tariff more affordable, and help resolve the circular debt in the energy sector.

* Fee of 100% has already been paid by the Federal Government (recovery of 100%)

www.kesc.com.pk

23rd March - Celebrating the Enlightened Spirit of Freedom

Today we're celebrating the day our destinies came together. Today we solemnly pledge not to shy away from the responsibility that we were entrusted with. Today we're celebrating the beginning of what was perhaps the most fruitful struggle for freedom. Today, we're celebrating the ideology of Pakistan.

As the source of Karachi's energy, KESC is celebrating the dream that defined our nation, and today we reaffirm our resolve to build on our century-old legacy. Our journey towards a brighter future continues.

"The story of Pakistan, its struggle and its achievement, is the very story of great human ideals, struggling to survive in the face of great odds and difficulties."

Quaid-e-Azam - 23rd March, 1948

KESC KARACHI ELECTRIC SUPPLY COMPANY

www.kesc.com.pk | facebook.com/PoweringKarachi | twitter.com/kesc_ltd

100th Anniversary KESC SINCE 1913 Lighting the Way

CEO, KESC's Message to the People of Karachi

2nd November 2010

Dear Fellow Karachiites,

I consider it my professional responsibility to explain a few things to you with respect to the current gas and electricity crisis in Karachi. Let me begin with expressing my sincere apologies to all our domestic, commercial and industrial customers who are facing extended load shedding for the past one week or so; particularly those customers who not only use electricity honestly but also pay their bills on time. We are fully alive to the prevailing undesired and unpleasant situation, and we are as anxious over it as anyone experiencing this ordeal. It is a fact that KESC's performance has consistently improved during the past two years and we have been able to manage the power sector crisis better than our counterparts in other parts of the country. We have worked very diligently to earn your respect and recognition through improved product and service delivery. However, certain elements have surfaced lately which we view as an attempt, deliberate or otherwise, to spoil our hard earned goodwill amongst our valued customers. It is imperative that we collectively

understand the complexity of the issue at hand, without which one cannot hope to achieve sustainable progress. Only informed actions, not political rhetoric or exaggerated statements, will enable us to move forward. It is only through joint ownership and an empathetic spirit that we can collectively find the solutions of our common problems. It would be unfair to pass on the entire blame for the current crisis on to KESC. It is imperative that we openly share with our fellow citizens nothing but plain facts. There should not be any secrets.

We strongly reject the often implied idea that gas production in Pakistan, especially in the province of Sindh, has been depleting. If we look at the official statistics of the past few years, it is evident that, contrary to the argued reduction in gas produced, there has actually been a marginal increase. The real issue is the distribution and allocation of gas. It is no secret that KESC has consistently faced a shortfall in gas supply, despite the fact that we buy gas at the highest price. The gas volume supplied to KESC during the first ten months of 2010 was around 25 per cent less than the volume

supplied in the same period of 2009. As a consequence, we had no choice but to burn more than 200,000 additional tonnes of furnace oil as alternate fuel this year. The inevitable result is higher electricity tariff, as furnace oil is two-and-a-half-times more expensive than gas. Although gas supplied to KESC is six times more expensive than gas supplied to fertiliser plants, it still allows us to generate power at relatively lower cost, leading to lower consumer tariff. This is precisely why we always insist that KESC must be supplied gas according to its allocation, so that we not only better manage the load shedding situation but also ensure that electricity tariff hike could be controlled. Regretfully, the gas supply to KESC has been curtailed in clear violation of the orders of the Federal Government and directives of the Sindh High Court.

To make matters even worse, last week the gas supply to KESC fell to a meagre 70 MMCFD which is about 75 per cent less than the approved quota and need. This situation continues to date. Whether curtailment of KESC's gas supply was inevitable and

unavoidable is a question that remains to be answered. We maintain that considering the impact of this reduction on life in Karachi, KESC could have been supplied gas from alternate sources. It is worth mentioning here that currently KESC is already buying furnace oil worth Rs. 13 crores every day (approx. 2,500 tonnes per day), which is 47 per cent higher than normal usage. We don't intend to get into the debate of who has first right over the gas produced in the province of Sindh. This issue is already being heard by the honourable Sindh High Court. What we need to understand is that we hardly have any alternate sources of electricity available: Karachi does not generate hydro electricity; and apart from the outdated and unstable 80MW nuclear power plant (KANUPP), we don't have any other alternate option to generate relatively cheaper electricity. So if KESC has to resort to power generation based on furnace oil, trust me, this would have devastating economic consequences as the government is also unable to provide subsidies to the power sector consumers. For this very reason, we always emphasise on the need to control load shedding and maintain affordable power tariffs. This is in the best interest of all concerned.

While we continue our struggle for low-cost fuel from existing sources, we have, on our own, initiated dialogues with several international organisations, and we are optimistic that KESC will start importing about 200 MMCFD equivalent of LNG within the next couple of years, therefore reducing dependence on furnace oil. We shall also be converting two units of Bin Qasim Power Station to coal very soon. Our strategy now is to become largely self-sufficient in economical fuel sources, so as to minimise dependence on government policies and institutions. Both these projects

will require an investment of millions of dollars, details of which will be shared with you soon. These initiatives are indeed in the best interest of Karachi and Pakistan. Our 560MW plant at Bin Qasim, Pakistan's largest under-construction power plant, is in its final stages of completion and Insha Allah will start generation from next year. This project is being built at a cost of US\$ 400 million; ironically the gas supply to this project is also uncertain. It is the responsibility of the government as well to take practical measures and demonstrate its seriousness towards the elimination of load shedding in Karachi and put an end to sharp rises in electricity tariff. It is in the larger interest of the people of Karachi that we all combine our efforts to achieve this common goal.

A long term agreement with SSGC for the guaranteed supply of gas to KESC is our foremost desire and business need. We have signed agreements with WAPDA and PSO this year that have stabilised the supply of power and furnace oil. We are prepared to accept all genuine terms of SSGC; however, if such an agreement does not guarantee the reliable supply of the agreed volumes of gas to KESC, then it is of no use at all. It is because of the lack of this supply guarantee that the agreement has not been signed as yet.

Besides non-availability and shortage of gas supply, another main reason for continuing load shedding is circular debt, which has not been resolved as yet. Various federal and provincial government customers owe KESC over Rs. 50 billion. This includes over Rs. 11 billion payable by the Karachi Water and Sewerage Board. Certainly, KESC also owes billions of rupees to other institutions, but unless the government makes its payments to

KESC, we shall not be able to clear our dues with other government institutions such as SSGC. Our stance is based on a just principle and we shall take this matter to the court if the need arises. KESC alone is not responsible for the resolution of the circular debt issue. We are also an affected party of this national issue, yet we are fully sensitive to our public service role and we are effectively carrying out our duty. That is why we have not yet disconnected power supply of the non-paying public service organisations because we do not want to aggravate the water supply and law and order situations in Karachi. But this spirit of ours should not be considered a weakness.

The solution of the current power crisis is fairly simple. As soon as the supply of gas to KESC reaches 180 MMCFD during winter months, the load shedding situation will be normalised. Average annual supply of 276 MMCFD gas will further improve the situation in the city. In the meanwhile, we appeal to the people of Karachi to exercise restraint and tolerance, as resorting to violence and attacks on KESC's staff and assets will not lead to any improvement but rather make matters worse. We are, despite all challenges, trying everything within our control to resolve issues faced by us and a little help from you will only make our task easier.

We hope we have conveyed to you all the relevant facts that you are entitled to be aware of. We look forward to and thank you for your understanding.

Warm Regards,

Tabish Gauhar
CEO, KESC

Addressing students at the Institute of Business Administration in a mentoring session in September 2011.



23 April 2010

The Future of the Country Belongs to You (Students)

“It is time for society to speak up, to support the bold steps taken by us in challenging the status quo....our recent initiative to have the “right number of right people at the right place” and to radically change the company’s mindset to have a positive impact on society met with a lot of resistance...change is never easy...we have decided that we will focus on our core activities only to improve our customer care standards...we never promised to change the company overnight; it is an evolving process which cannot be completed without the full support of all stakeholders...an effective communication strategy plays a key role in helping people understand the change process, but all of this takes time...we have decided that we will not tolerate corruption and incompetence anymore...we are trying to change the mindset of our staff; we have been telling them that the customer is king and we have to serve him by all means and not to be taken for granted...we are not here to make everyone “happy” otherwise we will

end up doing nothing; we have to look at the bigger picture and our decisions should benefit the majority of the population on merit...true leaders are not afraid of losing their jobs if doing the right thing, otherwise, they will never be able to take bold transformative steps...role of the State should be to create the right and conducive environment for private sector businesses to create new jobs; a corporate entity will always focus on its product and its customers and will accordingly plan its human resource base; the job market improves only when the government supports foreign and local investment and creates a business friendly environment...whilst some segments of the civil society appreciated our recent efforts and believed that we were doing the right thing for KESC and Karachi, the majority remained silent; everyone should recognize that improvement in our human resource base is directly related to better customer service and product quality...if you believe in changing the society for the better, you need

to speak up and stand up; drawing room talks and criticism will not achieve anything...we have now differentiated between our good and bad customers i.e. those who pay their bills on time and consume electricity honestly and those who don’t; how can we treat both the same? Our segmented load shedding policy is aligned with this broad thinking and approach which was heavily criticized in the beginning but we stood our ground on principle...we recognize the economic and social importance of industrial activity which is why all major industrial zones in the city are totally exempt from load shedding...a large number of business graduates from leading institutions have joined KESC recently to be part of the change journey; remember that money should not be the only driving force; it’ll come as a collateral if you strive for excellence in the field that you’re most passionate about...”

At the UAE Expo, I explained how KESC is being reformed, its impact on Pakistan's economy and the injection of one billion dollars into the system which by far is the largest investment in Pakistan's energy sector in recent years.





Why is Pakistan so Ungovernable?

By Tabish Gauhar, March 2013

It is the person who has the most thankless job on the planet – leading Pakistan! Even if he’s honest, sincere, and competent, the herculean task of clearing the mess we’re in would require patience that we don’t have in our national blood. Would we give the time and space to a Mahathir Mohammad, or a Lee Kuan Yew, to stem the rot? Everything is “breaking news” now, and those who ask questions, criticise, or pronounce judgments, are regarded as the real heroes. Nobody is really willing to see the other side of the picture, or to fully appreciate the complexity of the situation. The armchair columnists, TV anchors, and experts, who haven’t run a shop let alone an institution, talk endlessly about reforms with no clue as to what it takes to do just that and

the monetary and non-monetary price tags associated with it. Unfortunately, those at the helm of affairs are usually also unable to provide real solutions and leadership, which explains the current public apathy and national mood.

One of the downsides of this state-of-affairs is that it’s scaring away all those people who are sincere and actually want to participate in rebuilding our country. If all you’d get is ridicule and public bashing, why would you want to put your and your family’s reputation (not to mention, life) at stake for a public cause when you have nothing personal to gain from it? Being at the “receiving” end in a public service role comes with the territory; however, in Pakistan, the pendulum has

swung far too wide to the other extreme. Our “heroes” are the TV & Film actors, media personalities, sportsmen, glamour celebrities, the designers & boutique owners, etc – not those who lay low and actually engage in public service. It is disheartening that there’s such little appreciation for the unsung “public service” heroes in Pakistan (unlike that in the United States, for instance) – maybe it’s because it’s widely and naturally presumed that those in it are bound to be corrupt and dishonest; which is why such few good people opt for public service and those few who do are discouraged pretty soon. We need the society to change its definition of heroes, and encourage those “ordinary” folks whose actions and hard work makes a positive difference in the lives of millions of

people. Media (both electronic and print) plays a big role in this – positive news is no news; only the negative stuff sells; and pretty faces matter more – all in the name of the public i.e. “this is what the people want”. Notwithstanding the media’s self-righteous attitude, the reality is that if this is all that’s on commercial offer, then that’s what the public will take.

The vertical and horizontal divide in our country is so pronounced that there are no quick fixes anymore. The income inequality gap has widened over the years, resulting in a mass of unemployed, underemployed, and unschooled population that is bursting at the seams – whilst that tiny minority of the affluent “haves” are living in their wonderland, either oblivious to the approaching storm or on standby to leave the country at the first sign of real trouble. The former have nowhere to go; the latter believe that they have a choice to escape if and when the situation really gets out of hand. Amongst the elite, the big industrialists, tycoons, and landlords are the ones who most loathe the very notion of having to migrate, not out of any great sense of patriotism, but for the simple reason that they can’t have the same lavish “tax-free” lifestyle anywhere else in the world and the fame, power and social acceptability that they nonetheless continue to enjoy in our society. There’s anecdotal as well as statistical evidence to suggest that the poor rural population has seen some relative improvement in their economic situation – a good thing indeed, if sustainable – through some trickle-down of the so-called wealth transfer from the urban to rural areas over

the last few years. Indeed, with a largely tax-free agricultural income, high support prices for major crops, and heavily subsidised input pricing regime (for fertiliser, electricity, water, seeds, etc), there’s bound to be a positive impact in the rural areas, largely benefitting the big landlords but also some positive effect on the peasants whose disposable income has increased as evidenced by their greater consumption of consumer goods.

The real “gloom & doom” is amongst the vast majority of the lower and middle income urban dwellers whose quality of life has steadily deteriorated in the recent past – such that there’s now a much more pronounced “mood divide” between the urban and rural areas, apart from the usual interprovincial, linguistic, ethnic, sectarian “horizontal” divide that has accentuated in our society over the years. There’s no substitute for democracy to lessen this horizontal divide in its various manifestations – by giving people an indirect say in the government and a voice in the parliament where they can vent their frustrations, at least some of the problem is addressed. You can’t suppress such a heterogeneous society as ours through long-term dictatorship or autocracy. However, the lack of “governance” in our recent experiment and love affair with democracy has seen the economy suffer and state institutions crumble from within, a heavy price indeed. There’s now some form of a “check & balance” in the system, however, it’s largely on paper and creates a lot of right noise but the net impact is marginal at best. Of course, it takes time for any system to evolve and function more effectively, but

do we really have the luxury of time to let the system run its full course, and for all the players in it to finally settle down in their respective domains (without constantly encroaching on each other’s turf) for better governance? As Lee Kuan Yew, the Founder of modern Singapore, said “...I do not believe that democracy necessarily leads to development. I believe that what a country needs to develop is discipline more than democracy. The exuberance of democracy leads to undisciplined and disorderly conditions which are inimical to development. The ultimate test of the value of a political system is whether it helps that society to establish conditions which improve the standard of living for the majority of its people. In a classic democracy, there is a complete separation of powers between the executive, legislature, and judiciary...but a developing country faced with disorder and underdevelopment needs a strong, honest government...I do not believe that Korea, Taiwan, Hong Kong, or Singapore could have succeeded if they had to work under a constitution where gridlock on every major issue is a way of life”.

In the end, it’s basically about economics and that’s our weakest link today. Yes, justice and the rule of law, terrorism, etc are equally important issues for the nation, but all bets are off if the economy collapses. The ingenuity and shrewdness displayed by our leadership in tackling political issues – in the name of democracy, constitution, and reconciliation – are sadly missing when it comes to the brick & mortar stuff of the economy. Just like a company with an “unbalanced” Balance Sheet can’t survive for

too long, a country in a similar situation is also living on borrowed times. Energy crisis, inflation, unemployment, low Investment-to-GDP ratio, etc are all symptoms of a broken economy and national institutions, not divorced from that fundamental reality.

Those of us who have seen the system from within can understand why the country is where it is today. It's an incestuous system of individuals with varying interests, all coming together, in an unstructured way, to serve each other's causes, needs, and wants. There's no such thing as "Establishment" - it's not an edifice with an address, CEO, etc - it's actually a nebulous network of individuals, across the board, whose only interest is self-preservation, self-projection and power. The worst part is that most of these folks are also the loudest champions of change, meritocracy, and the rule of law - sitting in their lavish drawing rooms and exclusive clubs, lamenting over the plight of the country, society, politics, and economy. Is it hypocrisy or blind-sightedness? Many of them keep a very low profile, though, but are the real beneficiaries of this rotten system - they call the shots from the shadows, are the real king makers, and exercise their power and influence due to their connections with the ruling junta. Some of them are aware that their innings will be short and try to make the most of it whilst it lasts. Others are in it for the long haul and make sure that they're in bed with anyone and everyone that matters, now or in the future - they are the real "pros".

Unfortunately, due to this prevalent system, the "average" person on the street has little or

no chance of succeeding on merit and/or to realise his true potential. Hence, the cynicism that prevails in our society, the massive brain drain, and worst of all, the realisation amongst most folks is that unless they "conform" to the system, they won't succeed in life in this country. So, a vicious cycle and a self-fulfilling prophecy continue to play out with the countervailing forces too weak and scattered to mount an effective opposition to practically change the system. Corruption, therefore, for instance, becomes endemic and embedded in the fabric of the society - everyone participates in it, the only difference is the amount involved. The big guys get away with siphoning billions - whilst the small guy (who usually "takes" from his fellow small guy) is content with a few thousand rupees because that's all he can lay his hands on. The big guy doesn't really have a justifiable excuse, other than greed, of course - the small guy has several: to meet his large family's needs because his legitimate income is too meager; why shouldn't he do it when the high & the mighty are doing the same and getting away with it; he's doing it for a small sum only; etc. Not following the rule of law is, quite rightly, headline stuff for VIPs - it's about setting an example, after all - but what about the common man who refuses to stop his motorbike at the traffic signal; who refuses to wear a helmet (for his own safety) against the law; who breaks the queue at the expense of his fellow common men; who indulges in all sorts of moral vices, etc? Given all of this, don't we as a nation deserve the leadership we've got?

The reason why our society is still surviving is two-fold:

- (1) Informal economy - as big if not bigger than the documented GDP, employing millions of people in the small & medium size "cottage" industries, outside the formal tax net and various other laws & regulations (including labour) applied to the formal sector. It keeps a lot of people off the streets and somewhat gainfully employed; and
- (2) Charity - in terms of giving, we rank amongst the top nations/societies in the world; it's not just out of religious obligation that we donate a lot; it's often in lieu of the taxes that most people choose to evade. Much has been said and written about our abysmally low Tax-to-GDP ratio, but why don't people pay taxes? Quite simply because they don't trust the government to use their money honestly, but they do try to satisfy their "conscience" through charity and donations to NGOs. When the State abdicates its primary responsibility in the areas of healthcare, education, law & order, etc, the "taxpayers" believe it's quite alright not to pay the government its due share of revenue - which is why we end up in a Catch 22 situation: the same people then constantly complain about the broken roads, lack of sanitation and utilities, etc, that they expect the government to provide but which it can't due to limited tax revenue, among other factors. Of course, those who do pay their taxes (such as the salaried class, large corporations, etc), because they have no choice, have every right to complain - but it is less than amusing

when the other side (i.e. the vast majority of non-taxpayers) do the same!

Media: TV Talk Shows - the one with the loudest voice carries the day; the objective is never to search for solutions but highlight the problems only; extremely critical issues of national importance are often raised but between half-a-dozen "commercial breaks" there's hardly any time or indeed inclination to discuss the potential solutions; the same faces appear across all channels. We have too many 24/7 news channels competing for the same news every day, so no incremental value-added information becomes available; it's pure entertainment all in the name of serious analytical news; the anchors relish their power to ask "tough" questions but are hardly interested in the answers; the issues that actually do concern the common man are rarely covered - the agenda is often around constitutional and legal complexities and niceties, political arithmetic, irrelevant hot gossip of the day, etc, and the general public watches these shows (and so the "ratings" are high) because they have nothing else to do and no other option or outlet - and the "tamasha" goes on and on. The high-profile anchors actually do believe that they are the real "movers & shakers", opinion makers & shapers, and bona fide state actors, to be taken very seriously; otherwise, their egos get hurt. The beat/staff reporters are a completely different lot - belonging to the "have-nots" of the society; the guy who has the mic in his hand, or the pen which he uses to file his daily report - takes out his general frustration with the system in his tone and style of coverage. Any important position holder is taken to task

ruthlessly because that's the only opportunity this poor soul has to turn the tables on the system and the society that hasn't given him much - he suddenly has some "power" and he'll use it to the maximum - and occasionally to extract favours in private from the same people he's bad mouthing publicly.

Perception and reality are poles apart in our country. It's amusing when a high-ranking government functionary takes "notice" of some serious event that's been in the public domain forever, and the media highlights the taking of that so-called "notice" mindlessly. We expect the same people who are responsible for our mess to also solve that mess - not realising that it's not just a question of their competence, or lack thereof, but of their will and intentions. We see tickers and press releases on official meetings that never took place! The whole idea is to "manage" public expectations and behavior, not solve the root cause of the issue, and most of the time, the society just doesn't get it. Public memory is very short, and there's always a herd mentality - very few people have the ability or insight to actually decipher what they see and hear on the media; not an easy task for even the most seasoned professional analysts let alone the common man. And, yes, it's politically correct to say that our "awam" is very "bashaoor" - whilst the harsh reality is that they're too preoccupied with their daily struggle for survival to really get it. Those at the helm of affairs do believe that the people can be manipulated any way they wish. Pakistan's democracy is actually an autocracy and aristocracy of a select class of people who rule in the name of the people for their own personal interests and benefits. To state that

it's not "of the people, for the people, and by the people" would be blindingly obvious to even the most casual observer. The average Pakistani politician is content with playing the system for his own survival and seeking personal favours in the name of the electorate, does not have the intellectual integrity to speak the truth or do the right thing, but is most vocal on TV talk shows in promoting the merits of democracy. He cultivates a culture of dependency and sense of entitlement amongst the masses - so that they remain indebted and bonded to their saviours forever, without the ability or indeed willingness to take charge of their own lives and destiny. The last thing he wants is to give people the skillset, training, and capital to enhance their entrepreneurship and independence. He really doesn't want to solve the root cause of any problem - he applies the "band aid" solution to "cancer" so that his personal importance remains relevant in the future as the problem resurfaces again and again, as it would quite naturally. Hollow slogans, a climate of fear, a rag-tag assembly of "elected representatives" born out of constituency politics - and all we get is a financially and intellectually corrupt system of bad governance led by a handful of people in the name of "democracy".

It's hard to understand what we're really waiting (or praying) for. It's a depressing feeling to know that those at the helm of affairs actually don't care (all the lip-service to the contrary, notwithstanding), whilst the rest of us "bystanders" watch the ship sink, not realising that we are also on the very same ship!



Energy Crisis & the Way Forward

By Tabish Gauhar, March 2013

The fact that we are in the midst of a serious energy crisis which can and will standstill the entire economy is well known. Whether it has shaved off 2% or 4% of the annual GDP growth over the last few years is an academically moot point. The fact is that the energy crisis is frustrating the realisation of our true economic potential of 8-10% inclusive growth needed to generate enough employment to take millions out from below the poverty line. The most unfortunate aspect is that we all know the underlying causes, and the associated solutions, but are simply unable and/or unwilling to do anything about it. There's no unity of thought at the policy-making level because a

win-win proposition, i.e. keeping everyone happy, no "creative destruction" of vested interests, etc, is simply impossible to achieve. There's no single entity, or policy maker that does not have a personal stake in the system, or is not influenced by one lobby or the other or has the inclination to take a 360-degree view and implement the solutions in the greater national interest. Just for the avoidance of doubt, there's no short term fix of our energy crisis by waving a magic wand either, but a series of short, medium and long term steps are needed to first arrest the decline and then put the sector back on track.

1. Energy Independence & Security

Across the energy value chain, let us first consider the upstream exploration & production (E&P) sector: we import most of our petroleum products (crude oil, as well as refined petroleum products such as diesel and furnace oil) because our domestic production is inadequate. We need capital and technology to exploit our hydro-carbon reserves and, from what we know, there are no "below the ground" low hanging fruits anymore. We still don't know the true 3P (proven + probable + possible) potential of our domestic reserves since no large-scale, high-tech 3-D geological survey has been done in the country (on shore or off shore) in

the recent past. In the absence of credible data, International Oil Companies (IOCs) won't commit their resources to drill wells in the name of God alone. There are four other factors that have kept the IOCs away from Pakistan:

- (1) Periodic changes in the E&P Petroleum Policy over the last couple of decades - foreign investors seek "consistency" in policies as the first guiding principle;
- (2) The poor law & order situation in the hydrocarbon rich areas - Balochistan, Interior Sindh, for instance, where even local companies fear to go, let alone the foreign firms. Whilst law & order is a complex political-cum-geostrategic issue, it's absolutely critical to give the local population some skin in the game (through training, employment, profit sharing, CSR activities, etc) to partly mitigate the situation and for long term sustainability;
- (3) Low wellhead prices that do not provide enough of an economic incentive to take all of the various technical, legal, and sovereign risks associated with E&P activity. Whether we like it or not, the offered price has to reflect international benchmarks plus a security premium for Pakistan. Indeed, the IOCs shouldn't be allowed to charge an arm and a leg over the

long term but in today's age of readily available information, one can easily benchmark against appropriate comps to agree on a mutually acceptable pricing formula. As long as such decisions are left in the hands of professionals, with no political agenda, we'll arrive at the right place;

- (4) The negative perception that contracts and sovereign commitments are not honoured with the change in government, policies, and shifts in national mood. No foreign company will invest a billion dollars here if it has little faith in the country's political and judicial dispensation, when that same money can be invested in a more hospitable growth market. Investors' institutional memory is long; it takes ages to build trust, a single sovereign contractual default is, however, suicidal for the country. As long as foreign investors have the confidence in our judicial system that it's fair and enforces international commitments and treaties, they'll do the much-needed business with us;

The government has recently announced the revised Petroleum Policy, including for Tight Gas and Shale Gas, however, it remains to be tested in the international markets and the jury is still out on its ultimate effectiveness. Throughout the emerging world, it has been demonstrated that one can't and

shouldn't reinvent the wheel and attempt to go solo/nationalistic and bypass the international expertise, capital and technology to realise one's full hydrocarbon potential. However, by increasing our indigenous supply, not only would we attain some degree of energy independence and security but also save precious foreign exchange reserves (on a net basis) in the long run. With a 50% deficit in natural gas peak demand-supply equation, for instance, we have already wasted many years, procrastinating and debating this issue nationally. Whether or not the Iran-Pakistan (IP) and/or Turkmenistan-Afghanistan-Pakistan-India (TAPI) transnational gas pipeline projects materialise or our first LNG import infrastructure is put in place - all worthwhile initiatives that ought to be completed as soon as possible and at the right price - we must enhance our domestic onshore and offshore gas production (conventional as well as unconventional) to diversify our energy mix. Needless to add, an open and transparent bidding process is a prerequisite to avoid any perceptions of wrong doing and favouritism. All such laws and processes are already in place, what's needed is a sense of urgency and political will to implement the same. There will always be the usual skeptics ("we've sold our national assets at throwaway prices to foreign

imperialist forces”; “we could have exploited our natural resources on our own at a fraction of the cost”, etc, etc) – all populist slogan mongering and analysis paralysis, net result of which is zero progress. Ignore the cynics, just do the right thing and move on. If the United States’ government, that is staunchly and publicly opposed to the IP project, is actually seriously concerned about Pakistan’s energy crisis, it needs to walk the talk and at the very least do two things at the earliest: (1) provide political risk insurance cover and other such guarantees to American oil & gas companies to encourage them to invest in Pakistan’s E&P sector using the same technology that has helped the US become a gas-surplus nation recently; (2) help finance the construction of Pakistan’s first LNG import infrastructure which the country can subsequently use to import gas from the international commodity market on standard commercial terms & conditions. Nobody should expect Uncle Sam to write a \$4 billion check to wipe out the existing Circular Debt in our system!

2. Energy Mix and Allocation Policy

The fact that our energy mix and allocation policy is flawed has been much discussed and written about. We produce less than 1% of our electricity

from coal. India and China, two of the BRICs nations, on the other hand, generate more than 60% of their power from coal. Almost 45% of our electricity is generated from furnace oil (mostly imported) at a cost of 18-20 cents per unit, whilst the United States (the world’s richest economy) produces less than 1% of its power from that same fuel. The share of hydro-electric power in the electricity mix has gone down to less than 30% over the last 7 years; whilst the share of natural gas in electricity production has also fallen from 45% to less than 30% over the same period (the replacement fuel, i.e. furnace oil, is 3.5-4.0 times more expensive than natural gas). The net result of producing this extremely expensive electricity (that neither the State can continue to subsidise nor can the average domestic, commercial, or industrial customer afford to pay for) is the \$4 billion “Circular Debt” monster (increasing at the rate of Rs1 billion per day!) plaguing the entire energy sector. So, to state the blindingly obvious, we need to reduce our cost of generation and, thus, the electricity tariff so that the government need not subsidise anymore and the customers can afford to pay the actual cost of service. Consumer subsidy of Rs1.5 trillion paid by the government over the last 5 years is a huge drag on the national economy – imagine the impact if that same amount were

instead spent on education, healthcare, infrastructure, etc. Subsidies also send a wrong pricing signal to the market, discourage energy conservation, and result in heavy borrowing by the government from State Bank/Commercial Banks at the “crowding out” expense of the private sector – no wonder, and that’s of course not the only reason, our Investment-to-GDP ratio has consistently fallen from over 20% to 10% during the last 5 years or so. Subsidies ought to be phased out gradually but steadily so that the sale price of utilities reflect the actual cost of service, in tandem with reducing the cost of generation, but the poorest segment of the population should continue to benefit from a more targeted subsidy regime in the form of direct cash transfer (through the BISP scheme, for instance) by the State. However, and at the risk of belaboring this point, simply reducing subsidy for the lower-income/middle-class population by increasing the notified consumer tariff, without a compensating reduction in the cost of generation, would be an extremely unwise decision, notwithstanding all the IMF and World Bank pressure.

3. What does an average electricity customer really want?

Three things: (1) uninterrupted supply

i.e. an end to load shedding; (2) an affordable tariff; and (3) better customer service. To achieve the first two objectives, it is imperative to run all existing relatively cheap generating units at full capacity, which means that natural gas must be provided to such units on priority. Under the new gas allocation policy, the power utility sector ranks No. 2 just behind the domestic household segment; however, that policy is not being followed in favour of the industries, captive power units, and fertiliser plants. So, a handful of private industrialists are benefiting at the expense of millions of people around the country who have to brave extended power cuts and ever increasing tariff rates. If we do an honest economic math, with all the variables, it can be conclusively proven that it’s much wiser (and of course, quicker) to import Urea than furnace oil/diesel (to produce electricity). Until the gas supply situation improves over the next few years (through the E&P, IP/TAPI, and LNG initiatives, touched upon earlier), we probably have no choice but to declare force majeure and shut down all excess urea manufacturing capacity in the country and compensate their investors for their net income loss during this period. Not a pleasant proposition, of course, but unavoidable nonetheless. Furthermore, all empirical evidence

seems to suggest that the exceedingly cheap natural gas provided to the fertiliser sector has not been passed onto to the intended recipient (i.e. the farmer) in the form of cheaper Urea – so by all means, subsidise the average farmer but directly (through the Kissan Card, for instance) and provide natural gas to the fertiliser industry as per the merit order and at its true cost. Likewise, gas supply to all industrial captive power units (which enables them to generate cheaper electricity, albeit at low efficiencies, at the expense of their non-captive industrial competitors) should be discontinued, and the same gas diverted to the more-efficient Utilities/IPPs with an obligation to provide 24/7 electricity to the same captive power industrial units from the national grid – a much better option from an overall national economic standpoint. In the interim, and as an immediate step, the gas price for captive power should be increased to incentivise these industries to switch back to the grid, and provide a level playing field to all industries.

IPPs/Utilities must also be mandated to improve the heat rate efficiencies of their generation portfolio – by way of an illustrative example, 100 MW of old Frame 5 & 6 gas turbines running at an average efficiency of 20% could be replaced with 40% efficient machines to effectively double the power output

with the same quantity of gas (3-5 year payback period). Furthermore, it should be mandated to convert all open/simple cycle gas turbines & engines to combined cycle mode within the next 5 years, with an average efficiency enhancement of at least 5% achieving the same objective i.e. more power output burning the same quantity of gas. To achieve this objective, enabling tax breaks, for instance, waiving the customs duties on imported equipment must also be considered.

All oil-fired generating units should be steadily phased out and converted to coal (local, imported, or blended) to reduce the cost of generation and, therefore, customer tariff – on average, coal-based electricity would be almost 50% cheaper than oil-based power. In this regard, the role of the regulator (NEPRA) is critical in terms of providing a streamlined process for tariff determination, etc. Coal is an abundantly available commodity and will remain the base load fuel of choice for a long time to come – yes, there are environmental concerns that need to be addressed through mitigating technology solutions that are employed around the world. And just to put it in perspective, this coal would eventually replace high-sulfur furnace oil! A lot of us have grown rather old hearing about the 175 billion tons of Thar Coal and

all the hype associated with it, however, it is still conveniently lying below the ground. A classic combination of several factors (inconsistent set of policies; provincial versus federal politics; lack of funding and associated infrastructure; the alleged "oil mafia"; "penny wise pound foolish" in driving away the Chinese earlier; etc) has meant that this grand initiative to improve our energy security remains a pipe dream even today. Whilst some tangible steps in the right direction have indeed been taken at the provincial & federal level over the last few years, there's little chance of this project (mine-mouth coal-fired power plants) materialising unless the issue of Circular Debt is sorted out. Of course, the State can always seek to bypass the entire private sector and get this project going on its balance sheet, but does it really have the financial wherewithal to do it? More realistically, it has to be a public-private partnership in the end. The techno-economic feasibility of this project has long been established; no need to reinvent the wheel, or experiment with fancy technology, just keep it simple, assign it national priority, and it'll get done!

For a nation blessed with one of the largest river systems in the world, the role of hydro-electric generation cannot be over-emphasised. Whilst a number of large as well as mini hydro

projects are now in various stages of feasibility, development, and construction, the reality is that we've lost precious years on this front because of the political haggling and point scoring over the Kalabagh Dam issue. Large dams are politically sensitive, require a lot of financing, and have long gestation periods, so it'll be years before we start seeing the fruits of this initiative (in the form of relatively cheap and renewable source of clean energy) should we start in earnest today.

I think Pakistanis would be more than willing to share in the cost of these hydro projects if they're convinced that the public money so raised would indeed be spent wisely and for the stated purpose (by way of illustration, the reason why people were so skeptical, and rightly so, about the Gas Infrastructure Development Cess imposed on gas consumers to finance the Iran-Pakistan pipeline project was because they simply didn't trust the Government to use that money on the project itself, should it even materialise!). Foreign multi-laterals will follow suit, especially if such mega projects are built under a public-private partnership model, with direct funding contribution from the public as a key financing stakeholder. To achieve this objective, an Energy Infrastructure Fund (run by a

professional management firm) could be launched to retail and institutional investors in Pakistan, and offshore, with the Government of Pakistan and DFIs as anchor investors.

Energy Sector Reforms

To facilitate all of the above, it is absolutely necessary to create a unified Ministry of Energy - MOE (just like the Department of Energy in the United States) by merging the Ministry of Petroleum & Natural Reserves (MP&NR) and the power arm of the Ministry of Water & Power (MW&P) - under a single Energy Regulator (EA). This EA should be a financially and administratively autonomous body, comprised of technically qualified and competent professionals, that has the ability and willingness to strike the right balance amongst all stakeholders, and has a long term horizon as opposed to a short term view only. This last point cannot be belabored enough because it's almost a mantra to talk about regulatory independence (or need thereof) but not much is often said about its competence and professionalism in dealing with a diverse set of stakeholders in a rapidly changing environment. A regulator's job is not just to protect public interest (of paramount importance, nonetheless) but to also provide a level playing field and incentive to investors to generate reasonable returns in the long run, within the confines of the policy guidelines issued by the MOE from time to time. Unfortunately, in our

case, the regulators too often are prone to not just political interference but also short term populist temptations.

The government should get out of the oil marketing business by privatising PSO. There should, however, be a strategic storage reserve for petroleum products maintained by the State for national emergencies - this could also be done in partnership with the private sector; in fact, there's a lot of unused private storage capacity in the country such that the incremental infrastructure spend to cover, say, 30-60 days of fuel requirement, is not significant, contrary to common misconception.

The two gas distribution companies (SSGC and SNGPL) should be unbundled into (1) a national gas transmission company owned by the State and operated under an open access policy; and (2) several gas distribution companies, like the electricity DISCOs; privatised, regulated and operating under an efficiency-based pricing regime. Likewise, all power distribution companies (DISCOs) should be privatised, under a public-private partnership model, to encourage further infrastructure investment and improved efficiencies in the system - no "cost plus/revenue requirement" tariff formula, post privatisation.

CNG: One of the worst policy decisions taken in this country was to allow the unlimited use of our scarce natural gas resource in the transportation sector, ostensibly for two reasons: (1) it's a cheaper

commodity than petrol and diesel; and (2) it's an environmentally friendlier fuel. Today, the CNG issue has become a hot political-cum-judicial controversy, and almost 10-15% of the locally produced gas is used for transportation at the expense of the power sector, industries, and fertiliser plants. It is a totally non value-add allocation of a precious resource at a price that has incentivised millions of vehicles, from the luxury sedans to the auto rickshaws, to switch to CNG (although, ironically, millions of motor cyclists across the country don't have this benefit) at a great national cost, including the alleged widespread theft and waste of gas in transit. To achieve CNG-Petrol price parity, the economy would be much better off by reducing government taxes and levies on petrol and diesel to provide compensating relief to the masses. Furthermore, all local refineries producing petrol and diesel from crude oil should be mandated to produce Euro - II or III distilled products for environmental considerations. A vast majority of the CNG station owners have already had their investment recouped several times over; as a matter of national policy, they should now be told to start retrofitting their stations back to petrol/diesel (or LPG). Unfortunately, however, as long as there's conflict of interest at all decision making levels, we'll keep debating this issue on TV talk shows and nothing concrete will get done.

Piped Gas versus LPG: It's a matter of "pride" for most Pakistanis that our country has one

of the largest and most extensive gas networks in the world. Majority of the urban dwellers have access to natural gas in their homes for cooking & heating, whilst an increasing number of villages and small towns are also being rapidly brought onto the panel - as the domestic production of gas steadily declines. At \$1 per MMBTU, it is also priced exceedingly cheap for the domestic sector. However, consider the other side of the picture not often talked about due to political considerations: (1) the entire GCC region, rich in oil & gas hydrocarbon reserves, does not have piped natural gas to domestic households for cooking and heating; instead, LPG, a product refined from crude oil, is supplied in cylinders to people's homes; (2) the massive subsidy given to the predominantly urban consumers of piped natural gas is in stark contrast to the much more expensive LPG/Kerosene price paid by the off-grid villagers for cooking purposes; (3) the same natural gas could be used to produce more affordable electricity for industries and the common man and to reduce Circular Debt in the energy sector; (4) the same gas could be provided to the more value-add industries (process, textiles, etc) to generate further employment and foreign exchange reserves; (5) there's idle refining capacity in the country that can be utilised to produce extra LPG for domestic cooking, and the deficit can be imported, along with a reduction in government taxes and levies to make this product more affordable; (6) by keeping the piped natural gas artificially cheap for so long, a wrong pricing signal was

given that encouraged extravagant usage and no incentive to invest in more efficient appliances such as heaters, geysers, etc. In fact, several households in affluent urban areas use gas-fired generators to produce cheap electricity for part of the day and keep the utilities on standby; (7) continued expansion of the gas pipeline network to remote towns and villages has resulted in the overall unaccounted for gas (UFG) lines losses to exceed 12% today. Just to put this into perspective, a UFG reduction to 6% (optimal level) would release almost 240 MMCFD of gas, equivalent to generating an extra 1200 MW of affordable electricity for all Pakistanis. Needless to say, this is a complex technical/economic/political/social issue that won't be solved overnight, but one that we can't shy away from any longer. Maintaining the status quo or doing more of the same is no longer an option; something's got to give.

4. Climate Change

Whilst everyone talks incessantly about adding generation capacity, not much is often said about energy conservation and efficiency enhancement. After all, a MW/MMCFD saved is a MW/MMCFD produced. The whole thesis on Climate Change is intricately linked to this and revolves around four key inter-related themes of (1) energy conservation; (2) energy efficiency; (3)

renewable energy; and (4) environment. Energy conservation is essentially a mindset change; for too long both electricity and gas prices in our country have been kept artificially low (through state subsidies) that obviously discourages conservation. As prices go up, it now makes sense to replace a conventional incandescent bulb with LED to reduce electricity consumption by 75%. Yes, there's an upfront cost (an LED bulb is 8 times more expensive than an equivalent wattage incandescent bulb) but the payback period is less than 2 years on average. The concept of peak versus off-peak pricing regime also needs careful consideration before rolling it out – it is an internationally practiced method to promote conservation but in those countries where 24/7 electricity supply is guaranteed, not in Pakistan where quite often you don't have power for half the day! Furthermore, pure optics won't work – for instance, switching off supply to commercial billboards and street lights don't really move the needle and are actually counter-productive in the end. However, we must actively seek to change long-entrenched societal habits such that large commercial markets are incentivised to start early and close early i.e. maximise usage of daylight hours. There's a lot of resistance from the traders against this concept but an active dialogue needs to start with

them to demonstrate the positive impact of this change on social norms and economy, whilst guaranteeing them uninterrupted supply of electricity throughout their working hours. Educating the youth on energy conservation is essential, since their fertile minds are most receptive to change. It's the affluent class that really needs to change their lifestyle – just because you have the money to pay the electricity bill for 8 air-conditioners running all day doesn't mean you have the license to act irresponsibly towards the environment and the public at large.

In respect of energy efficiency, the vast majority of our domestic and commercial appliances are hopelessly inefficient. For an energy starved country, it's a national crime that we're, for instance, burning gas in our domestic geysers at a thermal efficiency of less than 20%. A national emergency needs to be declared to replace all such existing appliance with "Star" certified energy efficient appliances (solar geysers, for instance) within the next 5-7 years, partly financed by DFIs and Multi-laterals (such as ADB, USAID, etc) that are keen to promote such "green" causes in the emerging world, along with an enabling tax break regime announced by the government.

Renewable energy is a much hyped

subject, although its total share of the worldwide energy mix is still less than 5%. Except hydro, the other sources of renewable energy - such as solar, wind, biomass, bagasse, etc – won't on their own solve our energy crisis because they are not cheap (unless subsidised) and are no substitutes for the base load generation capacity that's got to be based on conventional hydrocarbon based energy mix. Yes, we have significant potential in renewable energy and a realistic set of targets ought to be achieved in the medium to long term, but it is misleading to assume that it's the "Eureka" solution to our energy woes. Let's first fix our brick & mortar conventional foundation; renewable would always supplement, not substitute, the same. The best use of renewable energy is in the remote villages and towns of Pakistan. Frankly, it is economically unfeasible to lay expensive electricity and gas transmission network to serve small clusters of customers scattered across the country, most of whom don't have the propensity to pay for these utilities anyway – off grid areas have relatively small energy needs that can best be met with localised renewable sources although they may still need to be subsidised by the State to make it affordable for the poor.

5. Circular Debt

Circular Debt in the electricity sector

arises primarily due to two reasons:

- (1) The consumer tariff notified by the government is 30-40% lower than the tariff determined by NEPRA taking into account the actual cost of generation, fuel price, etc. Electricity prices are also uniformly consistent throughout the country as a matter of political (as opposed to economic) policy. The difference between the notified (i.e. political) and determined (i.e. economic) tariff is the "Tariff Differential Claim", more commonly referred to as consumer "subsidy", paid out of the national exchequer. More often than not, the government under-budgets each year under this head, and the Ministry of Finance simply doesn't have the funds available to make timely payments to the utility companies; and
- (2) The Aggregate Technical & Commercial (ATC) losses of the electricity distribution companies or DISCOs which is a combination of their so-called "line losses" and "non recovery of bills" that are further sub-divided into "technical" and "non-technical" (read: willful theft and bills non-payment) losses.

The combination of these two underlying factors means that the DISCOs have a serious liquidity crisis at all times, with huge receivables and payables on their balance sheet. To

"manage" their working capital crisis, they're simply forced to delay payments to the Independent Power Producers (IPPs) supplying them bulk electricity (for onward distribution to the public). The IPPs in turn default to PSO (furnace oil/diesel supplier) or SSGC/SNGPL (natural gas supplier). PSO consequently defaults to local oil refineries (producer of furnace oil/diesel) or to the banks who've opened LCs in its favour to import the same products; likewise, SSGC/SNGPL would default to the Exploration & Production (E&P) companies such as OGDC who are the actual producers of gas. At some stage, these oil and gas companies are unable and/or unwilling to provide more fuel to the power sector leading to prolonged electricity outages, like the ones we're experiencing today. So this Circular Debt travels throughout the energy sector value chain and affects all stakeholders, including the banking sector. There's no single villain or contributor to this malaise.

A major but often overlooked reason for the Circular Debt in the energy sector is the Aggregate Technical & Commercial (ATC) losses, referred to above. To reduce technical losses would require significant capital expenditure, and whilst on paper they represent the proverbial "low hanging fruit", the reality is that adequate

funding is not readily available in this sector. But what about the non-technical losses – a lot has been said on it such that it’s no longer an alien concept but very few people care to fully understand the underlying causes behind this widespread phenomenon. Once a smart utility company has successfully reduced (to a bare minimum) the non-technical losses in the large industrial zones and affluent residential & commercial neighbourhoods – which is exactly where one should start this operation – we’re left with two “problem” categories: (1) government/public sector customers; and (2) low-income “poor” customers. The reason why the public sector is such a serial defaulter is essentially lack of accountability – every government department has a budget earmarked for utility bills payment which gets eaten up elsewhere on the clear understanding that it’ll get bailed out by the provincial or federal government eventually. Moreover, several of the public sector entities provide essential public services – such as water & sewerage, street lighting, etc – so disconnecting the utilities’ supply to these entities actually hurt the public the most. With that kind of “leverage”, no wonder these organisations assign the least importance to utility bill payment, fuelling the Circular Debt problem.

The second “problem” category is a lot more complicated and a true reflection of the socio-economic, political, and law & order situation prevailing in the country. Although the utility rates (as regulated and set by the State) are heavily cross-subsidised in favour of this population segment, it ranks last in the merit order of their disposable income expenditure for the simple reason that it’s practically extremely tough for the utility companies to disconnect supply to defaulters. Those who have actually been to the narrow lanes of, say, Lyari and Orangi in Karachi, would truly appreciate the difficulty of establishing the writ of the utility companies in these so-called “no-go” areas where even the State’s writ is suspect at best. Whilst it’s true that an individual customer residing in such neighbourhoods does not use a lot of electricity or gas (given his socio-economic status), the aggregate impact of the actions and inactions of the teeming millions is quite huge in the end. KESC’s problem, for instance, no longer lies in the affluent localities of Defence & Clifton (where the recovery ratio is now close to 100%), but in low income-high loss towns of Orangi, Baldia, Nazimabad, Lyari, Liaqatabad, Landhi, Korangi, Malir, Gadap, and Surjani where almost 40-50% of the 20 million people of Karachi reside. This may be a politically incorrect statement to make

in today’s age of democracy, but a statistically-correct harsh reality nonetheless that most people loathe admitting publicly. If the utility companies are receiving, on average, only 50% of the product value provided in these areas, it is not realistic to expect uninterrupted supply and great customer service at the same time. Unfortunately, the role of the media and political parties in appreciating this issue has left a lot to be desired – every time there’s an actual or attempted disconnection (for theft or nonpayment) in such areas, and the “awam” comes out on the streets burning tires, damaging public property, etc, the sentiment is nearly always in their favour as opposed to saying the right thing and also highlighting the other side of the equation. Of course, it’s probably too much to expect that societal norms evolved over generations would change overnight, yet at some point, we need to start calling a spade a spade. How many religious “fatwas” have been issued against electricity & gas theft, and of those few issued, how many are actually heeded? And how many politicians have we heard openly denouncing such actions by their “voters”, vis-a-vis their constant barrage of criticism against energy shortage and hike in utility rates? Whilst we’re all caught up in this chicken & egg “blame game”, we need to take the bull

by the horns and actively communicate to the people that their sense of entitlement to almost-free utilities is now a relic of the past.

There are, of course, various technical “solutions” to this problem (aerial bundled cables that can’t be hooked on to, pre-paid meters, remote disconnection through smart grid, etc), but given the creativity and ingenuity of our people, a way around such technical bottlenecks would be found, sooner or later. It is eventually a change in mindset that everyone (not just the utility companies) is responsible for bringing about. Yes, there’s corruption and often there’s collusion between the utility companies’ staff and segments of the population – yet, it takes two to tango! So, aren’t both sides equally guilty? Why is it just the incompetence and/or corruption of the staff that’s blamed for line losses, unaccounted for gas, and low recoveries (in the absence of an enabling legislative environment, such as making electricity theft a non-bailable offence)? What about the other party in this “willful” transaction i.e. the public which gets away scot free in this blame game? Those who take as well as give illegal gratification are both to be blamed, and must be, regardless of which strata of the society they belong to. The good people (honest, regularly paying customers) living in

these high-loss localities suffer the most due to the actions or inactions of their dishonest neighbours due to increased load shedding and overall inferior customer service. “They Steal We Pay”! Gone are the days when it didn’t matter to you if your neighbour was stealing electricity or not paying his bill on time – it directly and adversely affects you now and you should, in your own interest, tell your neighbour to mend his ways or, at the very least, boycott him socially. If this sounds funny and naïve, the alternative is status quo and prolonging our collective miseries.

There will be no end to electricity & gas load shedding in this country until this issue is conclusively addressed. As a practical step, a “franchise” arrangement could be deployed in these areas with the support of local political forces – here’s how it should work: utility companies would want to achieve at least a break-even revenue target (enough to cover their cost of service); any excess amount to be ploughed back by the franchisee into the locality to build roads, improve infrastructure, etc, less his financial share as a legitimate source of income; and utility companies obliged to reduce load shedding and improve customer service as the recoveries go up. Simply put, a win-win proposition for all i.e. the honest public, the local

franchisee, and the utility companies. Until then, a differentiated and segmented load management regime has to be embraced such that low-theft/high-recovery areas are rewarded with zero or minimal load shedding vis-à-vis the rest. This approach certainly has its critics and indeed some inherent flaws but the alternative is to penalise everyone equally – a communist dream come true!

In summary, Pakistan’s Energy Crisis can be surmounted by undertaking much-needed holistic reforms across the value chain, with a credible and professionally managed road map, under a public-private partnership model, balancing the needs of all stakeholders, focusing on both supply and demand management and changing the public mindset for greater national good. What’s essential, therefore, is a sincere and credible political leadership to spearhead this transformation and that’s the only “rocket science” involved in the equation!



9 Nov 2009

Cash flow limitations impeding investment in generation: KESC CEO

•\$1,000 tonnes of furnace oil needed to counter gas load management programme •Govt urged to approach FSO for 90-day credit facility to end loadshedding •PM to perform grand breaking of new 500-megawatt generation project next month



By Owen Jones
Karachi: Karachi Electric Supply Company (KESC) CEO Tabish Gohar said on Thursday that cash flow limitations were impeding investment in generation. He said the company needed \$1,000 tonnes of furnace oil to counter gas load management programme. Gohar urged the government to approach the Federal Storage Office (FSO) for a 90-day credit facility to end loadshedding. He also mentioned that the Prime Minister would perform the grand breaking of a new 500-megawatt generation project next month.

آج کی بجلی کی فراہمی کیلئے کوئی بھی ایڈوانس نہیں ہے

کوئی ایڈوانس نہیں ہے، بلکہ بجلی کی فراہمی کے لیے کوئی بھی ایڈوانس نہیں ہے۔

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20 Nov 2009

KESC rules out early resolution to power crisis

Business Day P-2

By Owen Correspondent
KARACHI: Karachi Electric Supply Company (KESC) on Thursday ruled out early resolution to eliminate loadshedding amid lack of funds for furnace oil purchase and short supply by gas utility to the power company.

Tabish Gohar, chief executive of KESC at a meeting with Karachi Chamber of Commerce and Industry (KCCI) said that from federal government once billions of rupees to the power company which hampered the purchase of furnace oil.

Gohar said that Karachi Water and Sewerage Board (KWSB) was liable to pay \$1.7 billion rupees, city government 2.6 billion rupees, police 450 million rupees.

He said that the government was selling gas to the power company on higher prices as against the cheap rate provided to manufacturers of fertilizer.

Earlier, KCCI member highlighted the issues faced by the industry due to loadshedding. Siraj Kazim Teli, leader of business community, said that KCCI would take action against its member if KESC pointed out any member availing illegal connection.

On the occasion President Karachi Chamber Hujj Abdul Majid said that the industry was facing various problems due to increased tariff, excessive billing and inappropriate and unsatisfactory response by the KESC.

11 Nov 2009

بجلی کی فراہمی کے لیے کوئی بھی ایڈوانس نہیں ہے

بجلی کی فراہمی کے لیے کوئی بھی ایڈوانس نہیں ہے۔

24 Nov 2009

KESC chief says no money to run some power units

By Shamim-ur-Rahman

KARACHI: Nov 23 Karachi Electric Supply Company chief Tabish Gohar revealed on Monday that the utility was unable to operate some of its power-generating units because it does not have enough cash to pay for purchasing oil owing to which three hours of staggered load-shedding continues.

"The issue is about that sometimes generation units can't function due to a shortage of money to purchase furnace oil as we suffer from cash flow problems," said the KESC CEO while talking to a group of journalists during a conversation during which he gave an overview of the problems the utility was facing with regard to cash flow, generation and transmission and distribution losses.

Mr Gohar said that in view of the paucity or lack of enough working capital, he had requested a 90-day credit facility from FSO for purchase of furnace oil which was at present being bought on credit.

In reply to a question, he said that the KESC had not yet signed the Fuel Supply Agreement envisaging 90-day payment time frame, instead of the existing 30 days. He said the utility was prepared to sign the PSA and was willing to pay the interest etc and opening an LC to that effect despite other banks' punitive clauses.

But, sources said, giving a 90-day credit line to the KESC was not possible for FSO along with NTDC supply of 500 MMCF and 140 MMCFD gas supply, he said.



23 Nov 2009

Wapsda to curtail supply Barge-mounted plant not to improve KESC capacity

By Owen Jones

KARACHI: The 272 megawatt barge-mounted coal power plant, due to arrive here next month, will not benefit the load-shedding-hit commercial and industrial hub of the country.

Even after starting the supply of 232 mw from the plant, a reduction of same amount of power (170 megawatt) would be made by Wapsda to its supply to Karachi Electric Supply Company (KESC).

This was stated by Tabish Gohar, Chief Executive Officer of KESC, in an interview with a group of journalists from press media here in his office on Monday.



He claimed the injection of such amount was the single largest foreign investment in the country during the last decade.

The CEO said that the company was also unable to carry out the preventive maintenance of its power generating plant during summer, as the lack of money hindered, Tabish said.

24 Nov 2009

AKU, KESC ink accord for 132KV grid station

By Owen Jones

KARACHI: The Karachi Electric Supply Company (KESC) and the Aga Khan University (AKU) on Thursday signed an agreement for establishment of a new 132KV shared grid station, a "joint venture" between the two organisations.

The KESC, was represented by its CEO Tabish Gohar while Aga Khan University was represented by Professor Nasir, president AKU.

The new grid station will allow the reliable supply of electricity to Aga Khan University Hospital, giving the vital support to its health care services to the country.

It will also cater to the future needs of the university and hospital, where demand is expected to grow to 20 megawatts by the year 2020.

Gohar emphasised, "This represents a significant investment for us and a symbol of support for institutions like AKU, who treat thousands of patients a year free of charge. It is vital that we make contribution to institutions that liberally help Karachi and that this project is here to stay."

They further said that a task force comprising of professionals from KESC and AKUMSCF would oversee, manage and implement the planning, design, construction and completion of the grid station, to be constructed with a cost of 100 million rupees, equally shared by both sides. It will be a state-of-art 132KV grid for most of the total requirement of 100MW of AKUMSCF with existing 10 megawatts and additional 50MW.

18 Nov 2009

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Pakistan Utility Company Fights to Power Chaotic Port Megacity

Reuters by Katharine Houreld

Since Pakistan's biggest electricity company was privatized, its headquarters have been looted, its employees kidnapped and the government tried to arrest its boss.

It's been a roaring success.

Power cuts lasting 12 hours a day or more have devastated Pakistan's economy. The loss of millions of jobs has fuelled unrest in a nuclear-armed nation already beset by a Taliban insurgency.

The only city bucking the trend is the violent megacity of Karachi, Pakistan's financial heart - thanks to Tabish Gauhar and his team at the Karachi Electricity Supply Company (KESC).

"It has consumed every ounce of my energy," 42-year-old Gauhar told Reuters in his

wood-paneled office. "But we have helped millions of people."

The new government of Prime Minister Nawaz Sharif won an election in May partly because it promised to fix the power cuts. Now many are wondering if KESC's successful privatization will be repeated elsewhere.

The government is due to release its energy strategy this week. One official said it was going to look closely at privatizing more state-run power companies.

Power Struggle

Pakistan's power companies share similar woes. Staff are often corrupt and influential families won't pay bills. The government sells power below the cost of production but pays

subsidies late or not at all. Plants cannot afford fuel.

At the state-run Peshawar Electricity Supply Company, the majority of staff are illiterate, most new hires are relatives of existing staff and 37 percent of power generated was stolen, a 2011 USAID-funded audit found.

KESC had all the same problems when Dubai-based private equity firm Abraaj Capital bought a controlling stake in 2008. Gauhar and his Abraaj team decided to slash the workforce by a third, cut off non-payers and destroy illegal connections.

It started a war.

Redundant employees offered to work for free because they made such fat kickbacks. When management refused, thousands of

protesters ransacked KESC's headquarters. They camped outside for months.

Gunmen attacked Gauhar's house. Workers crossed picket lines every day on the floor of police cars and more than 200 KESC employees were injured.

"We felt very lonely then," said Gauhar, who moved from CEO to chairman of KESC earlier this year. "When I used to visit one of our injured employees in the hospital it was hard for me to look them in the eye."

Many in the populist pro-labor government vilified KESC. Later, legislators tried to arrest Gauhar for not attending sub-committee meetings in the capital.

Collecting Cash

After the protests dissipated, KESC's next problem was making customers pay. More than a third of KESC's electricity was stolen in 2009. Those who got bills often ignored them.

One wealthy patriarch said he couldn't possibly start paying because his colleagues would think he had no influence left.

KESC started cutting off non-payers. When a transformer burned out in an area with high theft, KESC asked for two months' payment from the area's residents before replacing it.

KESC divided up the city of 18 million. Areas where 80 percent of people pay bills now have no regular power cuts. Areas with high loss - often crime-ridden, sweltering

slums - have long power cuts. KESC is widely hated there.

Driver Muhammed Fayyaz says his neighborhood often has up to 10 hours of cuts per day. Summer temperatures top 40 degrees Celsius and protests are frequent.

"People block the main road and throw stones at passing vehicles," he said.

Fayyaz lives in a high-theft area. Stealing power is easy. Makeshift wires with metal hooks festoon KESC's lines in the sun-baked streets. Some lead to roadside businesses. Others head into the distance atop lines of makeshift bamboo poles.

"We clean them up but in five minutes they are back again," said KESC manager Muhammad Siddiq.

Mafias control the illegal lines. KESC staff who remove them are often attacked. Ten were taken hostage in a single incident last month. A mob attacked Siddiq's office hours after he spoke to Reuters.

Some slums are held by the Taliban or gangs, and KESC staff can't even enter. They are experimenting with licensing powerful local businessmen to collect bills and cut off non-payers.

Brighter Future?

But the painful reforms have begun paying dividends. Last year the company made its first profit in 17 years. Theft has fallen by 9 percent in four years. Half the city, including

two industrial zones, does not have daily power cuts.

"It has made a big difference to my business," said tycoon S.M. Muneer, whose leather and textile factories employ thousands. "I cannot run a textile factory on a battery from my car."

Not everyone is happy. Gas shortages and maintenance problems still cause long power cuts. Customers who do pay bills suffer if their neighbors don't. Many poor can't afford the bills.

To improve customer relations, KESC gives free power to hundreds of charity schools and uninterrupted or subsidized power to 18 big public hospitals. KESC also built new call centers, connections and power plants.

The gleaming Chinese-built gas plant at the city's Bin Qasim port can generate 560 MW. But Pakistan rarely has enough gas for the plant to work at full capacity.

KESC blames that on national gas shortages, but the Sui Southern Gas Company, which is 70 percent government-owned, says that KESC owes it \$500 million. KESC disputes the figure is that high and says it is offsetting the payment against outstanding bills from government entities that total \$720 million.

"We've still got problems," said Syed Nayyer Hussain, KESC's new CEO. "But at least we've started."

Q1: We are passing through very testing times with much political instability and a law & order situation going on, what steps should be taken to turn around/stabilise Pakistan economically as well as administratively?

Ans: We need an honest and sincere reformist leadership to steer the country out of the mess we are in. Public service is all about achieving maximum good for the maximum number of people in the society – there will always be a few losers, however, who need to be supported by the State to enable them to get back on their feet. Meritocracy is also extremely important in the policy making leadership team – our existing political system of one man – one vote should not mean that we compromise on quality. We need to redefine and encourage our real heroes who perform public service, away from the limelight, and often put their lives at stake for the greater national good – instead, our society chases TV celebrities and sports stars as our role models.

Q2: With the country sliding back into economic recession and creating extreme joblessness, how can we create job providers/entrepreneurs rather than job seekers?

Ans: We need to increase the size of the economic pie, to accommodate the vast number of both white and blue collar workers seeking employment. That requires local as well as foreign investment (in infrastructure, for instance) to stimulate the economic activity that has seen our Investment-to-GDP ratio almost

halved during the last 5 years. We need to incubate and provide an enabling environment for young entrepreneurs to succeed – this is where the bulk of new employment is going to be generated. The worst choice is to artificially create (dump) more employees in the already over-staffed public sector enterprises. The size and resilience of our informal economy has demonstrated that the SME sector is the real engine of economic growth and job creation for Pakistan, as it's true for the emerging markets as a whole.

Q3: We are not poor in resources but ineffective managers, could effective managers and corporate governance help us deal with this dilemma?

Ans: There is no substitute for passion, integrity, and empathy in a reformist leadership team – competence can be out sourced or hired. Corporate governance is nothing but doing the right thing – an effective set of internal controls, for instance, is like car brakes that would allow an organization to drive faster.

Q4: What is leadership to you? Are leaders born or made?

Ans: A reformist leader is never in a popularity contest; he seeks to do the right thing at the right time, always keeping the end goal and the bigger picture in mind, and not focused on the next day headlines or short term earnings as his guiding principles. History teaches us that all "transformative" ideas are met with skepticism and often downright hostility in the beginning,

but are subsequently embraced as "thought leadership". Leadership can be nurtured but not manufactured.

Q5: What are the challenges for the business leaders in Pakistan? Differentiate between a good manager and a good leader.

Ans: "Know Thyself" and "Fix Thyself", first and foremost! For a sustainable turnaround, the most difficult challenge is to change the deeply entrenched mindset and habits of your own employees. Balancing the interest, needs, and wants of a diverse set of stakeholders is also a tricky proposition – it should never be a zero sum game, however; in other words, one stakeholder should not be willfully benefitted at the expense of another. Leadership is all about long-term value creation and vision; a manager is a short term task master.

Q6: What are the core competencies of leadership that you want to see in our new managers & business leaders?

Ans: For a true leader, it is not a 9am to 5pm "job" but a mission to make a positive difference in the lives of others. His ideals and ambitions should be consistent with the organizational values and vision.

Q7: We are faced with a dilemma in professional ethics, how can we inculcate a sense of ethics in our managers?

Ans: Corruption has become endemic and embedded in the fabric of our society – everyone participates in it, the only difference is the amount involved. The big guys get away with

siphoning billions – whilst the small guy (who usually "takes" from his fellow small guy) is content with a few thousand rupees because that's all he can lay his hands on. A degree of "fear factor" is an inevitable prerequisite – in an organizational setup, for instance, employees should know that if they're caught doing something illegal, no force on the planet can save them, with no compromise or exceptions to this rule.

Q8: What is your vision, mission, core values and shared behaviors that define your corporate culture? How do you make sure that people live, act and breathe your organization's core values?

Ans: Our Vision is to restore and maintain pride in KESC, Karachi and Pakistan. Our Mission is to brighten lives by building the capacity to deliver uninterrupted, safe and affordable power to Karachiites. Our Values revolve around Belief, Trust, Openness, Dependability, and Empathy.

It is important to inspire and build an internal "coalition of the willing" to drive through the "value agenda" against the inevitable resistance from the forces of status quo. To achieve transformation, it is absolutely critical to establish the "writ" of the management - there cannot be more than one power centre within the organization.

Q9: Please share your key business strategies or business model that has led you to this current stature?

Ans: Our strategy has revolved around undertaking much-needed holistic reforms across the value chain, with a credible and professionally managed road map, under a public-private partnership model, balancing the needs of all stakeholders, focusing on both supply and demand management and changing

the public mindset for greater national good. No "rocket science" involved in the equation!

Q10: Do you have the high performance team with the right skill-set, mindset and value-set to lead the business growth?

Ans: I think we are getting there, but it is a continuously evolving process. Our emphasis is on finding the right young talent and nurturing them for leadership roles in the future.

Q11: What are the challenges and opportunities in your industry/sector?

Ans: The key challenge in the energy sector is Circular Debt which arises due to the wrong fuel mix and low recoveries from certain segments of the customer population. The energy crisis is frustrating the realization of our true national economic potential of 8-10% inclusive growth needed to pull millions out from below the poverty line. The most unfortunate aspect is that we all know the underlying causes, and the associated solutions, but are simply unable and/or unwilling to do anything about it. There's no unity of thought at the policy making level because a win-win proposition, i.e. keeping everyone happy, no "creative destruction" of vested interests, etc, is simply impossible to achieve.

Q12: Being the head of your organization, what are your strategies regarding succession planning and developing next generation of leaders?

Ans: A KPI-driven performance culture is now embedded in our organization's DNA where there's no such thing as job security unless the employee performs his or her job with integrity, passion and persistently strives to achieve the organizational objectives. No organization can or should revolve around individuals or

personalities – unless the SYSTEM is fixed and put on a solid, sustainable foundation, the mission will never be achieved. People come and go; institutions ought to last; we don't need individual heroes but strong systems that are oblivious to who's at the helm of affairs. There's no dearth of talent in our organisation.

Q13: Please share your best management practices for others to follow as benchmark?

Ans: There's no magic wand or Eureka solution to the systemic, structural issues faced by a distressed organization in need of turnaround. A clear vision/mission/strategy/business plan needs to be articulated and put into action through a consistent set of "roll up your sleeves" common sense actions, day in day out, and the results will inevitably start speaking for themselves. Let Reality prevail over Perception ultimately.

Q14: How would you define your leadership and management style?

Ans: There shouldn't be inconsistency between what you preach and what you do - otherwise, join politics! Consistency is key. Leaving an institutional legacy behind is much more important than short term populist temptations.

Q15: Any message of hope to the young generation of managers, entrepreneurs and business leaders.

Ans: In a rapidly evolving world, the only constant in life is change, so whilst sticking uncompromisingly to the fundamental values and principles, learn to adapt and be flexible enough to proactively respond to external changes as they occur. Play your innings to the best of your individual abilities, with passion, but don't take yourself too seriously! Have Faith.

Captive Power Handling is an Even Bigger Scam

The policy clearly states that gas will only be supplied to captive power plants only when the needs of WAPDA and KESC have been served, which is clearly not the case at present

Previous year, we burnt almost 1 million ton of furnace oil which is equivalent to Rs. 50 billion. Two years back, we had burnt furnace oil of Rs. 25 billion. The price of furnace oil in the last two years has doubled and that of gas has also increased. You have to remember the more expensive our input, higher will be the power tariffs.

BR: How was the emergence of captive power plants affected KESC's operation?

TG: The dilemma is that the captive power producers in Karachi are getting 180 mmcf/d currently, whereas KESC being the utility company of the city is receiving only 120 mmcf/d. There is efficiency loss in this distribution of gas, as KESC could have generated 800 MW from the same amount of gas, whereas the captive power producers are not generating more than 600 MW. We guarantee uninterrupted power supply, if given this gas which is going to the captive

power plants and being burnt inefficiently.

The gas allocation policy of 2005 is being blatantly violated to facilitate the captive power plants. The policy clearly states that gas will be only be supplied to captive power plants only when the needs of WAPDA and KESC have been served, which is clearly not the case at present. People talk about CNG licenses and all, but if you sit back and analyse the captive power handling, this is an even bigger scam that took place.

The gas allocation should be prioritised in

such a way that the power sector should sit second on the priority list following the domestic sector. Power generated through gas is at least four times cheaper than furnace oil and it is no rocket science for the government to understand that. We should not be last on the priority list, when it comes to gas allocation.

It will not only result in cheaper electricity, better fuel mix, a lot less burden in the form of fuel surcharge and it will ease the fiscal side for the government as the pressure form subsidies will subside.

IMF's pressure will eventually result on the phasing out of subsidy which will put added pressure on the industrial and middle class consumers. And going with the same fuel mix for power generation, will be catastrophic for the customer's economy.

Reduction in cost of generation should be the focal point of the power generation policy. If the government provides us the promised 276 mmcf/d gas, our tariff differential claims would be negligible- which would benefit the entire chain and circular debt will ease off. This will bring in efficiency to the overall system and we would even be able to reduce the load-shedding in the high loss areas, when we have the liquidity which is possible only when the overall generation

cost comes down.

BR: What is the main problem that Pakistan's energy sector faces?

TG: The problem in the energy sector is that an integrated energy plan has never been put in place. The basic reason for this failure in my view is that we have too many cooks looking after the energy sector. The common ground is missing, as the number of ministries is a lot more than what is desirable. Every country has a ministry if energy which will bring synergies and efficiencies in the system. The regulators should be independent and not under the political administrative influence- merge them in one entity and make them competent.

BR: What needs to be done in medium to long term?

TG: In the long run, exploiting Thar coal, generating hydel electricity, focusing on energy conservation and efficiency are absolutely must. The efficiencies of a number of domestic appliances are absolutely pathetic, it is bordering to the criminal. We can save thousands of MW through better implementation of conservation and efficiency reforms.

God willing, we will put up a coal based

power plant in Thar and we are very serious about it. We have done a feasibility study with Oracle and from the techno-economic angle, they have declared it viable. We will get cheap electricity from Thar, the initial plan is to commence with 300 MW. It will help a great deal in balancing the mix and reducing our reliance on thermal production and will free gas for industrial usage.

Another thing that we are doing is that we plan to convert our oil-fired unit into coal-fired ones. We have engaged with a world renowned US firm for facilitation in conversion. Electricity produced from coal will be around Rs. 6-7 per unit, which would still be significantly lesser than FO based power generation. We are in the detailed engineering process and the conversion will take 18 to 24 months. We are taking the lead, and once we do it, others will definitely follow us.

You have to have the right people at the right place. Political interference from the energy sector has to end. This is why we are not in the good books of many a people because our job is to focus on our core business and not to entertain political hiring. We have worked very hard and we have to fight for it every day to be independent from political pressure.

BR: KESC enjoys monopoly in Karachi. Is

there any chance new players can enter the field to bring in more competition?

TG: We encourage competition. Maybe five years from today, you will see more companies distributing power in the city. We will pioneer competition in the city by unbundling KESC. There is already an understanding with the government that the KESC will be unbundled like WAPDA, into several generation, one transmission and several distribution companies.

Once you do that, KESC will be much incentivised to either sell the company to distribution parties or offer the management to third parties. I would love to offer the more troubled areas to the government or other interested parties. I would not want to make money out of those areas, I'd rather cover the fuel cost and stop making losses.

Once deregulated, consumers can also have choices to use electricity from any distribution company of their choice which would further invite competition. Legally, no one can touch our license, we were offered the license as a monopoly, so in effect, we will break our own monopoly.

BR: What are your views on LNG and its potential in Pakistan?

TG: LNG is expensive at the moment, but

with US now in surplus, the equilibrium price will come down to \$8-9 in five years time.

We are in active discussion with Shell, Vitol and Fauji consortium for the infrastructure development of LNG terminal. We will facilitate the process and we will take 40 percent from the facility. When the LNG is in the system, the government should introduce a weighted average gas price. We are even willing to put in equity in the LNG project, if that helps fast-tracking the project. Import facility is very important- pipeline gas import may disrupt should a crisis erupt.

BR: What are your suggestions to reform the distribution companies in Pakistan?

TG: There are two types of distribution companies- the good ones and the not so good ones. Whether you privatise the good ones first or the bad ones is the million dollar question. If you privatise the good one, it will set the example, but the upside for the investors may not be that lucrative. The bleeding discos should be the first ones to be privatised. If I were the decision maker, I would sell them for free to at least get the burden off my back.

You have to spin off the loss making discos first. Take KESC for example, before

privatisation the government used to fund the loss of KESC. Now whatever loss we make, it is funded from within, which is a multi billion rupees relief to the government.

The mindset has to change- electricity has to be prices accordingly and certain standards have to be followed. At the end of the day, it is a utility service, therefore affordability issue cannot be overlooked completely either. Privatisation is the key in the longer run, but I fear that nothing will happen soon, elections being so close.

BR Interview by Ali Khizar & Zuhair Abbasi

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On the Road Towards Total Transformation

Karachi Electric Supply Company CEO Mr. Tabish Gauhar shares with Terry Gangcuangco how they are beginning to transform not only the power utility but also the mindset of its customers, a challenge that is seemingly daunting but is met with positivity and high hopes.

As new CEO of Karachi Electric Supply Company, what do you envision for the power utility under your stewardship?

A 360-degree value creation and consumer equity that matches our monopoly city coverage! The Company had operated under government control for nearly a century; and after inception in 1913, the KESC was privatised in November 2005. Over the years, the business developed an attitude of non-performance, lack of accountability and indifference towards the customer. The utility

suffered enormously as a result. The concept of public service vanished entirely from the company's style of working.

To cite just one example, today we face up to 38 percent transmission and distribution losses. This single metric expresses what exactly we had inherited, after Abraaj Capital took over managing KESC's affairs in September 2008. Starting from this position, we pledged to transform this Company into a successful power utility, which not only fully caters to the ever-increasing power needs of the city of Karachi, but also emerges stronger on the commercial side. We have an internal call to action that we call "Azm," a "belief towards success". We envision a transformation of this Company that is "inside out" before anything else - we are still working towards that. We have no doubts that this is a gigantic task, but I am realistic and hopeful of achieving this goal.

What do you see as challenges being faced by the energy sector in Pakistan? How is the company instrumental in addressing these challenges?

Pakistan's energy sector faces a huge shortfall against the existing demand, between 2000 to 3000 megawatts. Basically, our energy sector faces an issue of source or fuel, along with a shortage of generation capacity. Enhancing cost effective fuel sources is a bigger challenge alongside expanding generation network. The irony is that in Pakistan we possess great fuel reserves, but we have yet to exploit the full amount of our hydro potential on one hand, and to take advantage of our coal, on the other.

An equally important challenge that the electricity sector faces exists in the shape of a very strong tendency of stealing, or illegally

using electricity on the part of a big proportion of our users, we estimate half of residential customers. Overall, they belong to all groups, from the poor to the affluent (who steal in a far more systematic way than 'hook' or 'kunda' connections that you see also over Karachi). Theft is an issue not only across Karachi, but all over the country. This is a behavioural and societal issue - people who steal do not consider electricity theft a crime.

The third challenge is non-payment of electricity bills. Just in Karachi, over 30 percent of the consumers do not pay their monthly bills on time. Many have not paid for years.

Finally, we need to make our citizens appreciate fully the cause of electricity conservation. These are the most important challenges that our energy sector faces. We have been working on these ever since we took over.

We need to transform the mindset of a big majority of our consumer base. We are already running several public messaging "political style" campaigns; our top management people reinforce core messages in news media: in daily media briefings, interviews, TV talk shows, public meetings and wherever they get a chance to speak, all to shift the public mood and mindset, alongside the obvious area of operational improvements.

We also put paid advertisements on newspapers and television channels and have become a significant media spender, all in the long-term goal of further value enhancement by rebuilding a highly damaged brand equity and fractured consumer dialogue. We even go as far as to public identify in ads and press

briefings the bigger individuals involved in electricity theft.

We have embarked on an operationally-rooted CSR Programme to ensure we are seen to be playing an active, positive social role. We believe fully in contributing towards an over-all social improvement, to help our company and the city to step forward more confidently.

KESC has issued its extensive transformation plan. What are the plan's focal points and implications?

We have a transformation plan to change the mindset. In practical terms, since our management team took over the affairs of KESC in September 2008, we have already added 450MW of internal generation capacity to our system; and to cater for the future demand, we have embarked on an ambitious program to add more MWs to our system. Under this program: a 560 MW power plant is under execution to be commissioned by 2012; 87 MW of third party contracts have been signed with small suppliers under our Captive Power Policy. Recently we signed three MOUs, one with Oracle Coal Fields of UK for the development of a 300 MW coal-fired power plant at Thar, and two MOUs with Chinese companies to add about 700 MWs to our system using local and imported coal.

As a responsible corporate citizen of Karachi, we are actively pursuing renewable energy solution to meet the future needs. We are in active discussion with GE and High Mark Energy (from Canada) to explore the use of biogas from waste product for electricity generation.

For our transmission network we have already added seven new grid stations and another two are due to be completed by the 3rd quarter of 2010 to relieve the load on our existing grid stations and serve new customers.

We are revamping the distribution infrastructure across the 18 towns of Karachi under a PKR 2.5 Billion Model Town Project due to be completed by 30 June 2010. To improve our customer service and provide one-stop solution to our valued customers, we have launched three "one-stop" consumer Integrated Business Centers (IBCs).

We expect to cover the entire KESC consumer base by the year end by launching 25 new IBCs in 2010/11. We have also revamped our all important call centre operations and increased the number of agents from 70 to 350 over the last year alone.

What direction do you fore-see for the power sector?

We expect the power sector in Pakistan to grow, in view of the population growth and related demand and coming developmental projects. Our commercial and industrial sectors are still growing, infrastructure is expanding. All this calls for a speedy growth in the power sector. We play our part to be able to contribute towards this decisive growth point. We need to explore all areas of developing the power sector to an optimum level. Inevitably, we need to shift to coal-fired plants as a Phase I change. That is the major target in front of us. Work has already started on further coal exploration. That is the direction clear for our power sector and we have already started to anticipate and move in that direction.

Interacting with KESC People

Contrary to all the propaganda unleashed against me, I wasn't "anti-labour". How could I be when I knew that it was the blue-collar workforce that toiled in the heat to keep the lights on and was the real backbone of the company. In 2010, we signed a Charter of Demands with the CBA, the first one in almost a decade, under which the workers got a handsome pay increase and, most crucially, nearly 5700 "contractual" employees were fully "regularised" and brought at the same level as the so-called "permanent" employees. This last aspect was politically contentious, and I had no pressure to do it - but I did it because it was morally the right thing to do. Likewise, we did a fair bit to streamline the housing policy for the employees and improve the living condition in our various colonies - although I confess that we have not yet "fixed" the issue. For the first time in the history of KESC, we introduced a relative performance matrix ("bell curve") evaluation system for not just the white-collar but also the non-management employees (including a "variable yearly performance reward matrix" for the latter) to give visibility on employees' capability and contribution to the organisation, to reward the good performers and filter out the incompetent. We

reactivated our in-house training center (renamed "AZM Learning Institute") to provide standardised and structured training programmes to our employees - I can probably safely say that by the time I left the CEO position, we were arguably running the largest internal training programme in the country. A lot of credit for this goes to Asir Manzoor (also Ali Khurram Pasha later) with whom I shared the passion for making KESC a "learning organisation", maybe not in our lifetime but at the very least sowed the seeds for it. When we decided to outsource all of our nearly 4500 non-core job positions, under a Rs.6 billion Voluntary Severance Scheme (VSS), to realise our goal of transforming KESC into a more customer-centric organisation, all hell was bound to break loose and it did. It was a clash of ideas - between the new and old KESC, of ideologies, conflict of interests, competing power centers within the same company, challenge to the status quo, etc. The resistance was violent, as expected, and we went through arguably the longest industrial action strike in the country's history. We took a lot of body blows, but stayed the course - we had no choice, we weren't here to maintain the equilibrium but to change the system. Allah gave us the courage and determination to stick

to our principled stance, notwithstanding all the external and internal pressures - it was during this episode that I truly understood what "it's lonely at the top" meant! In the final analysis, the KESC head count reduced from over 17500 in November 2009 to less than 12000 in Feb 2013, "against the tide" in an ideologically-opposed political environment (2008-2013) - but it really wasn't about reducing payroll expense (which actually increased during my tenure due to all the other "positive" steps we took for the deserving "core" employees) but establishing the writ of the management, having the right number of right people at the right place, and sticking to our core business fundamentals. Throughout this entire exercise, barring a few exceptions, we received little support from anywhere - it was politically incorrect for most people to do so whilst they all appreciated the merit of our argument in private. I think we now have a work force that's core to our organisational needs, and through continued induction of fresh talent (we have one of the largest trainee engineer / management trainee programmes in Pakistan), we have hopefully set the foundation for a more productive and satisfied workforce.

One of the things I was personally most focused on was to inculcate a Safety Culture within KESC, when none existed. Under the able leadership of Amir Zafar, I can safely proclaim that we've now come a long way with an established set of international standard HSEQ policies & procedures. Yet, a lot remains to be done and we had several fatalities during my tenure despite our best efforts (mostly due to over



confidence). It was impossible to console the families of our fallen workers who died in the line of duty. I always told the workmen (linemen, karkuns, etc) that they should NOT work unless they are provided with the appropriate PPEs, etc - no compromise on safety. Yet, our overall culture, ("zindagi/ maut to Allah kay hath mein hay") didn't always help.



The AZM conference series turned out to be the largest employee engagement programme in the history of Pakistan's corporate sector, catering to approximately 8,500 employees, covered in 46 sessions. The idea was to highlight KESC's journey, its way forward, along with a pledge to restore Karachi to its former glory.



One of the many employee sessions and focus group meetings that provided me with an opportunity to interact with our people. It was never enough and I always felt “guilty” about that.

17 March 2011





Celebrating the success of our football team.

Farewell to Mr. Dale Sinkler, ex head of generation and transmission, and a key member of the leadership team.

17 September 2011



13 August 2012



As part of our AZM change management drive, and to promote healthier extra-curricular activities amongst our employees, we organised numerous events, including naat khawani – at this particular event, I was quite mesmerised by the “hidden” talent; frankly, I thought some of our people could easily qualify to be amongst the top naat khawans of Pakistan!

Before

The working environment at most of our 100+ offices was terrible and heavily politicised, to put it mildly. You can't expect the employees to fire on all cylinders if you can't even provide them with a decent working environment.



17 September 2011

13 August 2012

After

The majority of our employees now have a conducive and professional environment to work in. However, a lot more remains to be done and something that I remained extremely "sensitive" about.



From: Administrator
Sent: Tuesday, July 12, 2011 6:16 PM
To: All KESC Employees
Cc: Administrator
Subject: Committed to KESC's Turn Around - A SHARED DREAM of all of us

A Shared Dream

With the support of thousands of dedicated officers and workers who share the vision and passion of turning KESC into a world class power utility, the new management team has been working selflessly to transform the company for the betterment of its customers, the people of Karachi.

Notwithstanding all the hurdles and distractions, a lot has been achieved in a relatively brief time period and a lot more needs to be done. The reform agenda has shaken a small minority of people who are not sincere in improving the performance of the company or service to its customers and desire to maintain status quo so that they can continue to pursue their vested

interests. Over the last few months, these people have crossed all limits of lawlessness and morality, and have been spreading all kinds of rumors to mislead workers and create confusion in their minds so that they can continue to use them for their ulterior motives.

We want to reiterate that the new shareholders took charge of KESC not just because it is a good business opportunity in the long run, but also because they felt that transforming KESC would bring about a profound positive change in the lives of over 20 million people who live in the city of Karachi. They also believe that because of Karachi's significant role in Pakistan's economic development, a

positive change here would trigger a wave of prosperity across the country. Their vision remains unchanged and their resolve is only getting stronger with every passing day.

Since privatisation in November 2005, various local and international investors and lenders have injected nearly US\$1 billion into KESC.

This massive and unprecedented investment has enabled the company to, among other things, add over 1000 MW of new generation capacity (of which 450 MW is already a reality and the balance (560 MW) would be commissioned by the end of first quarter 2012), and augment the

Transmission & Distribution network and Customer Service infrastructure. This is all driven by and in line with a Strategic Business Plan that is well on track on most work streams, notwithstanding fuel supply and circular debt issues that reflect government's failure to fulfill its commitments.

barriers, and we have no doubt that together we will transform our shared dream into reality, Insh Allah. We look forward to your continued support in our journey towards excellence.

Regards

KESC Management

KESC is the first privatisation initiative in the power sector by GOP under the reform agenda, and the government is equally keen on making this major initiative a success. Around 170+ institutional investors from across the globe (Middle East, Europe, America, Far East) and various multilateral lending agencies (IFC/World Bank, ADB, OeKB, etc) are also closely watching how various government institutions are facilitating this strategic shift and if their interests are being adequately safeguarded. Amidst this international focus and supervision, if anyone thinks that KESC can be subjected to any "subversive adventure", he is obviously unaware of the complex reality of KESC as a truly private sector multinational entity.

We have come a long way despite all the

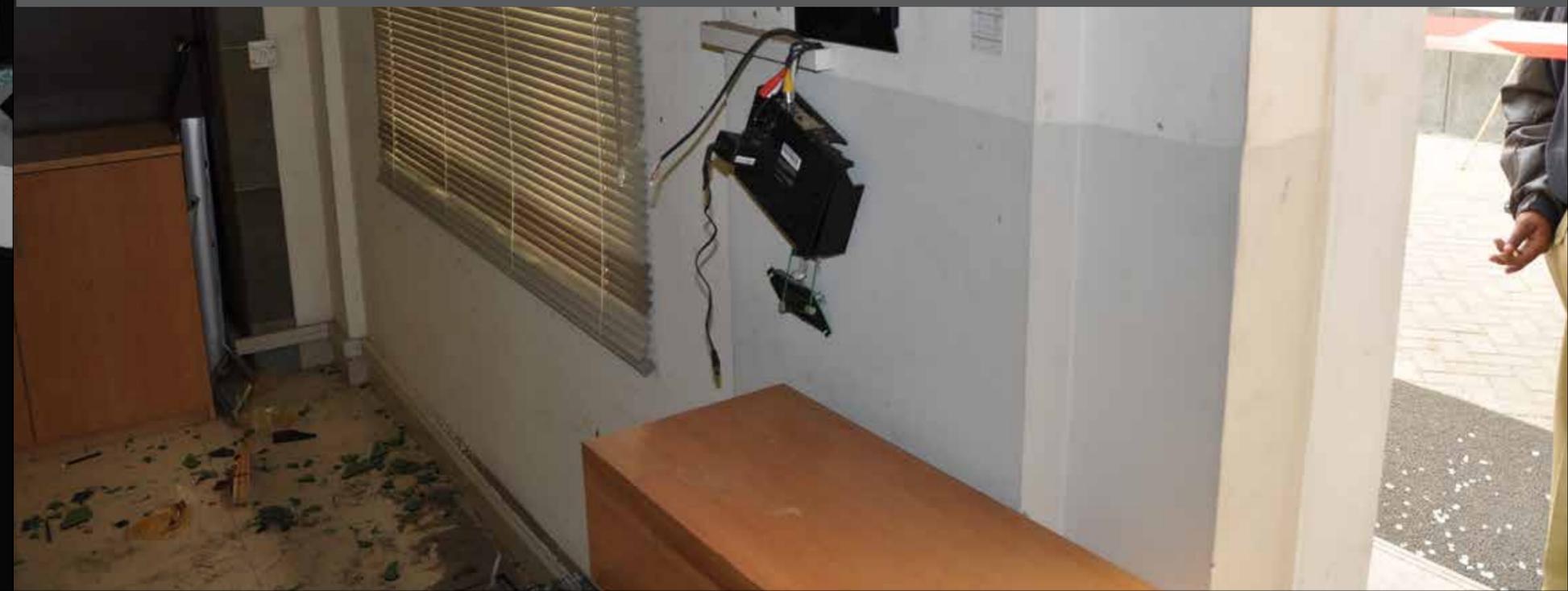
17 September 2011



The VSS "SAGA"



KESC Headoffice front gate





From: Administrator
Sent: Tuesday, July 19, 2011 12:09 AM
To: All KESC Employees
Cc: Administrator
Subject: Summary of events

The Violence in Short

The good news is that 2,800 out of 4,500 non-core employees have accepted Voluntary Separation Scheme, about 60%, that is. By any standards, the scheme has been successful. The non-core employees expressed their willingness despite great coercion and pressure from the defunct union. Many could not even file their applications because of the attacks and manhandling at the hands of union miscreants. Obviously, the non-core employees could see a golden opportunity in the VSS of a bright future for themselves and their families. Ironically, they faced great torture at the hands of the same so-called union leaders who have been pretending to protect their interests.

The bad news is that the defunct union cannot read the writing on the wall and has been continuing to abuse and misuse the utility's resources to subvert and sabotage the electricity supply system of the City. This is the company that they call their "mother" that they have been destroying. At the moment, the union miscreants have over 50 repair vehicles in their illegal possession for over two months that they misuse to push their unholy conspiracy against the population of Karachi. They have committed this crime knowing well that these vehicles ought to have been on the road repairing local faults that have been piling up since long and causing great hardships to our valued customers. That is besides the siege of offices and

installations, attacks, harassment and mental and physical torture to the KESC employees that they have been causing for over two months.

What's worse is that the defunct union activists have recently threatened to push the City into complete darkness very soon. This threat is not only in clear violation of the law of the land, but also a confession right from the devil's mouth. This portrays their mindset that pushes them towards darkness of insanity, lawlessness and subversion. This is not the first time that they have confessed this. Their hooligans and miscreants have always been daringly announcing their misdeeds and challenging the writ of law when they

attack KESC employees and assets all along their nefarious campaign starting May 9. The most important witnesses to their crimes are the common citizens who personally observe every other day one or the other group of union hooligans attacking KESC repair teams and harassing them, and then demanding bribe money to fix the same local fault that the teams were tending to. The miscreants have also been besieging Central Stores of the utility for over a week to block issuance of transformers, cables and other equipment for replacing the faulty ones. All this in the name of protest!

Here is an update of union-caused incidents and attacks till July 17:

July 1: A group of union miscreants attacked the General Manger of IBC Gulistan-e-Johar, Ali Akbar Baloch, and his sons at his residence Friday evening while they were proceeding to the nearby mosque for Maghreb prayers. The GM and his sons narrowly escaped the attempt to murder as the culprits were forced to escape by the local residents.

July 2: An HT jointer, Irshad, was kidnapped by union miscreants who

introduced themselves as KESC union activists and ordered him to stop working on a high tension joint near YMCA hostel in Saddar area at dagger point. His last message to the management was that the attackers had wanted to take him to some place in Keamari. He was later found in very bad condition, inflicted with several knife injuries on his body. He was admitted to Liaquat National Hospital where his condition is said to be precarious.

July 3: The union miscreants attacked a mobile maintenance team of KESC while working on a fault in Bath Island area. They kidnapped and tortured the van driver, Mohammad Shoaib and looted his cell phone and Rs. 2500 cash, and also damaged the van. They manhandled team members including Assistant Engineer Arsalan, Senior Lineman Alam, Lineman Shahid and Karkun Alfred, besides snatching the switch handles and other equipment from them. The driver was found seriously injured after several hours.

July 4: Raza Ali, Manager, narrowly escaped a life attempt as union miscreants directly fired gunshots at him outside his residence in Block 'Q', North Nazimabad. The miscreants surrounded his car while

he returned from work, and directly fired gunshots. Five bullets hit his car but fortunately none touched him. The miscreants escaped the scene later.

July 5: The union miscreants stole bush bars and leads of Dow Medical College Hostel Substation causing the installation to stop functioning. The miscreants also damaged the HRC base besides stealing all low tension leads from bushing to panel along with low tension copper bush bars and 10 grips from the substation.

July 7: A maintenance team was busy cleaning insulators of KCR-CCP Circuit when a group of union miscreants attacked them and forced the work to stop on gunpoint. They manhandled the team members and asked them to leave the work unfinished. Upon the insistence of team members that they had been instructed to restore the tripped circuit by the KESC management in the best interest of the power supply to the City, the attackers threatened that next time they would open gun fire upon them if they were seen tending to work on any transmission line. The circuit had tripped on June 26-27 that was restored soon after but the extra high tension transmission had not been found

to be smooth as the insulators spread upon three kilometers of the circuit needed to be cleaned of dust particles.

July 8: Four PMTs were damaged by the firing of miscreants in Qasba Colony, causing outages in the linked areas and putting financial burden on the utility. These PMTs were: Haji Saeed PMT-500kva; Pole 4-500kva; Pole 103-250kva; and, Muslimabad PMT-250kva.

July 11: A group of union miscreants, armed with automatic weapons, attacked repair and maintenance teams at fault locations of 132kV Dhabeji/BOC and forced them to stop work. They damaged three transmission vehicles and one extra high tension vehicle. Two outsourced vehicles and a crane fitted truck were also damaged in the attack. They manhandled the members of maintenance teams hurting them badly. Drivers of the vehicles were also injured in the attack. The attackers also snatched transmission line repair tools delaying the process of repair work

July 12: About 15-20 armed union miscreants on a Shahzore truck and two motorbikes kidnapped KESC testing team

members belonging to SITE Grid while they were locating fault at Frontier Colony MCF, near DFS gate. The culprits also hijacked the testing van. Later they brutally beat up the kidnapped team members and threatened they would burn them alive at Banaras Chowk. They also snatched the Seismic Phone (testing equipment) from KESC staff. Finally they released the team members on the condition that they would not attend any fault in that area. Badly hurt in the manhandling are: Assistant Engineers Farhan and Kashif, senior supervisor M. Ali and van driver Sami.

Manager Riaz Kazim and Lineman Muhammad Altaf were intercepted by a group of union miscreants while on their way towards Civil Lines Police Station for checking energy meters. The attackers insulted and physically manhandled both KESC employees and hit the Manger on his chest, shoulder and tore up his shirt. The culprits escaped the place after threatening the employees of dire consequences in case they did not stop tending to public complaints.

Another group of miscreants hijacked an outsourced maintenance vehicle No. KR-2426 while at work near Dawood

Chowrangi, dispatched from KESC's Quaidabad Operation Centre. The culprits also kidnapped the driver Farooq. They released the driver after four hours of torture but kept the vehicle in their possession and could not be traced.

July 13: Union miscreants attacked members of an underground maintenance team and hijacked a testing van very close to the KESC head offices at Sunset Boulevard. The team was at work to locate underground cable fault. The kidnapped employees got released after being severely tortured by the miscreants who threatened them to keep away from work. The culprits also snatched a Seismic Phone.

Naeem Qureshi, General Manager VIBC Landhi was roughly beaten up and abused near Landhi-4, while heading to work, by four motorbike riding union miscreants. His car was also badly damaged. The culprits escaped the scene hurling insults and threats.

July 14: A violent and hostile mob of union miscreants besieged the head offices in a bid to attack the top management. Security personnel cordoned off the adjacent lanes and vacated the office buildings to

preempt any untoward incident while the miscreants were still in the middle of formulating black flag rally to attack the head offices; hurling threatening slogans against KESC management.

July 15: A group of hooligans led by Aziz ur Rehman, Joint Secretary of the defunct union snatched VSS papers from non-core employees while they were coming to the head offices for submitting the papers. They also searched many others to find out if they possessed the VSS papers.

A group of union miscreants attacked a maintenance team from Region-II while passing near Artillery Maidan police station. The police intervened and arrested an attacker while others managed to escape. The police also recovered a kidnapped maintenance vehicle from the possession of union hooligans and registered an FIR.

Another group of union hooligans attacked members of a maintenance team at old American Embassy Road while they were on their way to replace faulty PMTs at Preedy Street and School Road, Garden. The attackers kidnapped the vehicle LSA-4980 along with two PMTs of 250kVA

and 500kVA.

The union hooligans also attacked an outsourced maintenance vehicle from Shaheen Complex area while the team members were attending to local cable fault. The attackers damaged the vehicle and injured KESC employees at work. KESC has lodged an FIR with the police.

July 16: The union miscreants attacked an outsourced maintenance vehicle No. KM-6951 at Korangi Sector No. 5 when it was on its way to attend local cable faults at Teen Talwar. The culprits hijacked the vehicle and manhandled driver Ajrum and members of the maintenance team. They fled the scene threatening the KESC employees of dire consequences in case they did not stop to perform their public service responsibilities.

July 17: The defunct union miscreants illegally and unauthorisedly misused, for personal purposes, dozens of repair vehicles that they hijacked during the two months. At least 22 such vehicles were openly seen parked at the labour union camp near the Governor House. This illegal possession of dozens of repair and maintenance vehicles is depriving 20

million power users of early repair of the piled up local faults. The culprits hijacked these vehicles from various public complaint centres and repair and maintenance offices. The defunct union activists have also been misusing these and many other vehicles for creating man-made local faults in various localities and then extorting money from helpless consumers to fix these faults, causing issues like fault-based outages, violent fluctuation of voltage, and frequent interruptions. It was at the Governor House camp where the union miscreants threatened to cause a complete blackout in the city.

KESC chief defends downsizing policy

29 Jan 2011

By our correspondent Karachi

While defending the KESC's decision to sack over 4,000 of its employees after they refused to accept the Voluntary Separation Scheme (VSS), the CEO of the power utility, Tabish Gohar, on Friday urged the people to defend such bold steps while he was speaking at the IBA Leadership Conference.



We tried to bring a radical change to the company and you all saw the resistance

The CEO said that is about time society started supporting bold steps that challenge the status quo. "Our recent steps to offer Voluntary Separation Scheme (VSS) first and later on terminate the redundant job functions were in that very direction. We tried to bring a radical change to the company which has the biggest impact on society and you all saw the resistance. To keep in mind that bringing change is never easy," he told the students.

Gohar believed that there would always be an initial resistance to change as people would not be able to comprehend the significance or necessity. He added that in cases like this, a communication strategy plays a pivotal role in making people understand change.

The CEO of KESC told the students that true leaders were not afraid of losing their jobs, if their actions brought about the right impact. He said that those people who constantly worry about their jobs would never be able to take bold steps. Gohar also urged students to look at the bigger picture and take decision which benefit the majority of people.

Tabish Gohar, CEO KESC

HE assured the students that KESC would bring about a positive change. "We have decided that we will focus on our core productive functions and will not waste our energies on non-core areas. This is directly related to the kind of service we provide to our customers. I am optimistic that change can be brought to this system which otherwise looks very stubborn," Gohar said.

"I think all of you know that the industrial zones of the city are exempt from load shedding. We recognise the fact that we have to give all our support to the industrial base of the city, which is the backbone of the economic growth in the country. We have done that successfully," the CEO of KESC added.

The IBA Leadership Conference was organised by students of the institution. The primary objective of the conference, according to the students, is to create leadership and teamwork skills as well as making a meaningful contribution to society. The students believed that such conferences would prepare students to become leaders of the future.

Capt. Ahmed Zaheer, the Dean of IBA in his welcome note, explained the aim of the conference. He also thanked renowned artist Jimmy Engineer for presenting six paintings for the newly built IBA Auditorium.

The 4-day conference will continue till January 31, 2011 with the participation of industry experts and leaders.

بجلی کمپنی کے ملازمین کو دو بار بڑھتی طرف کر رہی ہے ڈھمکیاں

کراچی: بجلی کمپنی کے ملازمین کو دو بار بڑھتی طرف کر رہی ہے ڈھمکیاں۔ ایف ایف پی کے مطابق بجلی کمپنی کے ملازمین کو دو بار بڑھتی طرف کر رہی ہے ڈھمکیاں۔ ایف ایف پی کے مطابق بجلی کمپنی کے ملازمین کو دو بار بڑھتی طرف کر رہی ہے ڈھمکیاں۔

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KESC chief determined to lay off employees

KARACHI: The Chief Executive Officer (CEO) of Karachi Electric Supply Company, Tabish Gohar, has said that despite the resistance of more than 4000 sacked employees of KESC, more would be sacked.

Talking to journalists at the KESC head office, he said that the sacked employees would strongly resist the process. He said that the sacked employees would strongly resist the process. He said that the sacked employees would strongly resist the process.

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27 Jan 2011

Sacked workers vent anger on KESC officials, buildings

21 Jan 2011

KARACHI, Jan 20 Sacked by their sudden dismissal overnight, hundreds of employees of the Karachi Electric Supply Company erupted into protest on Thursday morning. Some of them allegedly vented their anger on KESC officials and property.



A KESC vehicle on fire following an angry protest and several others used with their windows smashed after sacked employees staged a protest demonstration at the KESC head office in Karachi.

Reacting to the sacking of more than 4000 employees by the KESC, IBAI chief Ahmed Zaheer criticised the power utility to terminate them to face a "peaceful movement".

The sacked employees led by their trade union leaders staged a protest demonstration outside the KESC office in Alibonik, Karachi. They set fire to a car and other vehicles parked outside the KESC head office.

protesting the employees from the headquarters of the trade union.

Sacked workers

Continued from Page 11

and allegedly forced their way into the office buildings. The protesters allegedly took the employees inside a bus and set it on fire.

Meanwhile, on the premises of the KESC head office, Energy Minister Sheikh Nadeem-ul-Karim said that the KESC had no choice but to sack employees.

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Radical changes being brought at KESC: CEO

RECORDED REPORT KARACHI: The recent steps of Karachi Electric Supply Company (KESC) to offer Voluntary Separation Scheme (VSS) first and later terminating redundant job functions are aimed at bringing a radical change in the company which has the biggest impact on the society, said Tabish Gohar, CEO KESC.

He was speaking at the "IBA Leadership Conference 2011" sponsored by KESC, held at IBA main campus, here on Friday.

Gohar said KESC has decided to focus on its core productive functions and would not waste its energies on non-core areas, adding that the company is in a transitional phase, which could not be completed without full support of all stakeholders.

Although there is always resistance against change in the beginning, communication strategy plays a role in making people understand the change process, he maintained.

He warned malpractitioners that they (KESC) have decided not to tolerate corruption and incompetence in the organisation. Moreover, he said, customers were taken for granted in the past but now, the company is trying to serve its customers by all means.

Elaborating qualities of leaders, CEO KESC said, "true leaders are not afraid of losing their jobs if doing the right thing. If you are thinking too much about your job, then you will never be able to take any bold steps."

29 Jan 2011



From: Administrator <administrator@kesc.com.pk>
 Subject: Post Appraisal (2012) Communication
 Date: February 1, 2013 3:12:32 PM GMT+05:00
 To: All KESC Employees
 Cc: Administrator <administrator@kesc.com.pk>

Annual Performance Appraisal – APA’12

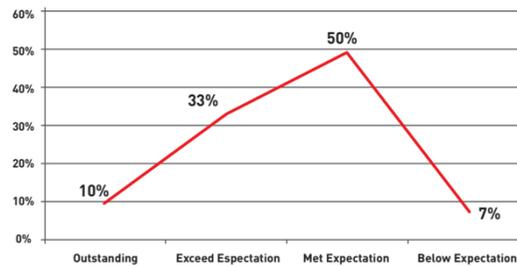
We feel immense pleasure in reporting that the 4th iteration of companywide performance appraisals has been successfully concluded with APA’12. This time around with your active and wholehearted participation, we have concluded APA-12 alongside the announcement of the “Rewards” within the payroll cycle of January, 2013; which is an achievement to be proud of.

Key Highlights:

Bell Curve

Following is the distribution of Bell Curve achieved through APA-12.

Rating	Population	%age
Outstanding	483	10%
Exceed Expectation	1,672	33%
Met Expectation	2,503	50%
Below Expectation	361	7%
Total	5,020	100%



Next Level Promotions

Following a rigorous and established set of principles under the APA-12, a total of 287 management employees have been promoted as per the following matrix:

Levels	Total HC	%age
Deputy Director & GM	15	5%
DGM & Manager	50	17%
D. Manager & AM/AEE	68	24%
Officer	154	54%
Total	287	100%

Rating Based Reward Matrix

Rating	Promotion*	OS	EE	ME	BE
Directors	6%	15%	9%	5%	0%
DD,GM and DGM	6%	17%	11%	7%	0%
Manager, DM and Am	6%	21%	15%	10%	0%
Officers	6%	19%	13%	8%	0%

*Incremental Promotion Reward
 Following the best corporate practices, and also bringing uniformity in (management/non-management) performance management policy, the 2012 Rating Based Reward Matrix has been divided into two components:
 a) Fixed @ 6.5% all across (except for Directors with ME rating)
 b) Variable Yearly Performance Reward (VYPR), based off individual performance rating within the four (4) management levels

360° Appraisal

As a first step, 360° Appraisal has been adopted to provide “Developmental Feedback” and “Career Enhancement Opportunities” for our senior management team (GM & above).

We would like to thank our management team once again for the successful end-to-end completion of APA 2012 in record time. We are confident that together we are on the path of becoming a truly performance-driven private sector organisation.

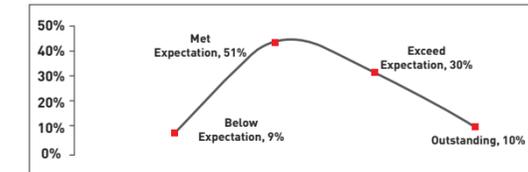


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 Subject: Post Appraisal (2012) Communication
 Date: February 1, 2013 3:12:32 PM GMT+05:00
 To: All KESC Employees
 Cc: Administrator <administrator@kesc.com.pk>

Annual Performance Appraisal (Non-Management) - 2012

Heartiest congratulations on the successful and timely conclusion of Annual Appraisal (NMS) - 2012. This system has gone through two iterations to reaffirm our performance based philosophy for both non-management and management employees.

In the spirit of openness and transparency (one of our Azm values), we are pleased to share with you the relative performance rankings of the 5526 Non-Management Staff (NMS) appraised for 2012:



The company is continuing “Variable Performance Reward Matrix” as per last year’s practice to recognise and reward our employees purely on the basis of their performance. “VYPR” is effective from 1st

January 2013 and valid for one year i.e. till December 2013. Please note that this will be in addition to the One (1) Grade increment that will be given to each Regular NMS employee effective December 2012. A personalised APA letter has been sent to each NMS employee.

REWARD MATRIX (%age of Basic Salary)

Grades	BE	ME	EE	Outstanding
V, VI, VII	0%	6%	10%	16%
III, IIIA, IV	0%	9%	13%	19%
I, II	0%	13%	18%	24%

The concept of “VYPR” is elaborated as follows:

1. The sole determinant of this variable financial reward year on year will be individual performance as measured through the company’s approved/practiced “Annual Performance Appraisal” (APA).

2. VYPR-2012 is an ex-gratia discretionary payment to Regular NMS of KESC, determined as per individual performance in 2012 and to be paid on monthly basis from January 2013 to December 2013, subject to disciplined behaviour of the individual.

3. VYPR is contingent upon individual performance as well as overall company performance.

4. VYPR is variable and year specific discretionary payment shall not form part of salary; and shall not be taken into account in claiming any other benefit.

5. The Management shall withdraw this VYPR-2012 ex-gratia discretionary payment after December 2013. It shall therefore not in any way form part of the terms and conditions of employment.

Promotion:

Furthermore, following a rigorous and established set of principles under the APA-2012, a total of 302 NMS have been promoted. Their salary will be fixed in new grade after addition of an increment admissible in the previous grade.

Special Centennial Award:

On the occasion of 100 years celebration of KESC, the management is pleased to announce "Special Centennial Award for the year 2013" for our NMS employees.

- Each NMS employee will be awarded Rs 1200/- per month from January to December 2013.
- At the end of the year i.e. 31st of December 2013, this award will automatically be withdrawn without issuing any prior notice.
- This award will not be treated as part of the salary and shall not be taken into account in claiming any other benefit.

Wishing you all the very best on accomplishing this successful milestone along your career journey at KESC. We are confident that we are together moving in the right direction to becoming a truly performance-driven private sector organisation.



بہت ہی بری حالت ہے وہاں ساڑھے سات لاکھ لوڈ شیڈنگ کرتے ہیں۔ اس تفریق پر بہت مزاحمت آئی۔ اخبارات میں بہت کچھ لکھا گیا۔ لیکن یہ وہی فارمولا ہے جو اسٹیٹ بنک جو ایک حکومتی ادارہ ہے اور ہم سے پوچھ کر کچھ نہیں لکھتا، اور لاہور اور اسلام آباد میں بیٹھے ہوئے لوگ بھی یہ کہہ رہے ہیں، سیاست دان کہتے ہیں کہ یہ ایک بہتر فارمولا ہے اور اسی فارمولا کو پورے ملک میں رائج ہونا چاہئے۔ آج سے تین چار سال پہلے رائج ہونے پر یہ انتہائی غیر مقبول تھا۔ کہا جاتا تھا کہ یہ یکساں ہونا چاہئے۔ اندر بھی یہی کہا کہ اچھے اور برے ورکر میں تفریق ہونی چاہئے۔ اسی طرح ہماری تکنیکی مجبوری ہے کہ ہم لوڈ شیڈنگ بائی کسٹمر نہیں کر سکتے، یہ فیڈر کے حساب سے ہوتی ہے جس پر دو ڈھائی ہزار کسٹمر ہیں۔ اس میں اچھے اور برے دونوں ہیں۔ اس میں جس حد تک تکنیکی اعتبار سے ہم جا سکتے ہیں، ہم نے تفریق ہی کی۔ مجھے بڑی خوشی ہے اس بات کی یہ ڈیفنس کائنٹن کی بات نہیں، جہاں امپریٹر بقدر ہوتا ہے تو وہاں لوڈ شیڈنگ نہیں ہوتی، لیکن اب کیا کریں۔ ڈیفنس آج سے چار سال پہلے بچپن کی صدق نقصان تھا، اب 7 فیصد نقصان ہو گیا ہے۔ ریکوری ریٹیو تقریباً 100 فی صد کے قریب ہے تو وہ متفق تھے لیکن سب سے زیادہ مجھے خوشی ہوتی ہے جیسے نارتھ ناظم آباد میں جہاں پر چھ آٹھ فیڈر لوڈ شیڈنگ سے مستثنیٰ ہیں، یہ وہ علاقے ہیں جہاں پر ہمارا ریکوری ریٹ بہت بہتر ہے۔ میں اس دن سب سے زیادہ خوش ہوں گا جب ہم لیاری، اورنگی، گلڈاپ، بلدہ یہ، لاٹھی اور کوٹلی میں لیاقت آباد، بھائیڑی، شیریں جناح کالونی میں جہاں ریکوری ریٹو بہتر ہو رہا ہے وہاں بجلی کا قانونی استعمال بڑھ رہا ہے اور ہم نے ان علاقوں میں اوڈ شیڈنگ ختم کر دی، یہ ہماری منزل ہے۔ تو بہر حال کہنا یہ تھا کہ جب کوئی مشکل فیصلہ کیا جاتا ہے تو بڑی تنقید ہوتی ہے مگر چند سالوں بعد جتنی تاریخ لکھی جاتی ہے تو اندازہ ہوتا ہے کہ اس میں کسی کا ذاتی مفاد نہیں تھا اور ادارے کی مجبوریاں اور فلاح اور بہبود کے لیے کیا گیا تھا۔ ساتھ ہی لیڈرشپ کا ایک تقاضا ہے کہ آپ لیے دورانے کا سوچیں۔ آج سے کچھ سال پہلے ہم نے یہ فیصلہ کیا تھا کہ ہم ایک ہزار میگا واٹ کا اضافہ کریں گے اور ہم نے کیا۔ یہ کہ دس میگا اسپینر لگیں گے، سو وہ بھی لگ گئے۔ ہم نے کہا سوفیڈر لگیں گے، لوڈ شیڈنگ کا نظام بہتر کریں گے، ہم نے عزم کیا تھا کہ کنبلی کو منافع بخش بنائیں گے، یہ کہ ہم کراچی میں اپنی قبولیت عام کو بڑھائیں گے، اس میں بہتری آئی۔ لیکن ہم صرف آج کا نہیں سوچتے، کراچی اسٹاک ایکسچینج میں اسٹاک پرائس ہماری بھی ہوتی ہے۔

مجھے اس بات سے کبھی کوئی غرض نہیں ہوتی کہ آج اگر شیئر ساڑھے تین روپے کا ہے تو کل چھ روپے یا دس روپوں کا ہو سکتا ہے، نہ نیم روزانہ بیٹھ کر اسٹاک پرائس کو بڑھانے کی کوششوں کے بارے میں سوچتے ہیں۔ دوراندیشی کا تقاضا یہ ہوتا ہے کہ آپ آئندہ دس سال کا سوچیں۔ یا جیسے

چند دنوں پہلے بینکنگ ہو رہی تھی جس میں یہاں بیٹھے چند حضرات بیٹھے تھے، کہ ایک ٹرانسمنینجنگ کولے کر آئیں، سولین ڈالر کا بیکنگ ہے جس کے تحت ہم ٹرانسمنین لائسننگ نہیں گے اور اگلے دس سال کا سوچ رہے ہیں کہ آئندہ دس سال میں نظام پر جو بوجھ پڑے گا، جب اس میں اپنی نئی اسکیمز کوشاں کریں گے، بہت سی ڈیمانڈز ہیں اور اپنی بجلی کیشنرز ہیں جن کو آپ شامل کریں تو دو ہزار میگا واٹ کا اضافہ ہو رہا ہے۔ چلیں دو ہزار نہیں تو پانچ، سات سو میگا واٹ تو آہی رہا ہوگا۔ تو اس کا کم پورا کرنے کے لیے آج ہم نے پلاننگ کرنی ہے، ان کی فنانسنگ کرنی ہے۔ منصوبہ بندی کا ٹر ہمیں آج نہیں ملے گا، ہم یہاں پر آج سے پانچ سے دس سال بعد نہیں ہوں گے لیکن جو ہوں گے اس وقت وہ شاید ہمیں دہائیں دیں گے کہ ہم نے جو فیصلہ کیا تھا اس کا مثبت اثر ان کو نظر آ رہا ہے۔

اسی طرح لیڈرشپ کا ایک اور تقاضا ہوتا ہے، ایک سسٹم میں فرد کی تفریق۔ اگر میں اپنی بات کروں تو میں کافی مقبول ہو سکتا تھا مگر میں نے کہا کہ مقبول ہونے کی ضرورت نہیں، بس کام کرو اور سسٹم کو بہتر بناؤ کہ کوئی ادارہ شخص یا شخص اس کے اطراف نہ گھومے، KESC کی مثال آپ کے سامنے ہے۔ یہ نہ ہو کہ آج اچھے لوگ ہیں تو ادارہ بڑا اچھا کام کر رہا ہے۔ اور وہی لوگ اگر ہٹ جائیں تو ادارہ بیٹھ جائے۔ یہی بحیثیت قوم ہماری خامی رہی ہے کہ ہم ایک قوم یا گروہ کو قصور وار ٹھہراتے ہیں یا تعریف کرتے ہیں کہ اس کی وجہ سے اچھا یا برا کیا ہوا۔ چھوٹی سی مثال ہے اگر

ایک صارف کا مسئلہ ہے، رات کے تین بجے اس کے گھر میں بجلی نہیں ہے اور اس کے پاس میرا بیٹی فون نمبر ہے اور وہ مجھے فون کرتا ہے اور میں اس کی مشکل آگے بھیج دیتا ہوں تو میں ممکن ہے کہ تھوڑی دیر میں وہ مسئلہ ہو جائے گا۔ اور وہ مجھ سے خوش ہو جائے گا اور مجھے دعائیں بھی دے گا اور دس لوگوں کو جا کر بولے گا کہ بہت زبردست آدمی تھے وہ جنہوں نے میرا ساتھ دیا۔ لیکن کیا

آپ اور ہم لوگ یہاں پر اس لیے بیٹھے ہیں، کہ انفرادی کسٹمز کو ڈیل کریں۔ ہمارا مقصد یہ نہیں ہے بلکہ یہ ہے کہ ہم سسٹم کو بہتر بنائیں، کہ اگر کسی شخص کو کوئی شکایت ہے تو وہ 118 کال کرے، جہاں خوش اسلوبی سے اس کی کال ریکارڈ ہو، اور جو ہمارا بیک اینڈ کا سسٹم ہے تا کہ وہ مسئلہ ہو جائے پھر بیک کا سسٹم ہے تا کہ صارف کو کال کر کے پوچھا جائے کہ اس کا مسئلہ ہوا کہ نہیں۔ جب تک یہ نہ ہو جائے ہم کامیاب نہیں ہیں۔ ایک لیڈر کا یہ کہ ہوتا ہے کہ وہ سسٹم کو اتنا مضبوط کریں کہ ایک فرد کی ضرورت نہ رہے۔ یہ وقت آنا چاہئے کہ کسی کو پینہ نہ ہو کہ ٹاپ لیڈرشپ میں کون ہے اور اس کی شکل کیا ہے بلکہ وہ 118 پر کال کرے اور اپنا مسئلہ حل دوائے۔ جب کچھ عرصہ پہلے میں یہاں آیا تھا تو بہت سے لوگوں سے بات کرنے کا موقع ملا ہر سٹج پر، لائن مین سے لے کر کارکن تک، ٹرینیڈ آفیسرز سے بھی۔ اور ایک بات جس کا اظہار ہوا وہ یہ تھا کہ

کیونکیشن نہیں ہوتی۔ اب یہاں ایک کیونکیشن ہوتی ہے کا فیڈر منتقل انفارمیشن اس کو ہر ایک کو بنا ممکن نہیں ہے۔ نہ ہی اس پر بارہ ہزار لوگوں کی رائے لی جاسکتی ہے۔ کیونکہ بہت سے فیصلے ہوتے ہیں جن میں سے کچھ فیصلوں پر لوگوں کی رائے لینا اچھی بات ہوتی ہے۔ ہم نے عزم سیشنز بھی کیے جن میں 44 کے قریب سیشنز کئے۔ جن میں ہمارے ساتھیوں نے شرکت کی، جنہوں نے سنا، اپنی رائے کا اظہار کیا اور شکایات بھی ہوتی ہیں، تجاویز بھی دی گئیں اور میں دعوے سے کہہ سکتا ہوں کہ انتظامیہ کو کافی حد تک اندازہ ہے کہ KESC کے لوگ کیا چاہ رہے ہیں اب اس علم کو عمل میں تبدیل کرنے میں، اور بہتری کی طرف ادارہ اور ہم سب گامزن ہیں۔ یہ بات ہم سب چاہتے ہیں کہ اچھا کارکن سراہا جائے اور اس کو روارڈ کیا جائے۔ کیونکہ آپ ہی جیسے لوگوں پر یہ ادارہ قائم ہے، آپ ادارے کی بیک بون ہیں اور آپ لوگوں کی رائے کو قطع نظر نہ کیجئے گا۔ اسی طرح لیڈرشپ کے حوالے سے میری یہ رائے رہی ہے کہ آپ چاہے جتنا بھی اسپینر ڈال دیں اگر آپ کی بنیاد کمزور ہے تو آپ زیادہ ڈر لوگوں کو بے وقوف نہیں بنا سکتے، اندر بھی باہر بھی۔ یہی وجہ ہے کہ میڈیا اور آپ سے گفتگو میں ہم اسے برک اور وال کہتے ہیں کہ بنیاد ڈال دی جائے اور لوگوں کو نظر آنا چاہئے کہ ایک مثبت تبدیلی آ رہی ہے۔ اس کے بعد آپ جتنا مثبت کرنا چاہیں وہ آپ کی صوابد پر ہے۔ بنیاد ٹھیک کرنے کے لیے آسٹین کو چڑھا کر محنت کرنی پڑتی ہے اور روزانہ آ کر وہی کام کرنا جن کا اثر بڑا المبا ہوتا ہے اور واضح بھی ہوتا ہے۔

اسی طرح میرے ذاتی زندگی کے فلسفے کے مطابق لیڈرشپ کا ایک تقاضا یہ بھی ہے کہ آپ اہمیت باہر سے بھی لاسکتے ہیں، اندر اور باہر دونوں سے آسکتا ہے۔ لیکن اگر میرے اندر ایک دیانت داری اور جنون نہیں ہے تو اسے آؤٹ سورس نہیں کیا جاسکتا۔ آپ اچھے لوگوں کو تو بھرتی کر سکتے ہیں لیکن یہ چیزیں پیدا نہیں کر سکتیں جو ایک ادارے کو ٹرانسفارم کرنے کے لیے ضروری ہے۔

تبدیلی ناگزیر ہے آج سے دس سال پہلے جو زندگی تھی وہ آج نہیں ہے۔ اور یہ بات آپ بھی سمجھتے ہیں اور میں بھی سمجھتا ہوں کہ تبدیلی کی مزاحمت کرنا بے کار بات ہے۔ بس بنیادی ولیجوسٹیم پر قائم رہنا چاہئے۔

پنچ مارکنگ اور کارکردگی پر بات کرتے ہیں۔ ہر ایک شخص کا اپنا اپنا پنچ مارک ہوتا ہے۔ انفرادی اور اجتماعی طور پر آپ جو بھی ایشن لے رہے ہیں، کچھ لوگ مذہب، بلکہ قانون یا مذہم و روح کو ترازو بنیاد بناتے ہیں، بس مقصد انفرادی نہیں ہونا چاہئے۔ اپنی ذات سے بالاتر ہو کر سوچنا چاہئے۔ کہ فائدہ صرف میری ذات تک نہ رہے بلکہ ادارے کا مفاد سامنے رہے۔ ہمیشہ میں یہ بات کہتا ہوں کہ ادارہ ایک فروگزائو نہیں بنانا، نہ ہی ان پر انحصار کرتا ہے، بلکہ شخص اپنا اپنا کردار ادا کر کے چلا جاتا ہے۔ انشاء اللہ یہ ادارہ ہمیشہ رہے اور ہمیشہ رہے گا آپ میں سے اکثر لوگ اس ادارے کی

خدمت کرتے رہے ہیں اور آئندہ بھی کرتے رہیں گے۔ لیکن تبدیلی اچھی چیز ہے اور میری ذات اور ادارے کے حوالے سے ہمارے سرمایہ دار اور اسٹیک ہولڈر جانتے ہیں کہ اس منزل تک پہنچنے میں نئی سوچ اور دلولہ آنا چاہئے اور جو ہم نے ابھی تک حاصل نہیں کیا، وہ حاصل کریں تو میں چیر مین بن گیا، اور نیر حسین صاحب جو ہمارے ساتھی ہیں۔ اگر ڈسٹری بیوشن KESC کا 70 فی صد ہے تو یہاں بھی 70 فی صد کے حساب سے بیٹھے ہوں گے۔ وہ تمام لوگ نیر حسین صاحب کو جانتے ہیں کہ ڈسٹری بیوشن کو کتنا اچھا چلا رہے ہیں، نقصانات اب 40 فی صد سے کم ہو کر 28 فی صد رہ گئے ہیں اس میں آپ سب ساتھیوں کا اہم کردار ہے اور ہمیں آگے بھی جانا ہے۔ تو نیر حسین صاحب چونکہ چیف ایگزیکٹو بن گئے ہیں، یہ اندرونی تبدیلی ہے اس کے بارے میں آپ لوگوں کو زیادہ پریشان ہونے کی ضرورت نہیں ہے۔ اس لیے کہ جو ادارے کی بنیادی سمت ہے، وہ تبدیلی اس لیے نہیں بنی کہ وہ سمت میں نے اکیلے اپنے دفتر میں بیٹھ کر طے کی تھی، بلکہ یہ سمت ہم تمام لوگوں نے مختلف آپ جیسے تمام ساتھیوں کی رائے لے کے طے کی تھی۔ تو سمت کا تبدیل ہونا تو ناممکن ہے کیونکہ یہ صحیح سمت ہے اور اسی کے ذریعے KESC ایک مزید فعال، بہتر اور کسٹمر سینٹرک ادارہ بن جائے گا، مالیاتی اعتبار سے بہتر ہوگا، اپنے صارفین کی ہم بہتر خدمت کر سکیں گے وغیرہ وغیرہ۔ ایک اگلے مرحلے میں ہم چاہتے ہیں۔

اسی طرح بہت سی اسٹریٹجک (حکمت عملی کی) چیزیں ہوں گی، جن پر بھی زور دینا اور جن پر توجہ دینا ضروری ہے۔ جب ہم روزمرہ کے مسائل میں گھرے ہوتے ہیں، تو اسٹریٹجک چیزیں، جن کا براہ راست مثبت یا منفی اثر KESC یا ہماری زندگی پر ہوتا ہے، اس سے توجہ ہٹ جاتی ہے، میری بھی توجہ ہٹی ہوتی تھی کیونکہ میں روزمرہ کے مسائل میں الجھا رہتا ہوں۔ یہ بات میں اس لیے نہیں کہہ رہا کہ آپ لوگ سن کر تالی بجائیں، سجاوٹی بھی نہیں چاہئے، کہ رات کے دو یا تین بجے، ہم میں سے چند ایک ساتھی ایک، دو دن تیل کے لیے یا ایک ایم ایف سی سی ڈی گیس کے لیے لڑ رہے ہوتے ہیں، وہی والی بات جو پہلے میں نے کہی کہ اسی ایک ٹن سے، یا ایک ایم ایف سی سی ڈی گیس سے ہزاروں لاکھوں لوگوں کا فائدہ ہو جائے گا، کم از کم شاید رات کو سو سکیں چاہے یہ سلسلہ روزانہ ہو نہ ہو۔ ہماری بدقسمتی ہے کہ بیرونی عوامل اور ماحول غیر پائیدار ہیں، اسی لیے KESC بھی پائیدار نہیں ہو سکتی۔ تو میری ایک خواہش تھی کہ چاہے سے تین سال میں ہی کسی ایک ایسا وقت آتا، کہ پائیداری آجاتی اور میں KESC کے حوالے سے ذرا جٹ کے کچھ بڑے کام کر پاتا، لیکن بدقسمتی سے وہ ماحول میں مل رہا تھا، اور شاید آگے بھی موقع نہ ملے۔ اس لیے ہم لوگوں

نے مل کر یہ فیصلہ کیا اور KESC کے اندر اور باہر بڑی چیمگونیاں ہوئیں، مجھے اس میں کوئی شک نہیں، لیکن کسی نے دباؤ نہیں ڈالا، یہ بڑے رضا کارانہ طور پر اور مقصد کے تحت تبدیلی آئی ہے اور

ان ہی میں سے جو ہمارے اپنے ہی ساتھی ہیں، کہیں باہر سے نہیں آئے۔ اب اس ادارے کے روزمرہ کے امور اور باگ دوڑ انہوں نے سنبھال لی ہے، اور مجھے یقین بھی ہے اور امید بھی ہے، اور دعا بھی ہے کہ وہ مجھ سے بہتر KESC کو چلائیں، اس میں میرا تعاون اس لیے شامل نہیں ہے کہ وہ میرے دوست ہیں یا اس لیے کہ ہم دوہٹی سے ساتھ آئے تھے، تعاون اس لیے ہے کہ وہ بھی اسی سمت میں چل رہے ہیں اور چلیں گے، جس میں ہم سب چل رہے تھے، جس پر ہم تمام لوگ اور میں بھی چل رہا تھا۔ کہ اسی میں ادارے کا وسیع تر مفاد ہے، جیسا میں نے کہا، KESC کے سرپرست کی حیثیت سے براہ راست، بلا واسطہ ساتھ ہوں، رہوں گا کیونکہ یہ ایک ایسا ادارہ ہے جہاں آپ تمام لوگوں کی طرح میں نے بھی بڑی محنت کی ہے۔ اگر کسی شخص کا مقصد پیسے بنانا ہو، تنخواہ لینی ہو، تو اس سے بہتر اور بہت آسان ادارے ہیں جہاں سے مل سکتی ہے۔ جذبے کے تحت یہاں آئے تھے اور رہیں گے اور جذبہ یہ تھا کہ کراچی شہر کو اور اس ملک کو کچھ دیں۔ ہم واحد لوگ نہیں جو اتنی نیک نیت اور خلوص دل سے یہاں بہتری لانا چاہ رہے ہیں بلکہ ہم جیسے ہزاروں اور لاکھوں انجانے عظیم افراد ہیں جن کی وجہ سے یہ ملک ابھی قائم و دائم ہے، اور ہمارا معاشرہ ترقی کر رہا ہے، ہم ان لاکھوں لوگوں میں سے ایک ہیں۔ ہمیں بھی اچھا لگتا ہے جب کچھ اچھا کرنا چاہتے ہیں، اس ملک اور معاشرے کے ساتھ اور اس ادارے کی خاطر۔

اگر تبدیلی آئے گی تو انشاء اللہ تعالیٰ میں پورے یقین سے کہتا ہوں کہ بہتری کے لیے آئے گی۔ بہت سے کام جو میرے دور میں نہیں ہو پائے، جو ابھی ناممکن ہیں، یا بہت سی چیزیں جو شروع ہوئیں یا نہیں ہوئیں، وہ انشاء اللہ نیر حسین صاحب کی قیادت میں پایہ تکمیل تک پہنچیں گی، یا ان کی شروعات ہوگی۔ اس میں آپ کا ہی بھلا ہوگا، KESC، شہزاد ملک کا بھلا ہوگا، لیکن میں نہیں پر آپ لوگوں کے ساتھ ہی رہوں گا۔ تو کوئی بھی جو دم و گمان اور وسوسے ہیں، قیاس آرائیاں ہیں، چیمگونیاں ہیں، ان پر کام نہ دھریں، جس طرح پہلے آپ لوگ ادارے کی خدمت کر رہے تھے، اسی طرح کرتے رہیں، لیکن جو سب سے بڑی خوشی کی بات جو مجھے اب تک ہو رہی ہے اور انشاء اللہ یہ سلسلہ آگے بھی جاری رہے گا، کہ میرے سی ای او ہونے یا نہ ہونے سے کوئی زیادہ فرق نہیں پڑ رہا، مجھے محسوس نہیں ہو رہا، اور نہ ہی صارف کو پڑ رہا ہے، تو اس بات پر مجھے فخر محسوس ہو رہا ہے کہ ایک باقاعدہ نظام آ گیا ہے، کہ ادارے کا سربراہ کوئی بھی ہو، نظام چلتا رہے۔ اس میں بس ایک ہی نقطہ ہے جس پر آپ غور کیجئے گا، اس پر ہم نے ایک انگلگ کھیل لی، اور دوسری انگلگ کھیلیں گے لیکن اس کا براہ راست اثر KESC پر پڑے گا۔ کوئی کچھ بھی کہے، کوئی کچھ بھی کرنا چاہے، یہ ہمارا حوصلہ اور عزم ہے اور ہم نے اپنے آپ سے قسم کھائی ہوئی ہے کہ جب تک ہم یہاں ہیں، ہم اس ادارے کو بہتر بناتے جائیں گے۔ ہمارے کردار مختلف ہو سکتے ہیں، مختلف دور میں مختلف

کردار اور ذمہ داریاں ہو سکتی ہیں، تو شاید میں KESC میں ایک مختلف کردار ادا کروں گا۔ میں آپ لوگوں کے ساتھ رہوں گا، جب بھی آپ لوگوں کو میری رائے کی ضرورت پڑے، آپ ضرور آئیے۔ لیکن جو روزانہ کے اپنے عمل ہیں ان کے لیے KESC میں ایک ہی سی ای او ہو سکتا ہے، دو نہیں اور KESC میں نیر حسین سی ای او ہیں، تمام لوگ ان کو رپورٹ کریں گے، کوئی مجھے رپورٹ نہیں کرے گا۔ لیکن KESC کے ساتھ جو میری لگن اور لگاؤ ہے، میں یہیں بیٹھ کر آپ لوگوں کے درمیان کے ای ایس سی کی مختلف انداز میں خدمت کر رہا ہوں گا۔ اس سارے معاملے میں جو غلط فہمی تھی، اس کو دور کرنے کی ضرورت تھی۔

مجھے چندہ منٹ دینے گئے تھے اور شاید میں زیادہ وقت لے گیا اور ابھی نیر صاحب نے بھی بہت کچھ کہا ہے، تو آپ تمام لوگوں کا بہت بہت شکریہ کہ آپ میں سے اکثریت نے میرے ساتھ بہت تعاون کیا ہے، کبھی اختلاف بھی ہوا، اور میں ہمیشہ یہ کہتا ہوں کہ آج سے پانچ یا دس سال بعد اگر لوگ مجھے اچھے الفاظ میں یاد کریں کہ اس نے ادارے کے لیے اچھا کام کیا، تو مجھے زیادہ خوش ہوگی۔ اس سے زیادہ میں کچھ چاہتا بھی نہیں ہوں، تو اللہ تعالیٰ KESC کا حامی و ناصر ہو۔ اور انشاء اللہ آپ ایسے ہی ترقی کرتے رہیں۔

صورت حال بہتر ہے۔

پچھلے دنوں میں ایک ایسے بیسٹمار میں قحاس میں یہ سوال رکھا گیا کہ ایک ایسا ادارہ جو زیادہ وقت حکومتی تحویل میں رہے اور اسے نجی تحویل میں دیا جائے تو کیا کیا مشکلات درپیش ہوں گی اور کن مراحل سے گزر کر اسے ایک بہتر ادارہ بنایا جاسکتا ہے۔ اس کا کوئی سادہ جواب نہیں ہے، اس پر کتاہیں لکھی گئی ہیں اور ہر کتاب کا ایک نسخہ ہوتا ہے۔ اور ضروری نہیں کہ ہم نے جو کوشش کی وہی نسخہ RAILWAYS PIA+STEEL MILLS میں چل سکتا ہے۔ ہر ادارے کی اپنی مخصوص زمینی صورتحال، زمینی حقائق ہوتے ہیں۔ لیکن ایک چیز ہوتی ہے مائنڈ سیٹ، کہ ایک ادارہ ہے اس کا مائنڈ سیٹ کیا ہے۔ تو پبلک سیکٹر سوچ یہ ہے کہ صارفین کو اہمیت نہ دی جائے۔ کیوں کہ اگر آپ کی اجارہ داری ہے جیسے کہ KESC کی ہے کیونکہ ہم ایک بنیادی ضرورت مہیا کر رہے ہیں تو آپ اپنے صارفین کی اہمیت کو کم دیکھ سکتے ہیں کیونکہ میدان بلا مقابلہ آپ کا ہے۔ پبلک سیکٹر میں طویل وقت تک خدمات انجام دینے والے لوگوں کی یہ توقع ہوتی ہے کہ انہیں اگلے درجے تک ترقی دے دی جائے۔ یعنی کاردارے میں آپ کی خدمات کے عرصے کی بنیاد پر آپ کو انعام دیا جاتا ہے نہ کہ کارکردگی کی بنیاد پر۔ یہ پبلک سیکٹر کا مائنڈ سیٹ ہے۔ اسی طرح وہاں پر کوئی کے پی آئی تیز نہیں ہوتے، کیوں کہ پرفارمنس کلچر نہیں ہے، احتساب نہیں ہے۔ اگر آپ اچھا کام کر رہے ہیں یا آپ کی کارکردگی اچھی نہیں ہے تو احتساب کا جو عمل ہے وہ نہیں ہے۔ پلاننگ نہیں ہوتی اور اگر پلاننگ ہوتی ہے تو بہت ہی ایڈ ہاک بنیاد پر ہوتی ہے۔ آگے کا نہیں سوچا جاتا، صرف آج کا یا زیادہ سے زیادہ کل کا سوچا جاتا ہے اور BOTTOM LINE کے اوپر بہت کم توجہ دی جاتی ہے یعنی ادارے کی مالیاتی صورتحال پر۔ اگر آپ گھر چلا رہے ہوں یا ادارہ چلا رہے ہوں،

بیسرا ایک بہت بڑی حقیقت ہے۔

پیسے کے بغیر کوئی بھی ادارہ نہیں چل سکتا۔ اگر آپ خسارے میں چل رہے ہیں تو پبلک سیکٹر کا مائنڈ سیٹ یہ ہے کہ حکومت آکر آپ کو تیل آؤٹ قرضے دے اور آپ ادارہ اسی طرح چلاتے چلے جائیں۔ یہ ایک بنیادی سوچ ہے، کیوں کہ جہاں پر احتساب نہ ہو، پرفارمنس کلچر نہ ہو، ریوارڈ سسٹم نہ ہو، تو ادارے آہستہ آہستہ ترقی کی جانب جاتے ہیں۔ یہی حال آدیکھ رہے ہیں، PIA کا RAILWAYS کا WAPDA کا۔ سب سے بڑی وجہ جو ہے ان چیزوں کی وہاں پر وہ یہ ہے کہ تبدیلی کی مزاحمت بڑی شدید ہوتی ہے، جیسا کہ میں کہتا آیا ہوں کہ تبدیلی مثبت بھی ہوتی ہے، منفی بھی ہوتی ہے۔ اگر کوئی ادارہ اپنے اندر جھانک کر دیکھے اور وہ یہ کہے کہ ہمارے اندر یہ یہ خامیاں ہیں اور وہ تبدیل ہونا چاہے۔ تو وہ جو قوتیں ہیں جو انہیں سوچ، کو برقرار رکھنا چاہتی ہیں وہ سرگرم عمل ہو جاتی ہیں اور تبدیلی کی مزاحمت کرتی ہیں۔ پبلک سیکٹر اداروں میں تبدیلی کی بڑی

یہ نہیں ہے کہ لوگوں کو فوکر یاں دیں۔

ہم نے ہمیشہ سے یہی کہا ہے۔ کہ اگر ایک کشتی ہے جس پر 100 لوگ سوار ہو سکتے ہیں اگر آپ اس پر 150 لوگ سوار کر دیں گے تو وہ ڈوب جائے گی۔ کوشش یہ ہے کہ اس کشتی کو ہم بڑا کر لیں، بڑی کس طرح ہوگی کہ ہم سرمایہ کاری کے ذریعے نئے پاور پلانٹس لگائیں، جس کو لگانے میں ہزاروں لوگوں کو فوکر یاں ملیں گی۔ ہم نئے گرڈ اسٹیشن لگائیں گے، نئے فیڈر پمپاں لگائیں گے، نئے صارفین کو بجلی فراہم کریں گے۔ یعنی کہ ایمپلائمنٹ KESC کی بات ہو رہی ہے۔ اگر سائز بڑھے گا تو ہم براہ راست یا بالواسطہ لوگوں کو فوکر یاں فراہم کر سکیں گے۔ ہمارا بنیادی مقصد یہ ہے کہ ہم ان دو کروڑ لوگوں کو جن کا انحصار KESC پر ہے انہیں ایک بہتر سہولت فراہم کر سکیں۔ جیسے ہمیشہ کہا گیا کہ ایک عام صارف کی تین خواہشات ہوتی ہیں۔ نمبر ایک یہ کہ بجلی کی لوڈ شیڈنگ کا خاتمہ ہو۔

الحمد للہ آج کم از کم آدھے شہر میں بجلی کی لوڈ شیڈنگ نہیں ہے اور ہمیں امید ہے کہ کچھ عرصے بعد یہ یقین سے کہنا چاہتا ہوں کہ صارفین کے پاس جو کس ہوگی اور وہی صارفین جو آج ہمارے پیچھے بھاگ رہے ہیں کل ہم ان کے پیچھے بھاگ رہے ہوں گے ہم سے بجلی لو۔ اس وقت کیلئے ہمیں بہت مستحیوط ہوتا ہے۔ یہی وہ بنیاد ہے جس پر فوکر یاں کی ترقیاں ہوتی ہیں، یہی وہ بنیاد ہے جو لوگوں کو بتاتی ہے کہ اگر اس ادارے میں آپ کو آگے بڑھنا ہے تو اہلیت اور قابلیت ہی وہ پیمانہ ہے جس کی بنیاد پر آپ آگے بڑھیں گے۔ یہی وجہ ہے کہ ہم نے APA سسٹم متعارف کرایا۔ اور ہم سب کو معلوم ہے کہ ماسوائے اللہ کے تو انہیں کے، انسانی قوانین میں نقص اور خامیاں ہوتی ہیں۔ اور عزم کا نفرنس میں، میں نے اس بات کا اعتراف کیا تھا کہ جو سسٹم ہم نے متعارف کرایا ہے۔ اس میں یقیناً بہتری کی گنجائش ہے۔ لیکن کوئی بھی نظام ہو اس کو چلاتے لوگ ہی ہیں۔ میں یا آپ اس نظام کے ساتھ انصاف نہیں کر رہے اور اپنے لوگوں کے ساتھ بھی انصاف نہیں کر رہے۔ اگر ہم دنیا کا بہترین نظام بھی یہاں متعارف کرائیں تو نتائج یکساں نہیں ہوں گے۔ تو ہم نے ہمیشہ یہی کہا کہ آپ اللہ تعالیٰ کو حاضر ناظر بن جائیں کہ جو کام کریں دیانت داری اور خلوص نیت سے کریں۔ اگر آپ نیچے والے لوگوں کا آپ اسسٹمنٹ کر رہے ہیں تو انصاف سے کام لیں۔ ترقی کے مستحق رفر کو انصاف ملنا چاہئے۔ تو پرفارمنس کلچر جو ہے وہ ایک بہت اہم چیز ہے اور جیسے جیسے زمانہ تبدیل ہوا ہے، KESC بھی تبدیل ہوا ہے۔ یہ ایک ایسے تبدیلی ہے جو یورس نہیں ہو سکتی۔ میرا نہیں خیال ہے کہ اب اس کے لئے یورس ہونا ممکن ہے۔ اسی طرح ہمارا ایک سلوگن رہا ہے کہ لوگوں کی صحیح تعداد کو صحیح جگہ پر تعینات کیا جائے۔ یہ ایک بہت ضروری بات ہے۔ اس کا مطلب یہ ہے کہ کام کرنے والا شخص، درست تعداد اور جگہ کا تعین درست ہو۔ ہمارا بنیادی مقصد

بلکہ ہم اس کمیونٹی کا حصہ ہیں۔ تو اگر ہم اس کمیونٹی کو ایک مثبت انداز میں کچھ واپس نہیں دیں گے تو ان کے جو دوسرے مسائل ہیں، جن میں بنیادی ذمہ داری ریاست کی ہے تعلیم ہے، صحت ہے اور جو دیگر بنیادی ضروریات ہیں جو ریاست کی ذمہ داری ہے جو وہ پورا نہیں کرتی۔ ہم اس میں ان کا ہاتھ نہیں بنائیں گے تو ہم زیادہ دن چل نہیں پائیں گے۔ ہمیں اچھی نظر سے نہیں دیکھا جائے گا۔

کوئی بھی پولیٹیلی ادارہ پراہلا بیگ نہیں ہوتا۔ کیوں کہ آپ بجلی فراہم کر رہے ہیں اور اگر جب کوئی بل ادا نہیں کرتا تو آپ اسکی بجلی کاٹ دیتے ہیں۔ ایک چیز ہوتی ہے براڈ ایکسی لینسی، یعنی KESC کی کراچی کے لوگوں میں ایکسی لینسی کیا ہے۔ دو تین سال پہلے اس کا جو ایک یونی انڈیکس تھا وہ ایک سے بھی کم تھا۔ ایک سے کم سے مراد یہ کہ یہ انتہائی کم ہے۔ اب الحمد للہ جو انڈیکس ہے وہ تین سے تجاوز کر گیا ہے۔ اس بہتری کی وجہ یہ ہے کہ نہ صرف ہماری کارکردگی میں جہاں پچھلے چند سالوں میں بہتری آئی ہے، وہیں ہم نے کچھ ایسے کام بھی کئے ہیں جو عوامی فلاح کے ہیں۔ جیسے سیلاب آیا، اس وقت ہم نے لاکھوں لوگوں کی خدمت کرنے کی کوشش کی، انہیں بجلی فراہم کی۔ یائی سی ایف، انڈس بائٹل، میری ایڈیلیڈ لیجر وی ہسپتال، ایل آر بی ٹی، ایس آئی یوٹی اور دیگر فلاحی اداروں کو مفت بجلی کی فراہمی ہے۔ یہ سب چیزیں جو کسٹمر سروں ریلیشن شپ کہلاتی ہیں، انہوں نے کراچی شہر میں ہماری قبولیت کو بہتر بنایا ہے، یہ سب پائیداری کا ایک حصہ ہے۔

پرائیویٹ سیکٹر یعنی اس چیز کو بھی بہت اہم سمجھتی ہیں اور اس پر بہت زور ڈالتی ہیں، کہ اسے مجموعی طور پر دیکھا جائے، اور اس میں اپنے کردار کو سمجھا جائے، پرائیویٹ سیکٹر یعنی ہمیشہ بڑھنا چاہتی ہے۔ وہ اس بات پر خوش نہیں ہوتے کہ آج اگر ہمارے ڈھائی ملین صارفین ہیں، بہت بڑے بڑے صنعتی صارفین ہیں۔ جو آج سے دس، پندرہ سال پہلے KESC کے نظام سے ہٹ گئے تھے، جنہوں نے اپنے چھوٹے چھوٹے کچھ پلانٹس لگا لیے تھے اور وہی ان کی بجلی کی ضروریات پوری کر رہے تھے، اب وہ KESC کے پاس واپس آنا شروع ہوئے ہیں، ایک نہیں، ایک درجن مثالیں میں آپ کو دے سکتا ہوں، جہاں پر بہت بڑے بڑے نام ہمارے نظام پر نہیں تھے، ہمارے پاس واپس آنا شروع ہوئے ہیں، آپ کی کارکردگی اور ادارے کی کارکردگی کو دیکھ کر واپس آگئے ہیں کیونکہ ہم پرائیویٹ سیکٹر نہیں ہوتے، یا آپ کا اور ہمارا وہ مائنڈ سیٹ نہیں ہوتا تو ہم ان کو خاطر میں ہی نہیں لاتے، ہمارے ویسے ہی زندگی میں بہت مسائل ہیں اور مجبور یاں بھی ہیں، لیکن اچھے صارفین کو ساتھ رکھنے کی جو چیز ہے وہ اس لیے ہے کہ ہماری ایک نجی شے کی سوچ ہے جو پبلک سیکٹر اداروں میں نہیں ہوتی۔ یہ میری اپنی ذاتی کوشش ہے کہ پرائیویٹ سیکٹر اور پبلک سیکٹر اداروں میں بنیادی طور پر کیا فرق ہوتا ہے، اب ایک پبلک سیکٹر ادارے کو پرائیویٹ سیکٹر ادارے

میں تبدیل کیسے کیا جائے، اس میں لیڈر شپ کا بہت کردار ہوتا ہے۔ کوئی بھی ادارہ لوگوں کی رضامندی کے بغیر نہیں چل سکتا۔ کوئی ایک شخص اکیلا ایک ادارے کو تھیل نہیں کر سکتا، یا اس کی تقدیر نہیں بدل سکتا، لیکن لیڈر شپ کا ایک کردار ضرور ہوتا ہے۔ وہ ایک ویزن دیتا ہے، ایک ویلیو سسٹم دیتا ہے۔ اچھے لیڈر کی پہچان یہ ہے یا تعریف یہ ہے کہ اس کے قول اور فعل میں بہت زیادہ تضاد نہیں ہوتا۔ اور آپ میرے منہ سے دس دفعہ سن چکے ہوں گے کہ لیڈر شپ کا ایک تقاضا یہ ہے کہ یہ کوئی مقبولیت کا مقابلہ نہیں ہے، اس کی وجہ یہ ہے کہ ملک میں ایک جمہوری فضاء ہے اور مضامنتی سیاست کی بات ہوتی ہے، لوگوں کی رائے کی بات ہوتی ہے، اور کہتے ہیں کہ اکثریت ہمیشہ درست ہے، قوم کی رائے کبھی غلط نہیں ہوتی، یہ سب باتیں جمہوریت میں کی جاتی ہیں۔ میں اس سے اختلاف نہیں کرتا، لیکن ایک ادارے کو صحیح سمت میں ڈالنے کے لیے مشکل فیصلے بھی کرنے پڑتے ہیں اور آپ دنیا کی مثالیں اٹھالیں جو بڑے بڑے لیڈران گذرے ہیں، لیکن یو (LEE KAUN YEW) ہو گیا، مہاتیر محمد ہو گیا، دو مثالیں آپ کے سامنے ہیں انہوں نے رائے عامہ کے ساتھ ساتھ مشکل فیصلے بھی لیے جو اس وقت انتہائی نہیں تھے لیکن آج پچیس سے تیس سال بعد جب تاریخ لکھی جا رہی ہے تو ان کے فیصلوں کو سراہا جا رہا ہے۔ بہت سے فیصلوں پر تنقید ہوتی ہے، مزاحمت ہوتی ہے، اکثر لوگ بیٹوں کو تنہا نہیں پاتے۔ بیٹوں پر شک کا تو کچھ لغمان کے پاس بھی علاج نہیں تھا۔ لیکن اگر آپ کی نیت صاف ہے اور آپ کا عمل بھی یہ بات ثابت کر رہا ہے کہ آپ کی اولین اور واحد ترجیح ادارے کی فلاح اور بہبود ہے تو آپ کے اندر اللہ تعالیٰ مشکل فیصلے کرنے کی قوت دے دیتا ہے۔ پچھلے تین چار سالوں میں آپ میں سے اکثر لوگ ہمارے ساتھ کئی مراحل سے گذرے اور کئی ایسے فیصلے بھی تھے جو نامتبول تھے، ادارے کے اندر اور باہر دونوں، آج ہمارے پچیس، تیس سال پرانے ساتھی، جی ایم، ڈائریکٹر آکر کہتے ہیں اور مجھے خوش کرنے کے لیے نہیں کہتے، مجھے لگتا ہے کہ وہ دل سے یہ بات کہتے ہیں کہ قیادت کی رٹ ہے ادارے کے اندر یا پچھلے سالوں کی بنسبت بہتر ہو گئی ہے۔ بہت سی چیزیں جو ہم پہلے کرنا چاہتے تھے وہ نہیں کر پاتے تھے، کیونکہ بہت شدید مزاحمت کا سامنا کرنا پڑتا تھا۔ مشکل فیصلوں سے بیجمنٹ کی رٹ کو ادارے کے اندر قائم کرنا ضروری تھا۔ ساتھ ہی ایسے ذمے دار افراد بھی سامنے لائیں جائیں جو اندرون خانہ لوگوں کے حالات کی ذمہ داری میں اور جوابدہ ہوں۔ ان کے پاس اختیار بھی ہو، لیکن ساتھ ہی جوابدہی بھی ہو۔

آج سے چند سال پہلے ہم نے انڈسٹری کو لے کر ایک فیصلہ کیا۔ ہم نے شہر کو کئی مختلف حصوں میں بانٹا۔ جو لوڑ لاس کہلاتے ہیں وہاں لوڈ شیڈنگ نہیں کرتے، جہاں بیڈ میڈ لاس ہے وہ تین گھنٹے کرتے ہیں، جو بائیر لاس کہلاتے ہیں وہاں ساڑھے چار گھنٹے لوڈ شیڈنگ کرتے ہیں اور جہاں پر

ذاتی مفاد کو بالائے طاق رکھ کر خلقِ خدا کی خدمت، ہمارا نصب العین ہے



22 February 2012

ٹاؤن ہال میٹنگ

22 February 2012

خواتین و حضرات۔۔۔ السلام وعلیکم

ہے، سے متعلق آگاہی کا مقصد یہ بتانا کہ ہم نے بہت کچھ دیکھا، بہت کچھ ہوا، اچھے دن بھی تھے، برے دن بھی آئے، زوال بھی آیا۔

مجھے یاد ہے کہ 1980 میں اچھے تعلیمی اداروں کے فارغ التحصیل طلباء، KESC کا حصہ بنتے تھے اور وہ بات بڑے فخر سے کہتے تھے کہ میں KESC میں کام کر رہا ہوں۔ اور اگر میں غلط نہیں ہوں تو 1990 کے بعد ادارے میں گڑ بڑ ہونا شروع ہوئی۔ اس کی مختلف وجوہات ہیں۔ جو آپ مجھ سے بہتر جانتے ہیں۔ لیکن اس میں کوئی شک نہیں، جب ہم اس ادارے کا 2009 میں مطالعہ کر رہے تھے تو اگر کسی کو کوئی ٹوٹی ہوئی کپنی چاہیے تھی تو وہ KESC ہی تھی۔ جہاں ہر لحاظ سے مسائل کے اہلکار تھے، خواہ وہ اندرونی اعتبار سے دیکھا جائے یا بیرونی لحاظ سے صارفین سے تعلق ہو یا حکومت کے ساتھ اس کا تعلق، سیاسی جماعت کے ساتھ، ذرائع ابلاغ کے ساتھ، عوام کے ساتھ یا اپنے ملازمین کے ساتھ، ہر طرح سے یہاں پر بہت سارے مسائل تھے جو کہ بڑے واضح تھے اور مجھے اور میرے ساتھیوں کو بہت حیرانگی بھی ہوتی تھی کہ اتنا ٹونا ہوا ادارہ چل کیسے رہا ہے۔ اور یہ سبھی اب تک ڈوب کیوں نہیں گئی اور اس کا کوئی واضح جواب تو نظر نہیں آیا لیکن ایک چیز تو بڑی واضح تھی۔ جو لوگ یہاں کام کر رہے تھے اور کر رہے ہیں ان میں اکثریت ایسے لوگوں کی تھی جو اس ادارے اس شہر کی بے لوث خدمت کر رہے ہیں۔ اور ان کے دل میں

ایک جذبہ تھا، ایک عزم تھا، کہ یہ ایک مشن ہے تاکہ خلقِ خدا کی خدمت کی جاسکے۔ اور یہی وہ جذبہ تھا کہ کمزور انتظامیہ اور گھمبیر مسائل کے باوجود وہ اپنی محنت اور لگن سے اس ادارے کو چلا رہے تھے اور ڈوبنے سے بچا رہے تھے۔

پھر ہم لوگوں کو یہ احساس ہوا کہ اس میں کوئی شک نہیں کہ اس ادارے کا سب سے بڑا اثاثہ وہ ہیں اور اس ادارے کی سب سے بڑی جوت ہے جس پر یہ ادارہ چل رہا ہے وہ اس کے لوگ ہیں۔ خواہ ان کا تعلق کسی بھی کیڈر سے ہو اور یہی بات تھی جس کی بنیاد پر ہمیں تقویت ملی کی اتنی بڑی سرمایہ کاری لے کر اس ادارے میں آئیں۔

اس بات کو کہنے میں کوئی جھجک نہیں کہ پچھلے تین سالوں میں KESC میں جو سرمایہ کاری ہوئی ہے یا حکومت نے اپنے 25 فیصد حصص برقرار رکھنے میں جو پیسہ ڈالا، مالیاتی اداروں، مقامی مالیاتی اداروں نے جو اس ادارے میں پیسہ ڈالا، وہ ایک ارب ڈالر کی سرمایہ کاری ہے۔ جس کی وجہ سے بہت کچھ ہوا اور آپ بہت کچھ دیکھ رہے ہیں اور کراچی کے شہریوں سے KESC کی کارکردگی کے بارے میں سوال کیا جائے تو اندازہ ہوگا کہ بہتری آئی ہے۔ اس میں کوئی شک نہیں کہ منزل دور ہے ابھی بہت کچھ ہونا باقی ہے، لیکن اس میں کوئی شک نہیں کہ بہتری آئی ہے۔ پاکستان کے دوسرے شہروں کے مقابلے میں آپ لوگوں کی کوششوں اور محنت کی وجہ سے کراچی میں بجلی کی

ماشاء اللہ آج بڑی تعداد میں یہاں KESC کے ساتھی جمع ہیں اور پچھلے

سال بھی ہماری ٹاؤن ہال کانفرنس ہوئی تھی جس میں ہم نے جی ایم اور اس سے اوپر کے ساتھی ہیں ان کو دعوت دی تھی آج اس دفعہ ہم نے سوچا کہ ڈی جی ایم اینڈ ABOVE کو بلا یا جاتا ہے کیوں کہ مینجمنٹ کی جو بیک یون ہے اس میں ہمارے ڈی جی ایم ساتھیوں کا بہت بڑا کردار ہے۔ الحمد للہ KESC اس سال اپنی سوئس سالگرہ منا رہی ہے۔ اس ملک یا شاید اس دنیا میں بہت کم ادارے ہیں جن کی عمر سو سال یا اس سے زائد ہو۔ اور KESC ان چند اداروں میں سے ایک ہے جس کی تاریخ بہت لمبی ہے۔ آپ میں سے اکثر کارکنان ادارے کے ساتھ تیس، چالیس سال سے وابستہ ہیں۔ ان لوگوں نے مختلف ادوار دیکھے اور آپ اس ادارے کی تاریخ کو مجھ سے کئی زیادہ جانتے ہیں۔ 1913 میں یہ ادارہ معرض وجود میں آیا اور 1948 میں یہ پہلی کپنی تھی جس کا اندراج کراچی اسٹاک ایکسچینج میں ہوا۔ 1913 سے لے کر 1952 تک یہ ایک نئی ادارہ تھا۔ 1952 میں اس ادارے کو حکومت کی تحویل میں لے لیا گیا۔ 1999 میں یہاں پر مارشل لاء لگ گیا اور آری نے ادارے کے امور سنبھال لئے۔ نومبر 2005 میں بجکاری ہوئی، پھر سینیٹز آیا۔ 2008 کے آخر یا 2009 کی شروعات میں ابراج کے چند لوگ آئے اور انہوں نے ادارے کی باگ دوڑ سنبھالی۔ KESC کی مختصر تاریخ، جو کہ شہر کی تاریخ بھی ہے اور ملک کی تاریخ بھی

ہیں وہ سب کے سامنے ہوتے ہیں، اس کیلئے مجھے کوئی مارکیٹنگ سکیمن چلانے کی ضرورت نہیں ہے۔ بالعموم لوگ اس بات کا اعتراف کریں، چاہے دبلے لفظوں میں ہی کیوں نہ کریں کہ ہاں ان کی کارکردگی بہتر ہو رہی ہے تو اس سے زیادہ آپ کوئی سمنٹیں چاہئے اور یقیناً ہم نہ ہی کسی مقبولیت کے طالب ہیں اور نہ ہمیں کوئی غرض ہے کہ کوئی ہماری تعریف کرے یا نہ کرے۔ آخر میں لوگوں نے ہی ہماری قسمت کا فیصلہ بھی کرنا ہے اور اگر ہمیں کوئی ایوارڈ بھی ملتا ہے تو عوام ہی کی طرف سے ملنا ہے۔ آگے بھی بہت کام باقی ہے۔ یہ ہی نہیں کہ جو ہو گیا ہم اسی پر بیٹھ کر خوشیاں منائیں۔ ابھی تو بہت کام کرنا ہے۔ ابھی تو ہمیں سنے پاور پوائنٹ بھی لگانے ہیں، سنے گزڈ اسٹیشنز بھی لگانے ہیں۔ بجلی کے نرخوں کا ہم نے ذکر کیا تو آپ کو معلوم ہے کہ ہم اپنے تیل سے چلنے والے تمام یٹس کو کونسلے پر کنورٹ کر رہے ہیں، کورنگی میں ایک بائیوگس پراجیکٹ لگا رہے ہیں وغیرہ وغیرہ۔ تقریباً 400 ملین ڈالرز کا منصوبہ ہے اور اس کے لئے پے بھی اکٹھے ہو گئے ہیں۔ آپ دیکھنے گا کہ ابھی بہت سے کام ہوتے ہیں۔ لیکن ایک سوال تو ہمیشہ رہتا ہے، وہ یہ ہے کہ آپ کی اور ہماری نیت چاہے جتنی ہی صاف ہو، کراچی کے جو حالات ہیں، ملک کے جو حالات ہیں، سیاسی طور پر، معاشی طور پر، اسن و عام کی جو صورت حال ہے بشوشنک ہیں۔

ان تمام مشکلات کے باوجود ہم نیک نتیجے کے ساتھ، دیانت داری کے ساتھ، جو صلے کے ساتھ، عزم کے ساتھ کوشش میں لگے ہوئے ہیں، جتنو ہے ہماری کہ KESC کی کارکردگی کو بہتر سے بہتر بنایا جائے۔ تاکہ وہ تمام لوگ جو سمجھتے ہیں کہ پرانا وقت اچھا تھا، پرانے دن صرف اور صرف اس لئے اچھے تھے کہ مجھے اور آپ کو کوئی کی عزت ضرورت تھی۔ لیکن KESC کی جو کارکردگی تھی وہ بدستور نیچے کی جانب جا رہی تھی۔ تو ایک عام شہری کو اس سے غرض نہیں کہ KESC کے اندر کیا ہو رہا ہے، ان کو صرف اس بات سے غرض ہے کہ KESC کی جو بیرونی کارکردگی ہے اس میں بہتری آ رہی ہے یا نہیں۔ یہی نصب العین ہے یہی مقصد ہے ہم سب کا۔ اب جیسا کہ آپ کو معلوم بھی ہے اور یہ بات اپنے پورا دن ہی ہونے کی کسی ادارے کی کارکردگی کو بہتر کرنے کیلئے ادارے میں موجود تمام افراد کا ایک سمت میں چلنا ضروری ہے۔ اسی لئے ہمیشہ یہی کہا گیا کہ جب تک ہم اپنے گریبان میں نہیں جھانکیں گے، اپنی خامیوں کو درست نہیں کریں گے، اپنی غلطیوں کا اعتراف نہیں کریں گے تو ہم دوسروں کو سہولیات کیسے فراہم کریں گے یا ہماری کارکردگی کیسے بہتر ہوگی۔ یہ ایک بنیادی فلسفہ ہے، تو جب ہم نے اپنے اندر دیکھا، اپنے گریبانوں میں جھانکا، تو اس میں کوئی شک نہیں کہ ادارے میں اچھے لوگوں کے ساتھ ساتھ کچھ غیر مناسب افراد بھی موجود تھے، جن کو بے نقاب کرنا ایک دیرینہ مطالبہ تھا۔ شروع میں، بد قسمتی سے اس کی کئی وجوہات ہیں، میرا رابطے کا سلسلہ محدود ہو گیا، شروع میں میری آپ لوگوں سے بڑی ملاقات ہوتی تھی، شہر کراچی کے مختلف علاقوں میں پھیریاں لگانے

کا مقصد مقبول ہونا نہیں تھا، بلکہ یہ جاننا تھا کہ ایک عام صارف کی ہم سے کیا توقعات ہیں؟ میں اس کی ضروریات کو سمجھنا چاہتا تھا اور میرے خیال میں KESC کی 99 سالہ تاریخ میں کوئی اہم ڈی لیاری میں نہیں گیا ہوگا اور پھر یہی نہیں لگائی ہوگی اور وہاں پر تین سو چار سو خواتین کے سامنے میں بیٹھا، ان کے مسائل سنے اور ان میں جو بدگمانیاں تھیں KESC کے حوالے سے اور جو ہماری بدگمانیاں تھیں ان علاقوں کے حوالے سے، تو بہت کچھ میں نے سیکھا بھی، سمجھا بھی اور اپنے حساب سے جو لوگ تھے KESC کے، ان کو بھی میں یہ بتانا چاہتا تھا کہ اگر میں یہاں بیٹھ سکتا ہوں تو آپ بھی بیٹھ سکتے ہیں، میں بھی گرمی کے موسم میں یہاں پر، جبکہ میری عادت تو نہیں تھی اور نہ ہی یہ ٹریڈنگ رہی، لیکن میں اگر کوشش کر کے وہاں پہنچ سکتا ہوں تو یقیناً آپ کو بھی کوئی مسئلہ نہیں ہونا چاہئے۔ تو یہ ایک سلسلہ تھا جو ہم نے شروع کیا۔ لیکن ادارے میں لوگوں سے ملاقات کرنے پر یہی شکایتیں ملتی تھیں کہ انصاف نہیں ہو رہا اور غلط لوگوں کو بے نقاب کیا جانا چاہئے۔ یہ ایک بڑی عام سی شکایت تھی جو میں نے بہت سے لوگوں سے سنی۔ اس کا خاطر خواہ یا بڑا اچھا جواب تو میرے پاس کبھی نہ تھا۔ سوائے اس کے کہ سزا اور جزا کا تصور ہے اور ایک دن حساب ہو ہی جائے گا لیکن اس دنیا میں تو انسان کو کوشش ہی کر سکتا ہے کہ کسی طرح اچھے اور برے میں تیز کی جائے۔

کسی بھی بڑے ادارے میں یہ تیز لانے کیلئے ایک نظام کا ہونا ضروری ہے۔ نظام بہت اہم ہے۔ ہمارے ملک کا البتہ یہی ہے کہ ہماری جو پوری ریاست ہے وہ افراد کے ارد گرد گھومتی ہے۔ یہ بھی میرا بہت بڑا ایمان ہے اور میں اپنی برتقیری میں یہ نقطہ ضرور اٹھاتا ہوں کہ کوئی بھی ادارہ ہواس کو شخصیت کے گرد نہیں گھومنا چاہئے۔ نظام پختہ ہو تو لوگوں کے آنے جانے سے کوئی فرق نہیں پڑتا۔ جیسے آج میں ہوں، کل کوئی اور ہے، مجھ سے پہلے درجنوں اہم ڈیز آئے اور میرے بعد بھی درجنوں اہم ڈیز آئیں گے۔ آپ لوگوں سے پہلے بھی بہت سے لوگ تھے، لوگ آتے رہیں گے۔ جیسا کہ آپ نے سنا کہ 99 سال اس ادارے کو ہو گئے۔ تو ایسا کیوں نہ ہو کہ ہم لوگ اپنا سسٹم ایسا بنائیں کہ جہاں برا اچھے کام کا اعتراف ہو اور جو برے کام کر رہے ہیں ان کو بے نقاب کیا جائے۔ اس میں کبھی نہ کبھی تو ہمیں پہل کرنی تھی تو یہی وجہ ہے کہ آج سے دو سال پہلے آپ کا یہ ANNUAL PERFORMANCE APPRAISEL SYSTEM متعارف کرایا گیا ہے۔ اس کا جو بنیادی جوڑ تھا وہ یہ تھا کہ ایک ایسے سسٹم کو لایا جائے جس سے ہم لوگ جانچ پڑتال کر سکیں کہ آیا ہمارے پاس واقعی ایسے اچھے لوگ ہیں جو بہترین کارکردگی کا مظاہرہ کر رہے ہیں اور ایسے لوگ جو ادارے کیلئے نقصان دہ ہیں، جن کا ادارے میں کوئی مستقبل نہیں ہے ان کو بھی بے نقاب کیا جائے۔ جیسا کہ آپ کو بھی معلوم ہے اور مجھے بھی کہ یہ کسی ایک شخص کیلئے ممکن ہی نہیں۔

میرے پاس بڑی چٹھیاں آتی ہیں، اہی ملز آتی ہیں، لوگ خط لکھتے ہیں، لائن میں، کارکن کے ہمارے

ساتھ نا انصافی ہو رہی ہے۔ کوئی بلدیہ سے آتا ہے، کوئی گلز اور جبری سے آتا ہے کہ میرے ساتھ زیادتی ہو رہی ہے۔ میں بڑا اچھا کام کر رہا ہوں، لیکن اقربا پروری کی بنیاد پر، زبان کی بنیاد پر اور ہر جو برائی ہو سکتی ہے اس بنیاد پر میرے ساتھ نا انصافی ہوئی۔ میں نے آج تک کسی فرد کو انصاف نہیں دیا اور یہ حقیقت ہے یا شاید میں نے اس کی کوشش بھی نہیں کی۔ کیوں کہ میری سوچ بہت واضح ہے۔ میرا مقصد انفرادی طور پر لوگوں کو دیکھنا نہیں، میرا مقصد تو یہ ہے کہ ایک ایسا نظام وضع کرنا ہے، جس سے 100 فیصد نہ ہی کم از کم پچاس فیصد، ساتھ ساتھ فیصد لوگوں کو ہی سہی، انصاف مل سکے۔ اس عمل کے مخالفین نے نیک نتیجے سے کام کرنے والے ان لوگوں پر گولیاں بھی چلائی جاتی ہیں لیکن اللہ کا شکر ہے کہ زخمی کوئی نہیں ہوا۔ پھر میں ان لوگوں کو بلایا، ان کو شاباشی دی کہ بڑا اچھا کام کیا آپ لوگوں نے اور ہم آپ کے ساتھ ہیں اور اس ہانے ان سے پانچ دس منٹ کچھ بھی ہو گئی۔ جتنا میں لوگوں سے ملنا چاہتا ہوں اتنا ممکن نہیں ہے اور بہت سارے مسائل ہیں، آپ لوگ اخبارات میں بھی پڑھتے رہتے ہوں گے۔ لیکن ایک جو نقطہ، مجھے بہت زیادہ چھبتا ہے وہ یہ ہے کہ ہماری جو ٹی ٹی بیٹس ہے یا ان کے جو باس ہیں، جو آپ لوگ یہاں بیٹھے ہوئے ہیں۔ وہ صحیح ترجمانی نہیں کر رہے۔ الزام لگانا تو بڑا آسان ہوتا ہے اور یقیناً یہ الزام تمام لوگوں پر لگاؤ نہیں ہوگا۔ لیکن چند بے ہوشیوں سے لگاؤ اور یہی آپ لوگوں کا بھی الزام ہے اپنے سے بہتر لوگوں پر کہ جنرل فیجرز پر ظلم ہو رہا ہے یا پھر جو ڈائریکٹرز ہیں وہ آپ کے ساتھ انصاف نہیں کر رہے۔

تو یہ جو سلسلہ ہے، الزام برائے الزام، تنقید برائے تنقید ایک دوسرے پر، اتنے بڑے ادارے میں جہاں ساڑھے گیارہ ہزار لوگ کام کر رہے ہیں یہ تو چٹا رہے گا۔ یہ کبھی ختم نہیں ہوگا۔ لیکن اگر آپ دوسروں کے ساتھ انصاف کریں گے، اپنی تعمیر کی آواز کو پھیلانے کے اور صحیح فیصلہ کریں گے، تو آپ کے ساتھ بھی انصاف ہوگا۔ یقیناً اللہ تعالیٰ دیکھ رہا ہے کہ آپ لوگوں کے ساتھ کیسا سلوک کرتے ہیں اور جتنی ہماری کوشش ہے کہ آپ لوگوں کے ساتھ بھی صحیح طور پر انصاف ہو۔ وہ ہم کریں گے، لیکن میں آپ کو یہ بھی بتانا چاہتا ہوں کہ ممکن نہیں ہے کہ سو فیصد انصاف ہو۔ نہ میرے لئے ممکن ہے اور نہ آپ کیلئے۔ لیکن وہی والا سوال جو ہم کراچی کے ایک عام شہری سے کرتے ہیں کہ کیا مجموعی طور پر بہتری آئی ہے۔ کوئی کہتا ہے کہ ہاں مجموعی طور پر بہتری آئی ہے لیکن آج کے دن بھی آٹھ گھنٹے تک بجلی نہیں تھی۔ بڑے بڑے لوگوں نے کوششیں کی، بڑے بڑے لوگ پریشر ڈالنے کی کوشش بھی کرتے ہیں۔ آپ تمام لوگ دیکھ چکے ہیں کہ الحمد للہ اگر نیت صاف ہو تو تمام تر پریشر ہم لے لیتے ہیں۔ کہیں ہم سے کبھی کوتاہی ہوتی ہوگی کیوں کہ ہم بھی انسان ہیں۔ لیکن بنیادی طور پر ہم جو کہتے ہیں، وہ کر کے دکھاتے ہیں۔

مجھے امید بھی ہے اور یقین بھی ہے کہ یہاں تمام لوگ جو بیٹھے ہوئے ہیں وہ ادارے کے اچھے کام

کر رہے ہیں۔ آپ کے دل میں کوئی خوف نہیں ہونا چاہیے۔ کیوں کہ کوئی باہر سے آکر کہتی نہیں چلا رہا، باہر سے تو صرف چند لوگ ہی آتے ہیں۔ مجھے کافی امید ہے، مستقبل تو اللہ تعالیٰ ہی جانتا ہے۔ اگر ہم اپنی نیت صاف رکھیں تو انشاء اللہ KESC میں بہتر دن آئیں گے۔ کراچی میں بھی بہتر دن آئیں گے۔ جو شہر میں ہو رہا ہے، جو ملک میں ہو رہا ہے، اس پر نہ آپ کا اختیار ہے نہ میرا اختیار ہے۔ لیکن جتنی ہم کوشش کر سکتے ہیں جو ہمارے اختیار میں ہے، ہم وہ مل کر کرتے رہیں گے۔ تاکہ آنے والی نسل کو کسی قسم کی مشکلات کا سامنا نہ ہو۔ اپنی وفاداری کو شخصیت سے نہیں ادارے سے جوڑے رکھیں۔ شہر سے وفاداری کا ثبوت دیں، ملک سے وفا بھانگیں۔

ایک بہت اہم بات جو میں آپ سے آخر میں کرنا چاہتا ہوں وہ یہ ہے کہ اگر آپ کوئی بھی جنرل فیجرز، ڈائریکٹر غلط کام کرنے کا کہے، جو قانون کے خلاف ہو، KESC کے رولز کے خلاف ہو تو نہ صرف یہ آپ کا حق ہے بلکہ آپ کا فرض ہے کہ آپ اسے فی الفور منع کر دیں۔

آپ سب کا بہت بہت شکریہ



عزم کانفرنس (اسٹنٹ نیجر۔ ڈپٹی جنرل نیجر)

11 December to 21 December 2012

خواتین و حضرات۔۔۔ السلام وعلیکم

کامیاب رہتا ہے اور کسی خرابی کی صورت میں نقص کو چھپانے میں درست کامیاب ہو سکتا ہے۔
تو یہی تین چیزیں ہیں، جو کہ عام آدمی کے مطلب کی باتیں ہیں اور گزشتہ تین سالوں میں ہماری
کوششوں کا محور بھی یہی تین نکتے ہیں کہ کسی طرح لوڈ شیڈنگ کا خاتمہ ہو، بجلی کی نرخوں میں کمی آئے
اور ہماری کسٹمرسز کا معیار بہتر ہو۔ آپ لوگوں کیلئے بھی یہ بات باعث فخر ہے کہ پچھلے تین چار
سالوں میں 1000 MWs کا اضافہ ہوا، کئی نئے گزڈ اسٹیشنز لگے، کئی فیڈرز لگے۔ آپ میں سے
بہت سے لوگ ایسے ہوں گے، جنہوں نے براہ راست ان منصوبوں پر کام کیا ہوگا۔ عام شہریوں
سے KESC کی کارکردگی کے بارے میں سوال کیا جائے تو اندازہ ہوتا ہے کہ ہماری کارکردگی میں
خاطر خواہ بہتری آئی ہے۔ دوسرے شہروں سے موازنہ کرنے پر بھی اس بات کا واضح اندازہ ہوتا
ہے۔ اس بات پر مجھے کوئی فخر نہیں کہ وہاں آدھ گھنٹے لوڈ شیڈنگ ہو رہی ہے۔ لیکن اس بات پر
آپ لوگوں کو فخر ہونا چاہئے کہ کراچی شہر کے چند علاقوں میں اگر لوڈ شیڈنگ ہو چکی رہی ہے تو وہاں پر
ایک ترتیب کے مطابق ہو رہی ہے، ایک ضابطے کے مطابق ہو رہی ہے اور کراچی کا ادھاحصہ اب
لوڈ شیڈنگ سے مستثنیٰ ہے۔ یہ وہ اچھی باتیں ہیں جو ہوئی ہیں، جو نظر آ رہی ہیں۔ یہ میرا ایمان ہے
کہ حقیقت جو ہے وہ عیاں ہوتی ہے اور ہمارا مقصد ہمیشہ سے یہی رہا ہے کہ کام کروائیں، پڑھا کے
اور دیانت داری کے ساتھ کام کرو، تو اللہ، اللہ تعالیٰ آپ کی مدد ضرور کرے گا اور جو حقائق و نتائج

خدمت کر رہے ہیں، وہ اس حقیقت سے مجھ سے زیادہ واقف ہیں۔ میں پچھلے تین برسوں سے یہاں
ہوں لیکن اس ادارے میں ایسے لوگوں کی کمی نہیں جو پچھلے تین، تیس اور چالیس برسوں سے شہر اور قوم
کی خدمت کر رہے ہیں اور وہ خراج تحسین کے مستحق ہیں۔ لیکن صرف وقت گزارنا یا اپنی زندگی کا
بہت بڑا حصہ کسی ادارے کو دینا کوئی انعام کی بات نہیں ہے۔ اصل چیز تو یہ ہے کہ آپ نے ان سالوں
میں کیا کیا؟ میں نے پچھلے تین سال کیا کیا؟ آپ نے پچھلے دس سال، پندرہ سال، پانچ سال کیا واقعی
ادارے کے ساتھ دیانت داری کی، شہر کے ساتھ دیانت داری کی، اپنے فرض کے ساتھ دیانت داری
کی۔ یہ آپ جانتے ہیں، آپ کا ضمیر جانتا ہے، آپ کا دل جانتا ہے اور سب سے اہم بات یہ ہے کہ
اللہ تعالیٰ جانتا ہے۔ کہتے ہیں اعمال کا دار و مدار نیوٹن پر ہے۔ اگر آپ کی اور میری نیت صاف ہے تو
کوئی بھی مشکل ایسی نہیں ہے جسے ہمارے ہاں نہ کر سکیں اور اگر نیت میں کوئی فوری نہ ہو تو زیادہ وقت نہیں لگتا
اور لوگ ہماری اصل حقیقت سے واقف ہو جاتے ہیں۔ تو کوئی چیز زیادہ دیر تک چھپی نہیں رہتی، خاص
طور پر آج کل کے زمانے میں، جب کہ نیکیشن کا دور ہے اور انسان کی شخص کو، گروہ کو یا شہر کو کچھ وقت
تو یوقوف بنا سکتا ہے لیکن زیادہ عرصے نہیں۔ میں ہمیشہ یہ کہتا ہوں اور آپ لوگوں کو یہ بات مجھ سے
زیادہ معلوم ہے کہ کراچی کے شہری تین چیزیں جانتے ہیں، نمبر ایک یہ کہ لوڈ شیڈنگ کا خاتمہ ہو، بتا کہ
پورے شہر کو بلا قطعی بجلی مہیا ہو، دوسرا یہ کہ بجلی کے نرخوں میں کمی آئے، تیسرا یہ کہ KESC کی کارکردگی

پورا دن آپ لوگوں نے بہت انگریزی سنی ہوگی۔ میں اردو میڈیم آدمی ہوں تو
اردو میں بات کروں گا اور چند باتیں آپ سے کہنی ہیں۔ یہ جو عزم کا سلسلہ شروع ہوا، سال کے
شروع میں تقریباً، اس کا بنیادی مقصد یہ تھا کہ آپ کا اور ہمارا جو تعلق ہے اس کو مزید استوار کیا جائے۔
ایک ایسے ادارے میں جہاں ہزاروں لوگ کام کرتے ہیں۔ اور کراچی جیسا کہ آپ کو علم ہے بہت بڑا
شہر ہے، یہاں پر انتظامیہ اور کارکنان کے درمیان جو رابطے کا سلسلہ ہے وہ اتنا اچھا نہیں ہوتا، جتنا کہ
ہم سب چاہتے ہیں۔ یہ بہانہ بھی ہے کہ آپ لوگوں سے ملاقات ہو اور یقیناً آج پورا دن آپ لوگوں
نے اپنی باتیں بھی کی ہوں گی، بہت سی باتیں سنی بھی ہوں گی اور مجھے اس میں کوئی شک نہیں کہ آج
زیادہ تر جو باتیں آپ سے ہوئی ہوں گی ان سے آپ کو نظریاتی طور پر کوئی اختلاف نہیں ہوگا۔
کیوں کہ یہ تمام ایسی باتیں ہیں جن کا براہ راست اثر نہ صرف ادارے پر پڑتا ہے بلکہ کراچی کے
شہریوں پر بھی پڑتا ہے۔ یہ بات میں ہمیشہ کہتا رہا ہوں اور یہ بات آپ نے میرے منہ سے کئی دفعہ
سنی ہوگی کہ ہم لوگ KESC میں روایتی نوکری نہیں کر رہے، بلکہ یہ ایک مشن ہے اور اس کے دور رس
اثرات لوگوں کی زندگیوں پر پڑتے ہیں۔ اگر آپ اچھا کام کرتے ہیں تو یقیناً بہت سے لوگوں کی
دعائیں آپ کو ملتی ہوں گی اور جب ہم اچھا کام نہیں کرتے تو عین ممکن ہے کہ بددعا بھی ملتی ہوگی تو یہ
ہم پر ایک بہت بڑی ذمہ داری ہے اور آپ میں سے تمام لوگ جو کئی سالوں سے KESC کی

نظام کی پختگی، ادارے کے استحکام کی ضامن ہوتی ہے



ہیں۔ جو چیز نہیں ہوتی ہوتی ہے اس کا بھی ہم خیال کرتے ہیں اور وہ نہیں ہوتی۔ یہ بات کرنے کا مقصد یہ ہے کہ یہ جو روزانہ کی بنیاد پر افواہیں ہوتی ہیں، ایس ایس ایم چل رہے ہوتے ہیں، لوگ ہر طرح کی غلط بیانی سے کام لے رہے ہوتے ہیں، ان پر آپ لوگ کان نہ دھریں۔ میں نے ہمیشہ یہ بات کہی ہے اور کبھی بکھار یہ بات متنازعہ ہوجاتی ہے کیوں کہ مجھے ایک ہی طریقہ آتا ہے بات کرنے کا اور وہ یہ ہے کہ آپ دیانت داری کے ساتھ، ایمانداری کے ساتھ اور بغیر منافقت کے بات کر دیں، چاہے لوگوں کو اچھی لگے یا بری لگے، آخر کار تاریخ ہمارے اچھے اور برے کاموں کا فیصلہ کرے گی۔ جن بھی مراحل سے ہم گزرے، ساتھ گزرے ہل کے گزرے، بڑے کٹھن لمبے ہم نے دیکھے، وہ اب تاریخ کا حصہ بن گیا۔ آنے والے دنوں میں اس طرح کی تاریخ نہیں دہرائی جائیگی۔

آپ میں سے وہ تمام لوگ اور میں یقین سے کہہ سکتا ہوں کہ آپ میں واضح اکثریت ہے جو یہاں بیٹھی ہے۔ جو کہ ایمانداری کے ساتھ، دیانت داری کے ساتھ لوگوں کی خدمت کر رہی ہے، شہریوں کی خدمت کر رہی ہے، ملک کی خدمت کر رہی ہے، ان کو کسی قسم کی فکریں ہوتی چاہیے، اپنی لوگریوں کے حوالے سے، اپنے مستقبل کے حوالے سے۔ کیوں کہ یہ بات بھی طے شدہ ہے اور آپ کا ایمان بھی یہی کہتا ہے، کہ اگر آپ دیانت داری اور اپنے ضمیر کے ساتھ وفا سماتے ہوئے کام کر رہے ہیں تو کوئی آپ کا کچھ لگاؤ نہیں سکتا۔ اور لوگری کا جہاں تک تعلق ہے اس کی جو بہترین ضمانت ہوتی ہے وہ آپ کی اہلیت ہوتی ہے، آپ کی کارکردگی ہوتی ہے، ادارے اور اپنے ساتھیوں کے ساتھ آپ کی دیانت داری ہوتی، وفاداری ہوتی ہے۔ اگر یہ سب چیزیں ہیں تو آپ کو یقینی طور پر کسی قسم کی افواہوں پر کان دھرنے کی ضرورت نہیں ہے۔ یہ میرے منہ سے آپ براہ راست سن سکتے ہیں کہ اس طرح کا کوئی پروگرام نہیں ہے کہ چھانٹی ہوگی یا ڈیپارٹمنٹس ختم کر دیئے جائیں گے۔ نہ ہی اس طرح کے اقدامات کئے جائیں گے جس سے پچھلے سال کافی ٹیچل چٹھی تھی۔ لیکن یہ بات بھی طے شدہ ہے اور یہ بات بھی میں نے آپ لوگوں سے ہی سیکھی ہے۔ جب میں شروع میں آیا تو میں تمام جگہوں پر گیا، بلکہ یہ کہنا تو غلط بات ہوگی، کئی ایسے دفاتر ہیں جہاں میں ابھی تک نہیں جا سکا۔ لیکن کافی لوگوں سے ملاقات ہوئی اپنے دفتر میں بھی اور دفتر سے باہر بھی۔ ایک بات جو مجھے بار بار بتائی بھی گئی اور سمجھائی بھی گئی کہ ہم لوگ بہت عرصے سے اور بہت محنت سے ادارے کے ساتھ کام کر رہے ہیں، لیکن ہم میں اور ان میں جو ادارے کے ساتھ دیانت دار نہیں، کوئی فرق نہیں رکھا جاتا۔ لہذا ہم نے فیصلہ کیا کہ تفریق واقعی ہونی چاہئے۔ اس کے سلسلے اب کیا ہیں۔ ایک بات جو بہت آسان ہے اور وہ یہ ہے کہ تمام فیصلے میں بذات خود شروع کر دیں۔ یہ ممکن نہیں ہے۔ یہ وہی والی بات ہے کہ کوئی مجھے کورنگی سے، لیاری سے یا ڈیپنٹس سے اسی ٹیل کرتا ہے، خط ارسال کرتا ہے یا فون کرتا ہے اور کہتا ہے کہ میرے گھر میں ایک چیز نہیں آ رہا تو اس کی بھی توقع یہ ہوتی ہے کہ میں اس کا مسئلہ حل کر دوں۔ اسی

طرح ہمارے اس وقت ماشاء اللہ سے 12000 ساتھی ہیں، KESC میں، ان کی خواہش بھی یہی ہوتی ہے کہ ان کا مسئلہ میں بذات خود سنوں اور حل کروں۔ میری بھی ذاتی طور پر یہی خواہش ہے اور یہ ایک بہت اہم بات ہے اور آپ اس پر ضرور سوچئے گا کہ ہمارے ملک کا الیمپی ہبی ہے کہ اس ملک کو، اس شہر کو، اس ملک کے اداروں کو افراد چلا رہے ہیں، یہاں پر نظام پختہ نہیں ہے۔ ہماری خواہش یہ ہے کہ نظام میں پختگی آئے تاکہ مجھ جیسے شخص کی ضرورت آتی نہ ہوتی کہ ابھی ہے اور ادارہ جو ہے وہ فرد یا افراد کے گرد نہ گھومے۔ یہ ایک بڑی اہم بات ہے اور بنیادی بات اور فلسفہ ہے جس پر میں یقین رکھتا ہوں اور یقیناً آپ بھی اس پر سوچیں گے۔ اسی لئے ہم نے یہ سلسلہ شروع کیا ہے، سب سے پہلے ہمارے مینجمنٹ کے ساتھی ہیں ان کیلئے، اور آئندہ اپنے نان مینجمنٹ ساتھیوں کیلئے بھی، اس کو ہم ایونل یا پریل کہتے ہیں۔ اب جو بھی نظام رائج ہوگا وہ 100 فیصد اپنا ہوتا ہے نہ برا، لیکن کم از کم ایک کوشش ضرور ہوتی ہے، جیسے انگریزی میں کہتے ہیں 20/80 ریٹو۔ اس کا مطلب یہ ہے کہ اگر 80 فیصد بھی کام درست ہو جائے تو 20 فیصد بھی جو لوگوں کے ساتھ زیادتی ہو رہی ہے اور زیادتی کس طرح ہوتی ہے اور زیادتی ہمیں معلوم ہے اور آپ لوگ مجھ سے زیادہ بہتر جانتے ہیں اور وہ ایسے کہ اگر ایک شخص ترقی کا مستحق تھا، لیکن اس کو ترقی نہیں ملی۔ اور ایک ایسا شخص جو ترقی کا مستحق نہیں تھا لیکن اپنے نیشن کا لاء لگا تھا، اسکو ترقی نہ دی گئی۔

آپ کے خیال میں مجھے یہ بات نہیں معلوم، مجھے بھی یہ بات معلوم ہے۔ لیکن اگر ہم اس سلسلے کو جاری رکھیں اور جو بھی سبق ہے اس سے کچھ سیکھیں اور جو غلطیاں ہیں ان کا اعتراف بھی کریں اور جو خامیاں ہیں ان کو دور کرنے کی کوشش کریں۔ تو یقیناً ایک وقت ایسا آئے گا کہ زیادہ سے زیادہ انصاف ہوگا اور مستحقین کو انصاف مانگنے کا حق ملے گا۔ یہی ہمارا مقصد ہے، یہی ہماری منزل ہے، یہی ہماری خواہش ہے کہ نظام میں بہتری لا کر اس کے تحت زیادہ سے زیادہ لوگوں کو انصاف دیا جائے۔

اب KESC کے اوکاشاء اللہ سے اگلے سال پورے سوسال ہو جائیں گے۔ آپ کو بھی معلوم ہے اور مجھے بھی معلوم ہیں کہ آج ہمارے ادارے کی عمر 99 سال ہے۔ 99 سال کا میرے پاس ریکارڈ نہیں، لیکن آپ میں سے بہت سے لوگ اس ادارے کے ساتھ ہیں، بچپن اور تیس برسوں سے منسلک ہیں۔ جب بھی میں ان سے بات کرتا ہوں تو وہ مجھے بتاتے ہیں کہ KESC کے حالات ایک زمانے میں اچھے بھی تھے لیکن پچھلی ایک دہائی سے بہت زوال آیا ہوا ہے۔ میں نے یا میرے ساتھیوں نے کبھی یہ دعویٰ نہیں کیا کہ ہم ایک سال دو سال میں اس ادارے کی ترقی پر بدل دیں گے یا پچھلے 20 سالوں سے ادارے میں جو خامیاں یا خرابیاں ہیں ان میں ایک تبدیلی آجائے گی۔ یہی بات میں کراچی کے لوگوں سے بھی کرتا ہوں کہ ہم نے کب کہا تھا کہ ہم آتے ہی لوڈ شیڈنگ کا خاتمہ

کر دیں گے، بجلی کے زخوں میں کمی لے آئیں گے اور اپنی جو کمزوریوں کا جو معیار ہے اس کو بہتر بن بنا دیں گے۔ لیکن کوشش کر رہے ہیں، دیانتداری کے ساتھ کوشش کرتے ہوئے ہماری لگاؤ میں منزل پر ہیں۔ تو ہماری بھی خواہش ہے کہ اندرون خانہ ایک ایسا نظام آئے جس سے آپ لوگ اگر سو فیصد مطمئن نہیں تو کم از کم 80 فیصد تو مطمئن ہوں کہ ہاں انصاف ہو رہا ہے۔ اسکا کون نہیں بتائے گا کہ یہ نظام بہتری کی جانب جارہا ہے یا نہیں وہ آپ لوگوں کی رائے ہوگی۔ اور جہاں تک رائے کا تعلق ہے۔ میں نے ہمیشہ سے یہی کہا کہ میں بذات خود تو سب سے نہیں مل سکتا، لیکن میرے دروازے ہمیشہ آپ کیلئے کھلے ہیں۔ آپ میں سے کئی لوگ مجھے روزانہ کی بنیاد پر، کوئی ای میل کر دیتا ہے، کوئی خط ارسال کر دیتا ہے، کوئی کسی کے ذریعے پیغام پہنچا دیتا ہے۔ میں اس کو پڑھتا ضرور ہوں سنتا ضرور ہوں۔ ضروری نہیں کہ اس پر فوری طور پر عمل ہو جائے۔ لیکن ذہن میں ایک بات آجاتی ہے کہ اگر ادارے میں کوئی بہت واضح خامی ہے تو اس پر نظر ثانی کی جائے اور اس میں بہتری لائی جائے۔ اس میں وقت درکار ہوتا ہے۔ کیوں کہ اس کا متنے بڑے ادارے کو، جو کہ مجھ سے لے کر کھل بلوچستان تک پہنچے ہو اور ہزاروں ملازمین، ہمارے ہزاروں ساتھی، کئی سو دفاتر میں کام پر مامور ہوں، اس ادارے میں نظام میں بہتری کیلئے وقت درکار ہوتا ہے۔ تو میری آپ سے گزارش ہے کہ تھوڑا سا صبر کیجئے۔ یقیناً بہت سی چیزیں بہتری کی طرف لگی ہیں۔ میری ناقص رائے میں ہے، اب اس کا جو فیصلہ ہے وہ ہا تو آپ نے کرنا ہے یا کراچی کے لوگوں نے کرنا ہے۔

کراچی کے لوگوں سے پچھلے سالوں کی پبلسٹ اب KESC کی کارکردگی کے بارے میں سوال کیا جائے تو اندازہ ہوتا ہے کہ بہتری آئی ہے خاص طور پر وہ حضرات جن کا گزشتہ برسوں میں کراچی سے باہر دوسرے شہروں میں رہنے کا اتفاق ہوا ہو، وہ بھی اعتراف کرتے ہیں کہ کراچی میں بجلی کی صورت حال دوسرے شہروں کے مقابلے میں بہتر ہے۔ لیکن کیا ہم اس پر مطمئن ہو جائیں، ہم یقیناً مطمئن نہیں ہیں۔ اگر مجھ سے آپ پوچھیں کہ کیا میں KESC کی کارکردگی سے مطمئن ہوں تو اس کا جواب میں، میں کہوں گا قطعاً نہیں۔ کیوں کہ ابھی تو ہمیں بہت آگے جانا ہے، ابھی تو ہماری منزل بہت دور ہے، لیکن ایک بات بہت واضح ہے کہ جانا کدھر ہے، جانا اُدھر ہے، یہاں پر ہمارے جو تمام ساتھی جو ریکارڈ نہیں، لیکن آپ میں سے بہت سے لوگ اس ادارے کے ساتھ ہیں، بچپن اور تیس برسوں سے منسلک ہیں۔ جب بھی میں ان سے بات کرتا ہوں تو وہ مجھے بتاتے ہیں کہ KESC کے حالات ایک زمانے میں اچھے بھی تھے لیکن پچھلی ایک دہائی سے بہت زوال آیا ہوا ہے۔ میں نے یا میرے ساتھیوں نے کبھی یہ دعویٰ نہیں کیا کہ ہم ایک سال دو سال میں اس ادارے کی ترقی پر بدل دیں گے یا پچھلے 20 سالوں سے ادارے میں جو خامیاں یا خرابیاں ہیں ان میں ایک تبدیلی آجائے گی۔ یہی اہم امر بھی نہیں ہے اور دیانت داری سے کہہ رہا ہوں کہ اکثر رات گئے ہم ایک ٹن تیل یا ایک دو ایم ایم ای ایف ڈی گیس کے لیے PSO سے ڈیمانڈ کر رہے ہوتے ہیں تو یہ یہ سب نہیں ہے۔ میں

بھی آرام سے سو سکتا ہوں، صبح اٹھ کر اپنے دفتر چلا جاؤں لیکن اس ایک ٹن تیل سے، 1MMCFD گیس سے کئی ہزار لوگوں کو بھی جانتا ہوں جو 40 سال سے ادارے کی خدمت کر رہے ہیں، ان کا احترام نہیں معلوم کہ ہم کام کر رہے ہیں یا نہیں لیکن اللہ تعالیٰ ضرور دیکھ رہا ہے کہ ہم اپنے کمروں میں سے ہی اپنے فون پر دیانت داری کے ساتھ اپنے کام میں لگے ہوئے ہیں کہ کسی طرح لاکھوں لوگوں کی زندگیوں میں تھوڑی سے بہتری آجائے اور وہ چین کی نیند سو سکیں اور صبح میں وہ دفتر جا سکیں یا اپنے اسکول جا سکیں وغیرہ وغیرہ۔ تو اس کا اجر تو ہمیں اللہ تعالیٰ ہی دے گا، اگر نیت صاف ہو، تو راستہ آسان ہو جاتا ہے۔ آج کے دن بہت سے ساتھی شاید اس بات پر ابھی بھی پریشان ہوں کہ KESC کی جو سمت ہے یا جو تہذیب ملی اور رفتار ہے وہ بہت تیز ہے، اکثر لوگوں نے یہ کہا ہے کہ ہم بہت تیزی کے ساتھ یہ تہذیب ملی لانا چاہ رہے ہیں۔ شاید یہ بات درست بھی ہو سکتی ہے کیوں کہ میں ہمیشہ یہ کہا کرتا ہوں کہ ہمارا سب سے بڑا دشمن جو ہے وہ وقت ہے اور وقت ہی نہیں ہے ہمارے پاس، کیوں کہ کراچی کے لوگوں کی جو توقعات ہیں۔ وہ ہم سے بہت زیادہ ہیں۔ بچکاری کے بعد سے لوگ ہم سے زیادہ توقع کرتے ہیں کہ ٹھیک ہے اگر لاہور میں 14 گھنٹے لائٹ نہیں ہے یا کوئٹہ یا پشاور یا حیدرآباد میں حالات بڑے خراب ہیں، تو وہ ادارے تو حکومت کی تحویل میں ہیں۔ ان سے تو آپ کیا توقع کریں۔ لیکن چوں کہ ہم بہت سے بڑے دعویدار ہیں بچکاری کے اور ہم نے یہ بھی کہا کہ ہم نے اسے ارب روپے سرمایہ کاری کی اور جنریشن کی طرف کئی سو میگا واٹس کا اضافہ کیا، پاور جنریشن پلانٹ لگائے، بے تحاشانے فیڈر ریز بچھائے وغیرہ وغیرہ تو اس کا اثر لوگوں کی زندگی پر کیا پڑا ہے۔ تو جب بھی تبدیلی کی بات ہوتی ہے، اندرون خانہ بھی اور بیرون خانہ بھی، تو اس میں مزاحمت بھی ہوتی ہے۔

ہمیشہ یہ یاد رکھیں کہ جب بھی کوئی ادارہ یا شخص اپنے آپ کو تبدیل کرنے کی کوشش کرتا ہے تو لوگ اس کی مزاحمت کرتے ہیں۔ اب اس مزاحمت کا سامنا کرنے کی آپ میں کتنی صلاحیت ہے، کتنی قوت ہے، کتنا عزم ہے، یہی امتحان ہوتا ہے۔ ہماری بھی یہی کوشش ہے کہ تبدیلی کی جو رفتار ہے، وہ سمت ہے۔ کیوں کہ ہمیں بہت جلد اپنی منزل تک پہنچنا ہے اور منزل یہی ہے کہ ہم کراچی کے شہریوں کو بہتر سہولت مہیا کریں۔ تاکہ ہماری واہ واہ نہ ہو، ہم واہ واہ کیلئے یہ کام نہیں کر رہے۔ میں ہمیشہ سے یہی کہتا ہوں کہ ہم کسی سے کوئی شخص متنبو بیت کا طالب نہیں ہے۔ ہمیں کسی سے دوست نہیں لینا ہے، ہمیں جا کر اسمبلی میں نہیں بیٹھنا۔ ہم صرف یہ چاہتے ہیں کہ اگر ہم اپنی ایک چھوٹی سی کاوش سے لوگوں کی زندگی میں بہتری لا سکتے ہیں تو آئیں اور اس کا اجر، جیسا کہ میں نے آپ سے پہلے کہا کہ اللہ تعالیٰ دے گا۔ اسی طرح جہاں تک ہمارے لوگوں کا تعلق ہے۔ آپ میں سے پرانے لوگ بھی یہاں موجود ہیں، بہت سے نئے افراد بھی KESC میں آئے۔ تمام لوگ KESC کے دفاتر ہیں، KESC کا حصہ ہیں۔ ہم اس لحاظ سے تفریق نہیں کرتے، لیکن نئے آنے والے لوگوں سے میں ہمیشہ یہی کہتا

ہوں اور میری ان کو یہ نصیحت بھی ہوتی ہے کہ ہمارے پرانے ساتھی ہیں، 25,30 سال، میں ایسے ایسے لوگوں کو بھی جانتا ہوں جو 40 سال سے ادارے کی خدمت کر رہے ہیں، ان کا احترام کریں۔ کیوں کہ انہی کی وجہ سے KESC ایک قائم و دائم ہے۔ میں بڑا حیران ہوا تھا، جب آج سے تین سال پہلے جب ہم KESC کو دیکھ رہے تھے تو اس وقت یہ ایک ٹونا ہوا ادارہ تھا اور جب ہم نے اس کو قریب سے دیکھا تو یقین مانیں کہ ہم دنگ رہ گئے کہ یہ ادارہ پہل کیسے رہا ہے، اس ادارے کو تو کب کا ڈوب جانا تھا۔ لیکن پھر احساس یہ ہوا کہ یہ ہمارے وہی لوگ ہیں، آپ جیسے لوگ جو یہاں بیٹھے ہوئے ہیں اور ہزاروں میں سے جو باہر اس وقت کام کر رہے ہیں، جن کی دیانت داری کی وجہ سے، جن کی بے لوث خدمت کی وجہ سے یہ ادارہ ابھی تک قائم ہے اور یہ کتنی جو ہے وہ ڈوبی نہیں۔

یہ بڑی اہم بات ہے اس لیے میں ہمیشہ فخر کرتا ہوں کہ آپ لوگوں کی وجہ سے اور جو کارکنان ہیں، آپ نے یہ بات پہلے بھی سنی ہوگی، اور بڑھ کی بڑی کی مانند ہوتے ہیں۔ تو آپ کا جو خیال ہے، یقین مانیں وہ ہمارے دلوں میں ہے۔ اس سلسلے میں چاہے وہ کچھ ایوں میں اضافہ ہو، چاہے وہ مراعات ہوں، چاہے وہ بہتری کے مزید مواقع ہوں۔ اس کا خیال کسی اور شخص سے کسی اور وقت سے دلانے

کی ہمیں ضرورت نہیں ہے۔ کیوں کہ یہ بات جو میں بار بار دہرا رہا ہوں کہ آپ کی نیت صاف ہو، منزل آپ کو پتہ ہو کہ کیا ہے تو کبھی کسی شخص کی ضرورت نہیں جو مجھے آکر یہ بتائے کہ ہمارے جو KESC کے ساتھی ہیں ان کی فلاح و بہبود کس میں ہے۔ ان کو کیا چاہیے۔ ہمیں بھی اتنا ہی پتہ ہے کہ جتنا دوسروں کو پتہ ہے۔ اب سوال یہ ہے کہ کتنا کیا چاہا ہے اب تک اور کتنا کرنا باقی ہے اور اس میں کوئی دو رائے نہیں کہ آگے جانا ہے۔ اسی طرح آپ میں سے وہ تمام افراد جو کہ سڑک پر کام کرتے ہیں، مجھے اس بات کا بڑا اثر ہے کہ اس سے اسس ہے کہ شہر کے حالات ایسے ہیں، بالخصوص ان علاقوں میں جہاں پر آپ بجلی کاٹنے جاتے ہیں۔ جہاں کے لوگ ہمارے ساتھ تعاون نہیں کر رہے، جیسا کہ ہفت روزہ پہلے کیا، وہ ہمارے لوگوں کو زد و کوب کرتے ہیں، ہمارے لوگوں کو مارتے ہیں، ہماری املاک کو نقصان پہنچاتے ہیں تو یہ بات مجھے پتہ ہے اور ہم نے ہمیشہ یہ کہا ہے اور علی الاطلاق کہا ہے کہ جن علاقوں میں بھی ہمارے لوگوں پر ہاتھ اٹھایا جائے گا، وہاں ہم دفتر بند کر دیں گے اور یہ پہلے بھی کیا تھا اور ابھی بھی ہو رہا ہے۔ اس میں مسئلہ یہ آتا ہے اور یہ بات میں آپ کو کل کر کہہ رہا ہوں کہ وہاں کے رہنے والے لوگ جن بیچاروں کا کوئی قصور بھی نہیں ہے، وہ بھی متاثر ہو جاتے ہیں۔ اسی لئے ہم اس دباؤ کا شکار ہو جاتے ہیں کہ ہمیں وہاں کام پھر سے شروع کرنا پڑ جاتا ہے، احتیاجا سہی، کیوں کہ ہمیں معلوم ہے کہ ہزاروں لاکھوں ایسے لوگ ہیں جن کو کوئی قصور نہیں لیکن وہ بھی ہماری اس کارروائی کی وجہ سے متاثر ہو رہے ہیں تو اس لئے مجبوراً ہمیں اپنے فیصلے واپس لینے پڑ جاتے ہیں۔ لیکن میری کوشش براہ راست یہ ہو سکتی ہے کہ جہاں کہیں آپ کو جان و مال کے تحفظ کے حوالے سے کوئی خطرہ

محسوس ہو، تو آپ وہاں کام نہ کریں۔ میں کئی ایک بار یہ بات واضح طور پر کہہ چکا ہوں کہ ہمارے لوگ مرنے، پٹنے کیلئے نہیں پیدا ہوئے، ہمارے لوگ اگر عوام کی خدمت کر رہے ہیں اور اگر کوئی ان پر ہاتھ اٹھاتا ہے، تو یہ ایسا ہی ہے کہ اس نے مجھ پر ہاتھ اٹھایا۔ اور ہم قطعاً اس کی اجازت نہیں دے سکتے۔ دوسری بات یہ کہ بغیر کسی خوف کے کام کریں، چاہے وہ کتنا ہی بڑا آدمی کیوں نہ ہو۔ ہم اپنے لوگوں کو یہ سمجھانا چاہتے ہیں کہ ہم ان کے پیچھے کھڑے ہیں، کبھی بھی ان کو اکیلا نہیں چھوڑیں گے۔ اس میں مجھے زیادہ خوشی ہوتی ہے کہ جب ہمارے لوگ کسی بڑے آدمی صاحب حیثیت آدمی، جو سمجھتا ہے کہ وہ بہت طاقتور ہے اور اس کا کوئی بال بھی نہیں کر سکتا، ہم اس کے گھر جا کر قانون کے دائرے میں رہتے ہوئے کوئی کارروائی کرتے ہیں تو آپ اپنے ان ساتھیوں کے ساتھ سب سے پہلے مجھے بائیں لگے۔ ان کا دفاع کرنا میرا اولین فرض بنتا ہے اور میں یہ کرنا رہا ہوں۔ اسی لئے ایسے کئی مواقع آئے جب ہمارے لوگ اس زد میں آتے، ہمیں اس کا احساس ہے، ان میں سے کئی لوگوں کو ہم نے اپنے دفتر بلا کر شاباشی بھی دی ہے ان کو عزم کے سرٹیفکیٹ بھی دیئے ہیں لیکن جب بھی ایسے واقعات ہوتے ہیں مجھ ان کا احساس ہوتا ہے، ہمارے ساتھیوں کو اس کا احساس ہوتا ہے۔

آخر میں یہ جو عزم کانفرنس کا سلسلہ ہے یہ ہماری ایک چھوٹی سی کوشش ہے آپ لوگوں سے ملاقات کرنے کی اور اس سے یقیناً ہم بھی کچھ سیکھیں گے اور امید ہے کہ آپ لوگ بھی اس سے مستفید ہوں گے۔ ایک دن میں ذہن تبدیل نہیں ہوتا، اتنا تو مجھے بھی احساس ہے۔ لیکن چند ایک باتیں اگر ذہن میں رہ جائیں تو یہ ابھی بات ہے اور آپ لوگوں کی جو بھی رائے ہو اس کا بلا خوف و تحکم اظہار ضرور کیجئے گا۔ کیوں کہ اسی سے ہم سیکھتے ہیں اور اپنی اصلاح بھی کرتے ہیں۔ لیکن ایک جو میری آپ سے گزارش ہوگی وہ یہ ہے کہ کسی بھی بات کو دیکھتے وقت یہ ضرور سوچیں کہ اگر کوئی بات ذاتی طور پر میرے حق میں بہتر نہیں ہے لیکن اگر اس سے میرے صارفین اور میرے لوگوں اور ادارے کا اور صارفین کا بھلا ہو رہا ہے تو اس میں آپ کی کیا رائے ہے۔ اور آپ جب بھی کوئی رائے دیں تو اس میں KESC کی سوچ ہونی چاہئے۔ کہ آیا آپ کی رائے KESC کے حق میں ہے یا نہیں ہے یا اس میں یہ را کوئی ذاتی مفاد ہے۔ تو یہ ایک مشکل کام ہے کیوں کہ ہماری اپنی خواہشات ہیں تو اس کو کرنا ذرا مشکل ہے۔ لیکن میں آپ کو یہ ایک پیچھے کے طور پر دے رہا ہوں۔ آج یا آنے والے دنوں میں اگر یہ سوچ ہم میں آجائے تو ہم سب کا بھلا ہوگا۔ آنے والے وقت میں جیسا کہ میں نے کہا کہ ہماری ملاقات کا سلسلہ جاری رہے گا۔ میرے دروازے آپ کیلئے ہمیشہ کھلے ہیں، آپ جب چاہیں مجھ سے مل سکتے ہیں۔ جو لوگ مجھے ای میل کر سکتے ہیں وہ مجھے ای میل کر دیں بہت سے طریقے ہیں، جن کے ذریعے آپ مجھ سے رابطہ کر سکتے ہیں۔

بہت بہت شکر یہ

عزم کا نفرنس (این ایم ایس)

5 June to 17 July 2012

خواتین و حضرات۔۔۔ السلام وعلیکم

لوگ بھی اسی معاشرے کی عکاسی کرتے ہیں۔ جہاں پر اچھے لوگ بھی بستے ہیں اور برے لوگ بھی بستے ہیں اور ہمیں یہ اعتراف کرنے میں بھی کوئی ہچکچاہٹ نہیں ہونا چاہیے کہ ہماری صفوں میں کالی بھیڑیں تھیں اور اب بھی ہیں، جنہیں منظر عام پر لانا میرا اور آپ کا فرض بنتا ہے۔ کیوں کہ اسی میں ادارے کا، شہر کا، ملک کا مجموعی مفاد ہے۔ میرا اور آپ کا جو مقصد ہے وہ یہ ہے کہ ہم اس ادارے کو مزید بہتر اور فعال بنائیں۔ ایک مضبوط ادارہ بنائیں، جو کہ افراد کے گرد نہ گھوم رہا ہو۔ لیکن نظام اتنا پختہ ہو اور ادارہ اتنا مضبوط ہو کہ ہم یقیناً سر اٹھا کر یہ کہہ سکیں کہ ہم ایک ایسے ادارے کا حصہ ہیں جو لوگوں کی خدمت پر مامور ہے اور یہ کہ ہم بلا امتیاز لوگوں کی خدمت کر رہے ہیں اور اس میں ہمارا کوئی ذاتی مفاد نہیں شامل ہے۔ اس کیلئے چند مشکل فیصلے کرنے پڑے اور شاید آگے بھی کرنا پڑیں۔ لیکن ایک بات کا میں آپ کو یقین دلانا چاہتا ہوں اور آپ میں سے جو لوگ مجھے ٹھوڑا بہت سمجھتے ہیں، مجھے بھی ڈھائی سال ہو گئے، یہاں پر آئے ہوئے اور آپ میں سے اکثر لوگوں سے میری ملاقات بھی ہوئی ہوگی سرسری طور پر، لیکن سمجھ گئے ہوں گے آپ لوگ کہ میں دل کی گہرائی سے جو سوچتا ہوں، وہی کہتا بھی ہوں۔ اور میری کوشش ہوتی ہے کہ قول اور فعل میں تضاد نہ ہو۔ جو چیز ہم کہتے ہیں کہ ہم کرنا چاہتے ہیں کیوں کہ اس ادارے کا مفاد ہے، تمام تر مشکلات اور کارٹوں کے باوجود ہم اس پر انتہائی پُر عزم انداز میں ڈٹے رہتے ہیں اور ہم اپنی ٹانگیں منزل پر رکھتے ہیں۔ ہم پیچھے ہٹنے والے نہیں

ہم عوام کی بات کرتے ہیں، اپنے صارفین کی بات کرتے ہیں تو ہم نے ہمیشہ کہا کہ وہ لوگ جو قانونی طور پر بجلی کا استعمال کرتے ہیں، وہ لوگ جو وقت پر اپنا بل ادا کرتے ہیں، ان کیلئے ہماری جان بھی حاضر ہے۔ کیوں ہماری تمام تر کاوشیں، کوششیں ان کیلئے ہیں جو ہمارے ساتھ تعاون کر رہے ہیں۔ لیکن وہ لوگ جو دانستہ، غیر دانستہ طور پر ہمارے ساتھ تعاون نہیں کر رہے، بجلی کا غلط استعمال کر رہے ہیں یا بل وقت پر ادا نہیں کرتے، ان کے ساتھ ہمارا رویہ یا سلوک قدرے مختلف ہے۔ اور یہ انصاف کا تقاضہ ہے کہ وہ دو لوگ برابر نہیں ہو سکتے، ایک وہ جو قانون کے دائرے میں رہ کر آپ کے ساتھ بات کر رہا ہے، تعاون کر رہا ہے۔ دوسرا شخص وہ جو اس کے برعکس کام کر رہا ہے۔ وہ دو لوگ برابر نہیں ہو سکتے۔ قانون فطرت بھی آخرت میں جنت اور جہنم کی حمایت کرتا ہے۔ تو فرق تو ظاہر سے صاف ہے۔ اسی طرح ادارے کے اندر یہ بات طے شدہ ہے کہ ہم اس وقت تک اپنی کارکردگی کو بہتر نہیں بنا سکتے، جب تک ہم میں یہ صلاحیت نہ ہو، اتنی اخلاقی جرات نہ ہو کہ ہم اپنے گریبان میں جھانک کر اپنی کوتاہیوں کو اپنی خامیوں کو بھینکیں، پچھان سکیں اور ان کا اعتراف کر سکیں۔ جب بھی لوگ جھ سے یہ کہتے ہیں کہ KESC میں یہ کچھ ہوتا رہا ہے، یا ہو رہا ہے، اس کے ذمہ دار سو فیصد KESC کے ہی لوگ ہیں۔ میں اس بات کی بڑی سختی سے مذمت بھی کرتا ہوں اور تردید بھی کرتا ہوں۔ لیکن یہ بات درست ہے کہ ہمارے ہاں جو لوگ کام کر رہے ہیں، میں، آپ اور اس ادارے سے وابستہ دیگر تمام

ہم نے عزم کا نفرنس کا یہ سلسلہ شروع کیا ہے اور جیسے میں ہمیشہ کہتا ہوں کہ یہ میری خواہش ہے کہ نہ صرف آپ لوگوں کے درمیان رہوں بلکہ دوطرفہ گفتگو کا سلسلہ بھی رہے۔ اس خواہش کے باوجود جتنا میں چاہتا ہوں اتنا یہ ملاقات کا سلسلہ جاری نہیں رہتا۔ کیوں کہ یقیناً آپ بھی بہت مصروف ہیں اور ہماری بھی مصروفیات، دشواریاں بھی آپ کے علم میں ہیں۔ اسی ماحول میں، اسی شہر میں، اسی ملک میں جہاں بے تحاشہ مسائل ہوں وہاں ہم سب مل کر ایک ادارہ چلانے کی کوشش کر رہے ہیں۔ جس پر دو کروڑ لوگوں کا دارومدار ہے۔ اور یہی ایک اہم بات ہے جس کا احساس یقیناً آپ لوگوں کو تھا ہی، مجھے بھی ہو گیا ہے کہ ہماری جو بھی کاوشیں ہیں، جو بھی ہم کرتے ہیں اس کا براہ راست اثر چاہے وہ مثبت ہو یا منفی، دو کروڑ لوگوں کی زندگیوں پر روزانہ ہر لمحے پڑتا ہے۔ یہی وجہ ہے کہ ہم کہتے ہیں کہ یہ باقاعدہ 9 سے 5 بجے روزانہ نوکری نہیں ہے۔ یہی وجہ ہے کہ ہم کہتے ہیں کہ یہ ایک عزم ہے، ایک منزل ہے، ایک سفر ہے، جو کہ ہم طے کرنا چاہ رہے ہیں اور اس دنیا میں نہیں تو شاید آخرت میں اللہ تعالیٰ ہمیں اجر ضرور دے گا۔ صاف نیت، ایمان داری اور دیانت داری کے ساتھ لوگوں کی خدمت کا جذبہ ہم میں موجود ہے اور جہاں تک عوام کا تعلق ہے، ہم سب عوام سے ہیں، ہم سب نہیں کی پیداوار ہیں۔ اس شہر کے، اسی ملک کے رہنے والے شہری ہیں۔ لیکن ہم نے ہمیشہ تفریق کی ہے۔ یہ بات طے شدہ ہے، اس میں کوئی ڈھکی چھپی بات نہیں کہ جب

خود احتسابی ایک ایسا عمل ہے جس سے کامیابی آپ کے قدم چومتی ہے



ای میلوسا لیے ہیں کہ ملیری ایک ایسی ایچ ٹی لائن میں پھر سے بجلی چوری کی ایک واردات ہوگئی اور اس کی وجہ سے ہمارے تمام ایسی ایچ ٹی انجینرز اور سیکورٹی کے اہلکار بغیر اس بات کی پرواہ کئے کہ صبح کے چار بجے ہوئے ہیں یا پانچ اور آیا تو ادا کا دن ہے، چاہے گھروں سے بیٹھ کر کام کریں مگر کام کر رہے ہوتے ہیں، اور سات بجے تک وہ معاملہ حل ہو چکا ہوتا ہے۔ اس میں خوشی محسوس ہوتی ہے کہ میں بحیثیت سربراہ KESC، آج کے دن اپنے کمرے میں آرام سے سو رہا تھا مگر میرے بہت سے ہونہار ساتھی بغیر کسی کے کبے سے خدمت کر رہے تھے۔ میری خدمت نہیں کیونکہ مجھ سے ان کا کوئی ذاتی رشتہ یا لگاؤ نہیں لیکن جو خلق خدا ہے یعنی کراچی کے دو کروڑ عوام ان کی خدمت کر رہے تھے۔ اگر بجلی کسی ایک علاقے میں نہیں تھی تو ان کی کوششوں سے چھ گھنٹے کے بجائے تین گھنٹوں میں بحال کر دی گئی۔ اس کا صلہ ادارہ یا انتظامیہ کسی صورت دے سکتی ہے، لیکن اس کا اجر آخرت میں اللہ تعالیٰ ہی دے پائے گا، لوگوں کی دعا میں اور بدعا میں دونوں ہی آپ کو ملتی ہیں۔

تفریق کا مکمل ایک تنازع بات ہے۔ ادارے سے باہر آپ تفریق کی ایک جھلک دیکھ چکے ہیں کہ ڈھائی سال پہلے جن علاقوں میں عوام کے تعاون سے بجلی کی چوری پر قابو پایا گیا ہے اور جہاں وصولیاتی کا عمل 95 فیصد سے زیادہ ہے، وہاں لوڈ شیڈنگ کم ہے۔ اس پر اعتراض اٹھایا گیا کہ جن علاقوں میں آپ تین یا چھ گھنٹے کی لوڈ شیڈنگ کر رہے ہیں، وہاں پر بھی اتنے لوگ رہتے ہیں جو اپنا بل ادا کر رہے ہیں اور بجلی کا قانونی استعمال کر رہے ہیں، ان کا کیا تصور ہے؟ آئے ہیں کہ جوں کیوں پس رہا ہے۔ آپ اس کو اجتماعی سزا سمجھیں یا کٹھنکی جیوری سمجھیں کہ یہ نہیں کرنا ضروری ہے۔ تفریق کے اس عمل اور نظریے کو ہم نے اس انداز سے متعارف کروایا کہ اچھے اور برے صارف میں فرق ہے، ہمارے لیے تمام صارفین برابر نہیں ہیں۔ دونوں کے لیے کسٹمر سروس کا معیار بھی مختلف ہوگا۔ ہم نے اس تفریق کا برملا اظہار بھی کیا۔ اسی طرح جب میں نے ادارے کے اندر لوگوں سے ملنے جلنے کا سلسلہ شروع کیا، گوچھلے برس سے میرا لوگوں سے ملنا جلنا کئی وجوہات کی وجہ سے کم ہو گیا۔ پہلے سال میں، میں نے تمام KESC دفاتر کا دورہ کیا، اور لوگوں سے ملا اور ملازمین کے گروپ سیشنز میں بیٹھا، کئی پچھری کی ابتدا کی، اس میں حصہ لینا، ملازمین، لائن مین، لوڈ اسٹاف اور فزول کو اپنے کمرے میں بلا کر ان سے دو دو، تین تین گھنٹے گفتگو کی، تو میرا مقصد کوئی عظیم رہنما بنانا نہیں تھا، نہ ہی مجھ نے ان کو کوئی ووٹ چاہئے تھے، نہ ہی میری یہ خواہش تھی کہ کوئی میرا کندھا تھپتھپائے۔ بس میں لوگوں کو سمجھانا چاہتا تھا۔ میں ان کے دماغ اور سوچ کو سمجھنا چاہتا تھا کہ آخروہ چاہ کیا رہے ہیں اور کون سی پالیسیاں اس سے حاصل لینے اور بہتری میں مدد دیں گی۔ ایک بات سامنے آئی کہ تقریباً تمام لوگوں نے یہی کہا کہ گھوڑے اور گدھے میں فرق ہونا چاہئے۔ چاہے یہ سننے میں کتنا ہی عام سماجیوں نہ لگے مگر سب کا مطلب یہی تھا کہ کارکردگی کے معاملے میں تفریق ہونی چاہئے۔ لوگوں کے حوصلے

اور کام کرنے کی لگن پر منفی اثر پڑتا ہے جب وہ یہ دیکھتے ہیں کہ ایسے تمام لوگ جو توقعات سے کم کارکردگی دکھا رہے ہیں، ان کو بھی ادارہ بڑے بڑے عرصے سے چلا رہا ہے اور نواز رہا ہے۔ اس کے مقابلے میں وہ اچھے لوگ جو کراچی اور ادارے دونوں کی بے لوث اور بے غرض خدمت کر رہے ہیں، وہ پچھلے پانچ یا دس نہیں، بلکہ تیس تیس برسوں سے انہی عہدوں پر بیٹھے ہوئے ہیں اور ان کا کوئی پرسان حال نہیں۔ جب یہ مسئلہ سامنے آیا تو اس کا حل نکالنا بھی ضروری تھا، لیکن اس کا حل آسان نہیں تھا کیونکہ اگر آپ میرے نقطہ نظر سے دیکھیں، تو آپ لوگ جو 170 یا 175 کے تعداد میں یہاں بیٹھے ہیں، اور آپ سب ہی لوگوں سے میں تقریباً ملتا ہوں، جانتے ہیں کہ ملازمین کی تعداد 17000 سے زیادہ تھی، گوکہ آئے والی پرنٹیشن میں یہ نمبر کرر 13000 دکھائی دے گا۔ بہر حال یہ ایک بہت بڑی تعداد ہے۔ اس بڑی تعداد کے لیے ایک آرڈر یا نظام کا متعارف کرایا جانا لازمی تھا، جس کو ابتدائی طور پر پی ایبز کا نام دیا گیا اور آج اسے سالانہ پرفارمنس شیڈول اسٹیمٹ کا نام دیا جاتا ہے۔ اس نظام کے متعارف کرائے جانے کا ایک بڑا سبب یہ تھا کہ مینجروں اور ٹیم لیڈروں کو ایک معیار کے مطابق اپنے خیالات کے اظہار کا موقع ملے۔ یہ ادارے 100 فیصد صحیح نہیں ہو سکتی۔ لیکن اس کے بعد میں لوگوں سے یہ سوال کرتا ہوں کہ پہلے کا نظام جو بنیادی طور پر نظام تھا نہیں، کیا وہ بہتر تھا؟ اگر ہم اس طریقے کا استعمال کرتے ہوئے 60 فیصد تک نتائج بھی حاصل کر پاتے ہیں تو میں اس کو بہتری کی طرف ایک قدم خیال کرتا ہوں۔ جہاں تک نظام کی بہتری کی بات ہے، تو میرا یقین ہے کہ ادارے کو افراد کے اطراف نہیں گھومنا چاہئے۔ یہ بڑا آسان ہوتا ہے کہ بحیثیت انسان ہماری بڑی بقولیت ہو لیکن اگر آپ نظام میں تبدیلی نہ لائیں تو ہم کیا تبدیلی پیچھے چھوڑ جائیں گے؟ جب میں شروع شروع میں ادارے میں آیا تو بڑا جوش اور جذبہ تھا، اور یہی چیز اب بھی باقی ہے۔ بڑی شکایات آتی کرتی تھیں کہ کسی کا تار ٹوٹا ہوا ہے، یا کنکشن چاہئے، اسی طرح ادارے کے اندر افراد کی شکایات تھیں کہ کسی کا پرموشن رکھا ہوا ہے، کسی کی تنخواہ میں اضافہ کا مسئلہ تھا، اور کیوں کہ سیکھنا چاہ رہا تھا، میں ان افراد کی توجہ بڑا اور شکایات کا فوری حل بھی نکالتا تھا، جس سے لوگ بڑے خوش بھی ہوتے تھے کہ بڑا اچھا آدمی آیا ہے وہ سب کی سنتا ہے، لیکن مجھے کہیں نہ کہیں اس کا بہت افسوس ہوتا تھا، کیونکہ میرا یہ مقصد نہیں ہے، انفرادی مشکلات کے حل کے بجائے میرا اور میرے ساتھیوں کا بنیادی مقصد ہونا چاہئے کہ ہمارے ادارے کا نظام اتنا پائیدار اور مستحکم ہو جائے کہ یا تو مسائل پیدا ہی نہ ہوں یا اگر ہوں تو نظام کے اندر آ کر فوری طور پر حل ہو جائیں، اس کا کسی کے موڈ اور کام کرنے کے ارادے پر انحصار نہیں ہونا چاہیے، تمام بڑے بہتری کے باوجود اندرونی اور بیرونی طور پر مزید بہتری لانے کی ضرورت ہے۔ یہی بات میں میڈیا کے سامنے بھی کہتا ہوں کہ ہم روزانہ اپنی غلطیوں اور خامیوں کو پہچان کر ان کو سدھارنے کی کوشش کر رہے ہیں کیونکہ عمل کا دار و مدار نیتوں پر ہے۔ اگر

KESC کو نسبتاً ایک بہتر اور فعال ادارہ بنانا ہے تو اس کا اجر ہمیں صرف خدا ہی دے سکتا ہے لیکن ہمارے دل کو اطمینان ہوگا۔

میں اپنے پیچھے ایک ایسا ادارہ چھوڑ کر جانا چاہتا ہوں کہ لوگ یہ کہیں کہ بے شک بڑے مین لوگ تھے، لوگوں کا زیادہ خیال نہیں کرتے تھے، لیکن کم از کم یہ نہ کہیں کہ مناقب تھے۔ اور میرا یہ محکم ایمان ہے کہ شاید قیامت کے دن خدا سب کو معاف کر دے، مشرکوں کو بھی لیکن منافقین کو نہیں۔ اسی لیے میں وہ کہنے کی کوشش کرتا ہوں جو میرے دل میں ہے اور کوشش کرتا ہوں کہ جو ہوں اس پر عمل ہو، حالانکہ قول اور فعل میں ہمیشہ تضاد ہوتا ہے۔ لیکن ہم نے ہمیشہ یہ کوشش کی ہے کہ جو مشکل فیصلے ہیں ان پر قائم رہیں، اور جو ادارے کا وسیع تر مفاد ہے، اس کے لیے جو بھی فیصلے کرنے پڑیں، جن بھی مشکل مراحل سے گزرنا پڑے، وہ ہم کریں۔ اس کے لیے عزم چاہئے، سو فی صد نتائج پھر بھی سامنے نہیں آتے، انگریزی کی ایک اصطلاح ہے دو طرفہ نقصان جنگ کی کیفیت میں جو بھی عزائم ہوتے ہیں وہ نیک بھی ہو سکتے ہیں اور نہیں بھی۔ اس لیے اس ساری کش مکش میں کہیں دو طرفہ نقصان ضرور ہوا ہوگا جسے ہماری بدقسمتی کہنا چاہئے۔ لیکن پھر بھی ہم سزا کا بدلہ چاہ سکتے ہیں کہ ہم نے جو بھی کام کیا وہ KESC، کراچی اور پاکستان کی بہتری کے لیے کیا۔ آخر میں یہ کانفرنس میرے باقاعدگی کے لیے نہیں، بلکہ آپ کے لیے ہے اور اس سے بھی بڑھ کر آپ کے وہ ہزاروں ساتھی جو اس وقت اس ہال میں موجود نہیں ہیں، مختلف دفاتر اور شہروں میں لوگوں کی خدمت میں مصروف ہیں، یہ کانفرنس ان کے لیے ہے۔ اس کلاب لباب یہ ہے کہ آجیے ہم KESC کو ایک کسٹمر سینٹرک اور مالی طور پر مضبوط ادارہ بنائیں جو کہ اپنے پیروں پر کھڑا ہو سکتا ہو۔ ایک ایسا ادارہ جو ملک اور قوم کی خدمت کر سکے، دوسروں کے لیے مثال بن سکے اور تمام حکومتی اور سیاسی اثر و رسوخ سے بالاتر ہو۔ بڑی حد تک یہ جنگ ہم اکیلے ہی لڑ رہے ہیں۔ اسی وجہ سے کبھی کبھار صحیح کے دو یا تین بجے ہم پل ایس او سے 500 آئل یا سوئی سدرن گیس کھینچی سے 10 ملین کیو بک فیٹ روزانہ کی ڈیمانڈ کرتے ہیں تاکہ رات کو شہر میں بلا تعطل بجلی کی فراہمی جاری رہ سکے۔ اور گو ہماری تعریف کرنے کے لیے کوئی نہیں لیکن ایک فیڈر کے کام چھوڑ دینے کی صورت میں ہمیں بڑے الفاظ سے ضرور یاد کیا جاتا ہے۔ یہی وہ جگہ ہے جہاں آپ کا جذبہ کام آتا ہے، کہ بنا، اجراء اور تعریف کی خواہش کے بس کا کام۔ KESC کسٹمر سروس کا کام نہیں۔ اس سے باہر سولت نوکریاں اس شہر اور ملک میں مل سکتی ہیں۔ لیکن اگر آپ میں خدمت کا وہ جذبہ نہیں تو یہ ایک بہت مشکل کا ثابت ہو سکتا ہے۔ ہم اپنی کارکردگی کو مہیوں سے نہیں تولتے، نہ ہی ہم شہرت حاصل کرنا چاہتے ہیں۔ ہم کراچی اور پاکستان دونوں کو مضبوط کرنا چاہتے ہیں۔ اگر کراچی پاکستان کا معاشی مرکز ہے تو KESC کراچی کا معاشی مرکز ہے۔ یہ ایک انتہائی اہم ذمہ داری ہے اور اس سے عہدہ براہ ہونا عبادت سے کم نہیں۔ آپ سب کا شکر ہے!

میں چاہتا ہوں کہ مسائل اور شکایات کا حل افراد کے ہاتھوں میں نہ ہو، بلکہ ایک ایسا نظام وضع ہو جائے، جس میں آکر یہ پرابلمز از خود حل ہو جائیں۔



عزم کا نفرنس (جی ایم و افسرانِ بالا)

31 January 2012

خواتین و حضرات۔۔۔ السلام وعلیکم

کسٹمر سینٹرک ادارہ ہو سکتا ہے۔ مجھے آپ لوگوں کے سروے کے نتائج دیکھ کر بڑی خوشی ہے کیوں کہ میں پچھلے دو سال سے ایک بات ہمیشہ کہتا آیا ہوں کہ ہمیں KESC کو ایک صارف دوست ادارہ بنانا ہے۔ آج یقیناً کچھ بہتری آئی ہے لیکن مزید بہتری کی گنجائش ہے۔ کیونکہ اگر آپ KESC مطالعہ کریں، تو ہم سب جو یہاں بیٹھے ہیں، KESC میں کام کرتے ہیں، ہم یہ باآسانی سمجھ سکیں گے کہ ایک طرف تو KESC ایک نئی ادارہ ہے، جس میں لوگوں نے اربوں روپوں اور کروڑوں ڈالر کی سرمایہ کاری کی ہوئی ہے، اور ان کا جائز حق ہے کہ ان کی سرمایہ کاری پر ایک خاطر خواہ اور مناسب منافع کا حق دیا جائے۔ آج نہیں لیکن کل یہ ان کا حق ہے۔ لیکن دوسری طرف آپ کا ایک پبلک سروس کردار بھی ہے، تو یہی ایک توازن ہے جس کو قائم کرنا انتہائی مشکل ہے۔ دو کروڑ لوگوں کا ذکر بار بار کیا گیا، یقیناً کراچی میں کوئی بھی شخص ایسا نہیں ہوگا، ماسوائے چند ایک ہزار لوگوں کے جن کی زندگی میں KESC اثر انداز نہیں ہو رہا۔ ویسے تو صارفین کی اگر تعداد دیکھی جائے تو شاید وہ تیس یا چوبیس لاکھ بنتی ہے۔ لیکن یقیناً دو کروڑ افراد اس شہر میں یا پینتالیس ہزار چھوٹی اور بڑی صنعتیں اس شہر میں ایسی ہیں جن کا سارا دار و مدار KESC پر ہے۔ یہی وہ وجہ ہے کہ آپ تمام لوگ دن رات محنت کر رہے ہیں میں۔ جب اتوار کے دن صبح نو بجے سو کر اٹھتا ہوں اور حسبِ عادت اپنا بلیک ہیری کھولتا ہوں تو دیکھتا ہوں کہ بچپن کی میٹھی میٹھی چار بجے سے سات بجے تک سامنے کھلی ہیں، اور وہ تمام کی تمام

ہیں لیکن اس کے نتیجے میں KESC ایک قابلِ تزیج ادارہ نہ رہا۔ اس زوال کی وجہ سے KESC کو نومبر 2005 میں چکاری کے عمل سے بھی گزرنا پڑا۔ اس کے بعد جو کچھ بھی ہوا، آپ لوگوں کے سامنے ہے۔ سبیز اور اس کے بعد کچھ اور مینجمنٹ ٹیمیں سامنے آئیں۔ ظاہر ہے تین برس پہلے اس ادارے کا انتظام سنبھالنے پر مسائل کا ایک انبار سامنے تھا اور اندرونی اور بیرونی طور پر KESC کی ساکھ بہت متاثر تھی۔ جس طرح کامران نے ذکر کیا، میری خوش قسمتی یا بد قسمتی، کہ ابراج کی طرف سے ہونے والی ذیلیں میں، میں بھی شامل تھا۔ ہم نے جب KESC کے مسائل کی فہرست سامنے رکھی، تو یہ سوال اٹھایا کہ ان تمام مسائل میں سے سب سے اہم اور سنگین مسئلہ کیا ہے؟ کچھ لوگوں نے کہا کہ بجلی کی پیداوار اور طلب میں فرق کا توازن قائم کرنا ضروری ہے۔ بجلی کی چوری کے حوالے سے سب نے بات کی، بلوں کی ادائیگی اور عدم ادائیگی کا مسئلہ سب کے سامنے تھا، مختلف اسٹیک ہولڈرز (فریٹین) کے ساتھ جو رشتے اور روابط ہیں وہ ٹوٹے ہوئے یا غیر متحکم تھے ان کو سمجھ کر یقیناً ایک بہت اہم تزیج تھی، لیکن ایک بات پر سب متفق تھے کہ KESC کا سب سے بڑا مسئلہ ہومن ریسورس ہے یعنی ایچ آر۔ کیونکہ یہ میرا ایمان، عقیدہ اور تجربہ ہے کہ جس ادارے کے لوگ خوش نہ ہوں، مطمئن نہیں ہوں، ان کا عزم اور اس کے عزم، یا انتظامیہ کے عزم سے مطابقت نہیں رکھتا ہو، اور سوچ بگر اور عمل میں تضاد دکھائی دے، ہم آج بھی نہ ہو تو وہ ادارہ ترقی نہیں کر سکتا۔ نہ ہی وہ ادارہ ایک

حسبِ عادت میں نے کوئی تقریر تیار نہیں کی، جو میرے دل میں ہے وہ آپ

لوگوں تک پہنچا دوں گا۔ ایک سفر کا کامران بار بار ذکر کر رہے تھے کہ پچھلے تین سالوں میں ہم نے کیا کیا، کیا نہیں کیا، کیا کیا کاوشیں تھیں، کیا نتائج سامنے آئے، لیکن میری نظر میں یہ صرف تین سال کا سفر نہیں ہے۔ KESC جیسے کامران نے خود ذکر کیا، آپ لوگ مجھ سے زیادہ جانتے ہیں کہ اس کو قائم ہونے والے 99 سال ہو گئے ہیں۔ انشاء اللہ اگلے سال سنچری بھی ہو جائے گی اور اس کمرے میں موجودگی ایک لوگ KESC کی پچھلے دس، بیس یا تیس سال سے نہیں، بلکہ پینتیس یا چالیس سال سے خدمت کر رہے ہیں۔ مجھے تھوڑی سی چٹکاپاٹ ہوتی ہے اگر یہ تازہ دیا جائے، کہ پچھلے تین سال میں ہم نے محنت کی ہے اور کچھ نتائج سامنے آئے ہیں اور اس سے پہلے کچھ نہیں ہوا۔ مجھے یاد ہے کیونکہ میں بھی کراچی میں ہی پیدا ہوا اور میرے بچپن کا کافی حصہ یہیں گزرا، اچھے اور برے دونوں طرح کے دن دیکھے۔ KESC ایک بہت مثالی ادارہ ہوا کرتا تھا اور کراچی اور ملک بھر کے بہترین انجینئرز اور انجینئرز مدرسون، یونیورسٹیوں اور اسکول، کالج وغیرہ سے نکل کر KESC کو ملازمت کے حوالے سے پہلی تزیج دیا کرتے تھے۔

1980 میں البتہ KESC کی کارکردگی اور نتائج میں بہتری کے بجائے زوال آنا شروع ہو گیا اور اس کی کئی وجوہات ہیں۔ ان وجوہات میں پڑنے کی ضرورت نہیں، آپ لوگ مجھ سے زیادہ جانتے

اگر نیت صاف اور لگن سچی ہو تو جذبے فولاد کو بھی پگھلا دیتے ہیں





Leadership - Reforming a Public Sector Enterprise (PSE)

By Tabish Gauhar, March 2013

What is a public sector “mindset”? In a monopoly situation, especially in an essential public service category, the customer is taken for granted – he really doesn’t have a choice, after all. He is supposed to chase you, not the other way around. In a public sector enterprise (PSE), employees are rewarded for longevity of service, not assessed against established benchmarks or key performance indicators (KPIs) – a performance culture is not embedded in the organisation’s DNA. It is almost impossible to weed out the non-performer and the corrupt from within the system, given the overly complicated set of service rules, laws and regulations governing the employer-employee relationship. More often than not, a PSE is

used by the ruling government as a political tool (through their in-house proxies) and a dumping ground to create employment opportunities for loyalists – having the “right number of right people at the right place” is a very alien concept. Very little, if any, long term planning is done, and most of the decisions are made on an ad hoc basis. There’s a budget but no concept of a “bottom line” – unlike a private company, there’s no Balance Sheet, P&L or Cash Flow Statement to manage because, in the end, the State will foot the bill and plug the hole. In other words, Big Daddy will always come to the rescue, so no need to burn the midnight oil to stand and survive on your own two feet. As and when needed, banks will lend money not against the PSE’s assets and cash flows but

against a sovereign guarantee from the Ministry of Finance. There’s absolutely no incentive to improve service or grow the operations, because no reward (monetary or otherwise) is associated with that. There’s little inclination to take a business or a commercial view on any issue – the path of least resistance and/or lowest common denominator principle is always applied as a means of self-preservation. Political interference is tolerated by the top management since most of them owe their jobs to their political masters and do not have the courage or conviction to say No – simply put, they are too afraid of losing their jobs.

On the contrary, a private sector “mindset” is

purely customer-centric, where every action of the organisation is geared towards retaining and growing the customer base through improved products and service quality. Customer is the King, not to be taken for granted because more likely than not, he’d have a choice to switch to one of the competitors. A KPI-driven performance culture prevails within the organisation, where there’s no such thing as job security unless the employee performs his job with integrity and passion and meets the set objectives. A private sector company focuses on its core competencies only and outsources all non-core functions to third parties that can provide the same set of services much more efficiently – it knows its primary purpose of life and does not venture into areas that can be better performed by others. To survive and grow, it has to be profit-oriented – it needs healthy positive operating cash flows to invest in growth infrastructure and to repay its debt; it also needs to provide a consistently reasonable return on its shareholders’ investment to encourage further equity injection from existing as well as potential new investors. As investment dollar chases the most attractive opportunity and zip code, a private sector organisation does whatever it takes to attract that dollar. Simply put, it needs to be profitable to grow and survive in the long run. Embedded in its cultural DNA is a very strong focus on Sustainable and Responsible Investment by employing the best Environment, Social & Governance (ESG)

principles – it realises that its long term survival is directly linked to the wellbeing of the society it serves and regards itself as part and parcel of the external environment and not an island unto itself. And it never stops seeking growth and expansion into new products, services, and geographies – a “local” champion would seek to become a “regional” champion and the latter would endeavor an international/multinational footprint. Stagnation is death; the only remedy is continuous growth and innovation. To achieve this transformation from a public sector to a private sector “mindset” requires a reformist leader or leadership with the following attributes and hallmarks:

A reformist leader is never in a popularity contest; he seeks to do the right thing at the right time, always keeping the end goal and the bigger picture in mind, and not focused on the next day headlines or short term earnings as his guiding principles. History teaches us that all “transformative” ideas are met with skepticism and often downright hostility in the beginning, but are subsequently embraced as “thought leadership”. To toe the conventional wisdom or being politically correct is a sign of intellectual bankruptcy, a perfect recipe for failure. A reformist leader has the self-confidence and belief to buck the trend and stay the course.

He believes in active communication,

internal as well as external, but realises that some information is to be shared on a “need-to-know” basis and that organisations are not “democracies” where the majority view is always deemed correct – which is why it’s indeed “lonely at the top” because the buck stops with him. He, however, inspires and builds an internal “coalition of the willing” to drive through the reformist agenda against the inevitable resistance from the forces of status quo. To achieve transformation, it is absolutely critical to establish the “writ” of the management – there cannot be more than one power centre within the organisation. A degree of “fear factor” is also an inevitable prerequisite – for instance, employees should know that if they’re caught doing something illegal, no force on the planet (except God) can save them, with no compromise or exceptions to this rule.

He manages expectations by under-promising and over-delivering; he keeps emphasising that performance improvement is relative and should not only be measured in absolute terms in a turnaround situation. He understands and actively communicates, without sounding defensive, that it is unrealistic to create an island of excellence in a sea of turmoil & chaos, but he never loses hope. He appreciates that there’s no magic wand or Eureka solution to the systemic/structural issues faced by the organisation, but a clear vision/mission/strategy/business plan needs

to be articulated and put into action through a consistent set of “roll up your sleeves” common sense actions, day in and day out, and the results will inevitably start speaking for themselves. He does not believe in spin doctoring, creating a false sense of success when none exists – indeed, he puts his head down, keeps at it, and let others start acknowledging (albeit belatedly and begrudgingly) the tangible signs of recovery and better performance. He does not hide the facts, challenges, and failures – and seeks patience from his stakeholders, especially the public at large that will judge him by his actions not words (any contradiction between the two, and he might as well join politics!).

A reformist leader knows that no organisation can or should revolve around individuals or personalities – and unless the SYSTEM is fixed and put on a solid, sustainable foundation, the mission will never be achieved. People come and go; institutions ought to last; we don't need individual heroes but strong systems that are oblivious to who's at the helm of affairs. Our society, unfortunately, is fixated on the glamour of individual personalities, and not institution building which has unquestionably been the bedrock of sustainable development across the developed world.

There is no substitute for passion and integrity – competence can, however, be

hired or supplemented by surrounding oneself with people who are more competent than the leader in various aspects of governance. Which is why, a reformist leader is never afraid of losing his job. In fact, he least cares about his chair and his only driving motivation is to make a meaningful difference and let history judge him in the end. He has to be selfless; not in it for the perks, privileges, fame, social acceptability, networking, etc. For a reformist leader, it's never a 9am to 5pm "job" but a life's mission with an acute sense of public service responsibility; otherwise, it would be the most thankless job imaginable.

It is critical to set your own house in order before expecting external stakeholders (including customers) to lend a helping and caring hand – “Know Thyself” and “Fix Thyself”, first and foremost! Changing from within is a prerequisite to a sustainable turnaround and more often than not, it's the most difficult challenge – it's not easy to change the mindset and habits of a single individual, let alone that of thousands of employees toward a common objective. There's no “HR – 101” manual for this, every organisation and every situation is unique and requires homegrown/tailor made solutions. The important thing to realise is that it can be done, not overnight but over a period of time, if handled intelligently, resolutely and without fear. Employees are not the most important “asset” of the firm – they are a key “stakeholder”, as important as

any other, and taking them along is absolutely critical but not everyone will have the ability and/or willingness to change so there'll be the inevitable letting go of some. You cannot have people in the organisation who are, actively or passively, pushing back on the reform agenda – if they can't adapt to the new world, they need to find something else to do elsewhere.

It is important for a reformist leader to personally see the ground reality within the organisation – never totally rely on the advice and feedback from a kitchen cabinet or bunch of senior staffers. There's simply no substitute for talking to and learning from the front line soldiers fighting the battle in the trenches; they are the real unsung heroes and their feedback reflects the true picture, not some glossy report or executive summary prepared in the head office with the help of outside consultants! Whilst this may seem a pretty obvious point, the reality is that it takes a lot of time and energy to tour the sites, etc, and most leaders tend to avoid that, at their peril.

Balancing the interest, needs, and wants of a diverse set of stakeholders is always a tricky proposition for a reformist leader but of paramount importance – it should never be a zero sum game, however; in other words, one stakeholder should not be willfully benefitted at the expense of another. Take a privatised utility company as an example, which would count amongst its stakeholder

universe the following entities: (1) customers – residential, commercial, industrial, strategic, etc.; (2) shareholders; (3) employees; (4) lenders; (5) suppliers/vendors/contractors; (6) federal/provincial/local governments and the regulator; (7) media – electronic and print; (8) political parties; (9) NGOs/consumer protection lobbies; and (10) law enforcement agencies – all of the above not in any particular order of importance. Trying to be consistently fair to all these stakeholders, especially in a turnaround situation, is basically a thankless job and whilst, there's no prescribed formula or case study to achieve the right balance, all you can strive for is a degree of “fairness” that will always remain subjective and qualitative in its analysis. Having said that, every relationship ought to be a two way street – by way of example, political parties expect a lot from organisations providing essential public service but do very little (if anything) to reciprocate by helping resolve some of the key policy issues faced by that organisation that are outside its reasonable control. Therefore, a certain level of tension will always remain in this equation, such that an organisation is expected to give but equally entitled to receive its fair and due share from the other stakeholders. In a rapidly evolving world, the only constant in life is change, so whilst sticking uncompromisingly to the fundamental values and principles, a reformist leader learns to adapt and is flexible enough to respond to external

changes as they occur. He should play his innings to the best of his abilities, with passion, and not take himself too seriously! It's really not about him, but about the cause he's trying to champion. Respect does not come from Titles but from actually making a meaningful positive difference in the lives of others, especially the “small guy”. There is no substitute for decisiveness, unwavering dogged determination, and bloody mindedness to achieve the objective against all odds and criticism – remember, it's not a beauty contest, let history be the ultimate judge. The risk of failure is always there but the cost of inaction far outweighs the cost of a calculated risk (as opposed to a pure gamble which should always be avoided). Timing of action is never perfect and the ability to navigate through the grey area is critical and comes from self-confidence – in 20/20 hindsight, everyone's right and wise!

Bureaucracy is inevitable in a large scale organisation, but a reformist leader doesn't allow himself to be a slave to it, otherwise, all he'll get is more of the same. Having the right set of internal controls and processes is like car brakes that should allow the organisation to drive faster; time is of essence. In summary, there's no reason why our bleeding public sector enterprises (Railways, PIA, Steel Mills, KWSB, WAPDA, to name just a few) cannot be revitalised under an able and empowered professional leadership team that has nothing personal to gain from it other than leaving a lasting legacy behind. Frankly,

we don't need imported ideas or indeed personnel to do that; there's a wealth of talent, competence, and experience available in the country that can readily be utilised for the turnaround. One size definitely won't fit all; privatisation is not necessarily the solution in each case; but good governance has to be the common denominator and whilst that's become almost a clichéd statement to make these days, it cannot be over emphasised. Good governance is basically just a fancy phrase for doing the right thing! The PSEs need to run as businesses and grow, so that the size of the overall economic pie increases to accommodate additional white and blue collar workforce. The bureaucracy needs to understand that it's not a sin to make a profit, and that their primary role is not just to regulate but also facilitate economic expansion and wealth creation. Ceding "control" is a difficult paradigm shift and change in the mindset for both bureaucracy and the politicians alike, especially in a developing country like ours, but we need to develop a national consensus on it through an honest and open public debate. Productivity gains and accountability can only be achieved when there's an effective "reward and reprimand" policy in place, applied consistently. In the end, it's about having the right people at the right place and letting them succeed.



From: Tabish Gauhar
 Sent: Monday, June 24, 2013 3:48 PM
 To: All KESC Employees
 Subject: Sustainability

Sustainability - Serving the Community at Large

I firmly believe that KESC's own turnaround and sustainability is fundamentally linked to the economic, social and environmental gains for a diverse set of our stakeholders. We, therefore, adopted an all inclusive value creation approach that went beyond a one-dimensional shareholder value creation. Under KESC's Stakeholder Engagement and Enrichment Drives for Sustainability (SEEDS), a holistic value creation approach, we fully recognised the impact of our performance in sustainable development across our stakeholders' universe, essentially driving four distinct programmes - ESG Initiatives, Social Investments, Stakeholder Engagement and Thought Leadership.

KESC is one of the handful of companies in the emerging markets whose Integrated Sustainability Report 2012 was assigned a

Level 'A' Rating by the international Global Reporting Initiative (GRI).

KESC's Social Investment Plan (SIP) was aimed at extending support to various vital healthcare and educational institutions serving the under-privileged and needy segments of the population. Under this programme, we decided to provide free electricity to Marie Adelaide Leprosy Centre, Layton Rahmatulla Benevolent Trust, The Citizens Foundation (320 schools), Sindh Institute of Urology and Transplantation (3 dialysis centers), and bear 50% of the monthly electricity cost of Indus Hospital ... positively impacting more than 2.1 million lives per annum.

Monsoon rains in 2010 uprooted millions of households and affected lives across the country, particularly Sindh. We undertook various

measures to assist the government and non-governmental agencies, to provide aid to the flood victims on humanitarian grounds. Flood Relief Programme, which was exclusively governed by the employees of KESC, provided support to nearly 30000 Internally Displaced People (IDPs). Contributions were made by all the major stakeholders, including employees, amounting to Rs.73.3 million and were utilised to purchase daily amenities facilitating the flood victims. Moreover, KESC also provided free medical assistance to over 18,750 IDPs residing in the temporary shelters established by the company.

KESC won the CSR Business Excellence Award 2012 in recognition of its various community welfare initiatives undertaken during the year 2011-12.

KESC KARACHI ELECTRIC SUPPLY COMPANY
 Karamat Mian Roadman

WORKING TOGETHER FOR A BRIGHTER FUTURE

Providing light to over 20 million of our consumers is just one of many ways we brighten up lives. Even more profound is our commitment to empower social welfare initiatives with KESC's Social Investments Program (SIP).

Today, we reach more than 2.1 million lives through our SIP partners. Indus Hospital, LRBT, MALC, SIUT and TCF schools are improving the quality of life of the underprivileged and we are proud to be associated with these worthy institutions.

Uninterrupted and free of charge or subsidized electricity for these institutions is our humble contribution towards changing lives. We are responsibly playing our part in making our city and our country a beacon of hope and optimism.

Through the social investment programme, KESC provides subsidised or free, uninterrupted power supply to various leading NGOs that manage healthcare for the unprivileged and educational institutions in the urban slum areas of Karachi, enabling them to achieve sustainable development.



Distributing free solar lamps to the secondary high academic achievers of a TCF School in Qayyumabad.





From: Administrator <administrator@kesc.com.pk>
 Subject: 300 children of KESC employees awarded AZM Scholarship
 Date: March 2, 2012 8:02:12 PM GMT+05:00
 To: All KESC Employees

300 Children of KESC Employees Awarded AZM Scholarship

A Great News for the KESC Fraternity

In line with our vision to provide opportunities to all our employees and their families, we feel very happy to declare that 300 children of core workers and junior officers have been approved for the AZM Scholarship programme. On this blissful occasion, let us wish a bright and prosperous future to all the aspiring candidates.

Offering vocational training opportunities in six different disciplines, the AZM Scholarship programme is an ongoing initiative and it reflects our pledge and resolve to offer a better life for not only our employees but their families as well.

Offered for the first time in the history of KESC, the AZM Scholarship Programme

will be funded under the Employees Support Fund (ESF) and Corporate Social Responsibility (CSR) programmes. Under the programme this year, a total of 277 male and 23 female applicants have been extended the opportunity to seek admission in AMAN TECH. Candidates who clear the AMAN TECH admission test would be eligible to enter in one of the 12 month long training programmes, that include:

1. Automobile Technology
2. General Electrician
3. Mechanical Technology
4. Refrigeration & Air Conditioning
5. Welding Fabrication & Pipe Work

6. Computer Aided Designing/Computer Aided Machining (CAD/CAM).

Minimum qualification to apply for AZM Scholarship was Matriculation, both passed and waiting for results. In total, 304 children applied, of whom 300 met the criteria. Despite this overwhelming response, the management decided to accept all eligible applicants this year with the desire to offer them a life changing opportunity.

List of eligible candidates (attached) has been forwarded to AMAN TECH and these candidates are now advised to contact the following gentlemen in order to complete the admission formalities. Respective GMs are advised to pass on this information to

relevant employees immediately. AMAN TECH location map and application form are also attached for the convenience of candidates.

We wish success and a bright future to every single candidate.

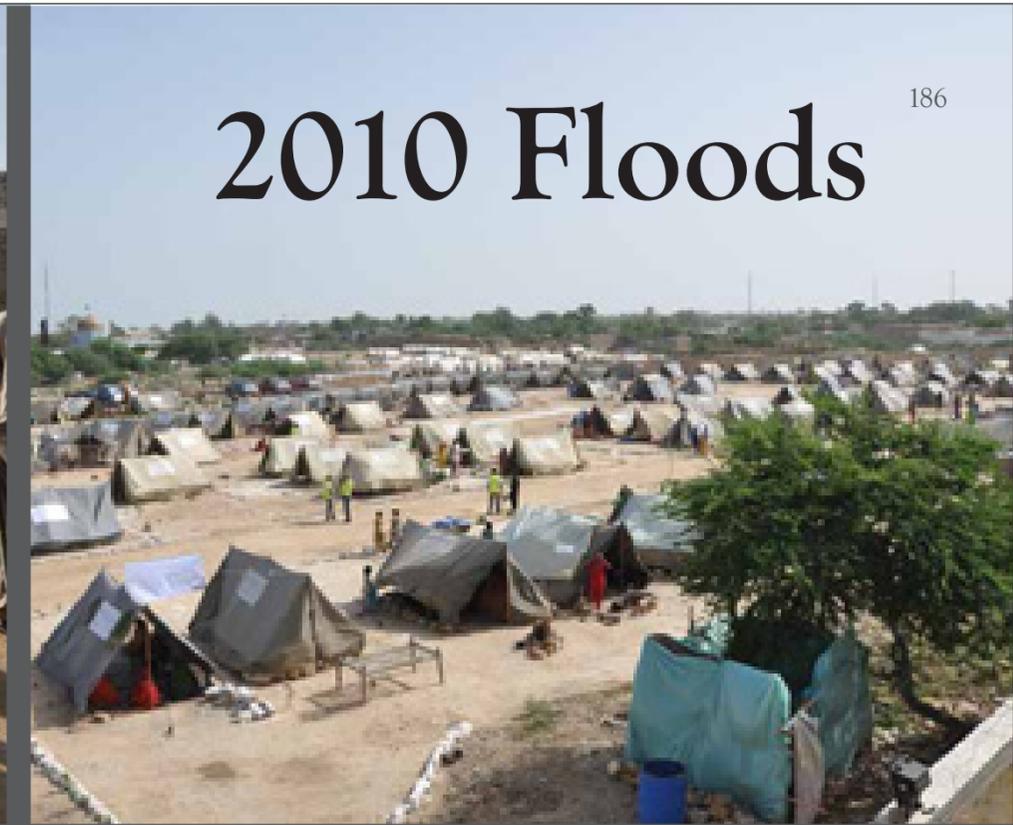
KESC Management

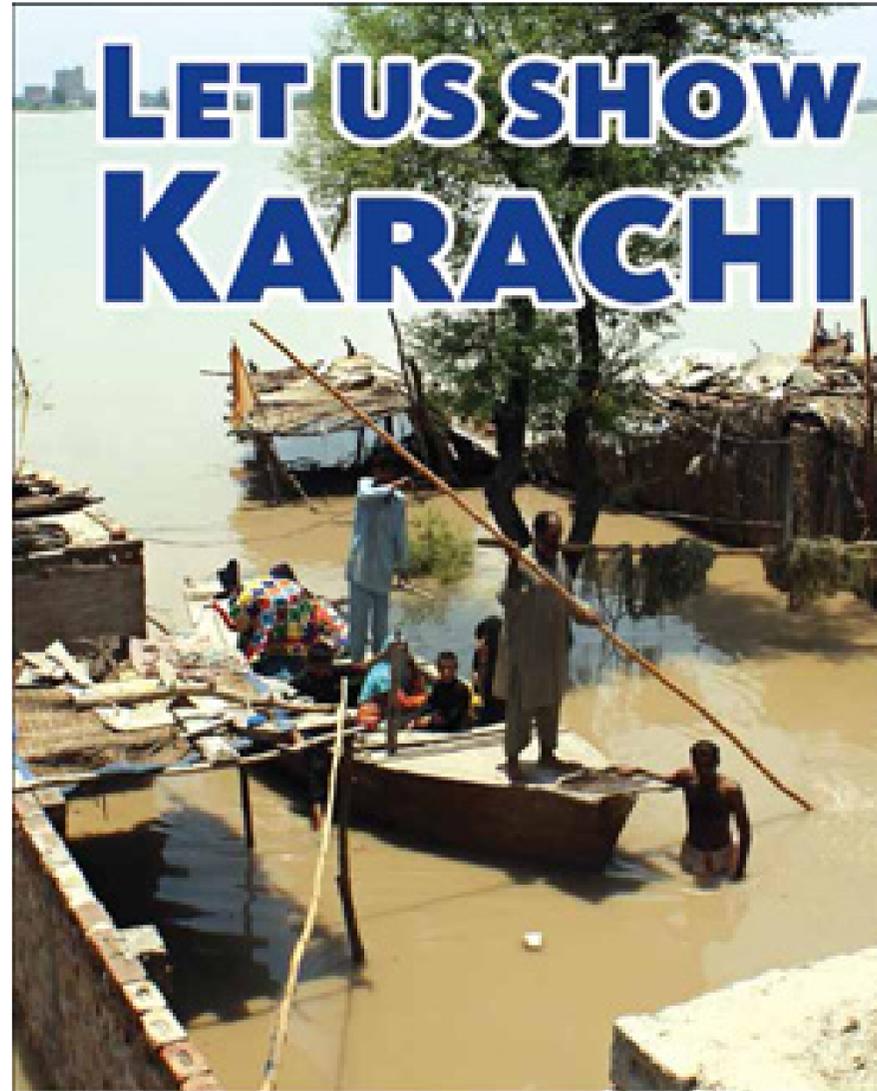
AMAN TECH is a state-of-the-art vocational training facility located conveniently at KORANGI. The institute is completely equipped with latest IT labs, libraries, multimedia and 16 workshops of world class technology comprising all the required machinery and tools including simulators. The academic staff consists of over 70 UK trained and qualified teachers and instructors, who have received certification from the 'City & Guilds' - (UK), making it one of the most technically sound programmes in the country.

City and Guild (UK) is a 130-year-old institute with acknowledged presence in over 100 countries worldwide, of which AMAN TECH is also a certified member. This provides immense leverage to those candidates passing out from AMAN TECH who are desirous of seeking opportunities for international positions, since they will be earning a certificate issued by the UK-based institute.

We feel greatly blessed over having successfully launched the AZM Scholarship Program and we share the joy and happiness of successful candidates and their families.







LET US SHOW KARACHI THAT CARES!

As Pakistan faces its worst ever disaster, KESC is setting up Care Camps to provide relief to the people of Sindh. KESC Care Camps will provide medical treatment, preventive medical care, emergency medical evacuation, temporary shelter, food, safe drinking water and other basic necessities to thousands of people stranded in flooded areas in Sindh.

KESC employees have donated funds generously and hundreds have volunteered to take part in relief operations. We urge the people of Karachi to come forward and join hands with us to work towards this noble cause.

You can help us in the following manner:

- Be a volunteer and work with us in relief camps
- Provide us with dry food & milk, packaged juices & toilet soaps only at our designated collection centres
- Monetary donations can only be deposited at STANDARD CHARTERED BANK, A/C# 01-1231237-02 with the title "KESC Flood Relief Account"

THE TOTAL CASH CONTRIBUTIONS MADE BY THE PEOPLE OF KARACHI AND EMPLOYEES OF KESC SHALL BE MATCHED AND DOUBLED BY OUR FOREIGN SHAREHOLDERS.

Details of KESC Designated Collection Centres:

- Siron, Block 19, Gulshan Training Centre
- KESC IOC-FC, Jinnah Cooperative Housing Society Block 7 & 8, Tipu Sultan Road, Near Firehouse
- IBC Chifton, Mal Kolachi By-Pass (Queens Road) Grid Station Opp. New American Embassy
- IBC Nazimabad, Street 1/A, Block G, North Nazimabad
- KESC Power House, Elander Road, near Shaheen Complex, off 11, Chundrigar Road
- KESC House, 39-B, Sunset Boulevard, Phase II, DHA

LET US WORK TOGETHER TO BRIGHTEN UP THE LIVES OF OUR FELLOW COUNTRYMEN IN THIS DIRE MOMENT.

PLEASE CALL OR EMAIL US TO REGISTER YOURSELF FOR VOLUNTEER WORK:

- E-MAIL: FLOODRELIEF@KESC.COM.PK
- CELL PHONES: 0334-3568249, 0336-2518257, 0336-2518258, 0336-2518259, 0336-2518260 AND 0336-2518261

 **KARACHI ELECTRIC
SUPPLY COMPANY**
KHIDMAT MEIN ROSHAN



Our employees went out of the way to lend a caring hand – more than money (which we all gave), they manned the hundreds of tents we set up in Thatta for the flood affectees. I was very proud of our employee's efforts and dedication – because a lot of them contributed "in kind" as opposed to simply writing a cheque. I always reminded them that Allah will reward them for their contribution, and that we're not doing this to get recognition and awards. Nonetheless OICCI ranked us # [4] of all the private sector companies in terms of their contribution to the 2010 flood affectees.

Thought Leadership Forum

“Social Entrepreneurship and its Impact on Sustainable Development”

The main idea behind this forum was to invite social entrepreneurs in Karachi to join hands in addressing the social challenges confronting the metropolis.



Dr. Adib Rizvi, Founder and Director, Sindh Institute of Urology and Transplantation (SIUT), in his key note address on the main theme, said that “more than 80 per cent of our population has access to substandard and insufficient healthcare services. A very small minority could afford to buy quality healthcare at private hospitals. In such a situation, there is a great need to expand the funding and scope of NGO-based hospitals which offer quality healthcare at minimum cost. This could only happen through active collaboration between philanthropic corporate sector and social welfare institutions”.



Dr. Abdul Bari Khan, CEO of Indus Hospital, while speaking on the topic “Promoting a Culture of Social Collaborations for Sustainable Development” emphasised upon collaboration among government, corporate sector and non-profit organisations to achieve the target of collective sustainable development. He said that, “besides Zakat and financial contributions which are the major sources of funding for non-profit social organisations, community support and personal participation of skilled individuals was also needed to enhance the social sector activities.”



“The Emerging Model of Social Enterprise in Pakistan” was covered by Mr Mushtaq A. Chapra, Founder and Director, The Citizens Foundation. He said that “collaboration among all stakeholders and social entrepreneurs is the key factor towards real sustainability of the Pakistani society”. He appreciated KESC’s efforts to promote social welfare sector that has proved as a role model for other corporate sector entities.



It's difficult to focus on alternative/ renewable energy when your fundamental "brick and mortar" foundation is so weak. Yet, it is the future, and an absolute must for the CEO to champion the cause, notwithstanding the cynics. I give a lot of credit to Asif Siddiqui who put his heart and soul into this initiative. We are arguably one of the very few utility companies in the emerging markets to publicly announce a holistic 5-year "Climate Change" Policy Statement in early 2013 (with tangible milestones and deliverables) on the key themes of Energy Conservation, Energy Efficiency, Renewable Energy, and Environment.





USE YOUR POWER TO CONSERVE

Energy Conservation Guidelines - 2013

Dear Colleagues,
Please read thoroughly the under mentioned guidelines for implementation & practice at all levels.

ENERGY CONSERVATION GUIDELINES-2013

Dear colleagues,
Being KESC employees makes us a vital part of a challenging industry. With that in mind, we've listed a few guidelines for each one of us to follow, because remember, **1MW saved is 1MW generated.**

<p>EFFICIENT COOLING & LIGHTING</p> <ul style="list-style-type: none"> Keeping the AC thermostat at 24°C can reduce your monthly bill by 30%, while still keeping you cool and comfortable. Applying heat repellent ultraviolet sheets on windows could cut down your AC's energy consumption by approximately 70%. Use Daylight instead of artificial lights when possible. LED lights consume about 80% less energy than the conventional lights. You could save up to 90% of energy by simply replacing 50-watt halogen spotlights with 20-watt energy savers or 3-watt LED ceiling spotlights. The paint you select for your rooms can also help in cutting down your electricity bill, as lighter shades tend to reflect up to 80% more light. Always remember to switch off all electric sockets when you leave a room. 	<p>EFFICIENT APPLIANCES & ENVIRONMENT</p> <ul style="list-style-type: none"> Remember to switch off all appliances that may be on stand-by mode as they generally consume about 20%-30% energy. An ink-jet printer consumes about 90% less energy than a laser printer. Using an LED/LCD monitor consumes 30% less energy than using a CRT. Always remember to unplug a charger after your phone or laptop has been charged. Avoid using the UPS during daytime because a normal UPS requires about 100W-400W of power to recharge its battery. It is advisable to use a branded/solar UPS. Only purchase ENERGY STAR appliances as they tend to consume less energy. When you leave your refrigerator or deep freezer door open for a prolonged period, both end up consuming MORE ELECTRICITY than required. No matter how small your contribution may be, always remember that every little bit helps when fighting against GLOBAL WARMING.
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FOOD FOR THOUGHT: SAVING 1MW OF ELECTRICITY WILL NOT ONLY SAVE \$1 MILLION, BUT ALSO REDUCE THE BURDEN ON THE ECONOMY AND HELP PROTECT THE ENVIRONMENT.

Tabish Guhar
TABISH GAUHAR
(CEO-KESC)

NOTE: All employees of the company are requested to abide by the above mentioned guidelines. Your compliance in this regard will be strictly monitored and will carry due weight in the Performance Management System.

بچائی کی بچت سے متعلق واپسما اصول 2013

میرے ہمکار،
کے پی کے ایس سی کے ایک اہم حصے کے طور پر، میں نے آپ کو اس کی طرف توجہ دینا چاہتا ہوں کہ ہم نے اپنے کاروبار کو سنبھالنے کے لیے
اپنی کوششیں کرنا ہیں۔ واپسما اصول 2013 کے تحت 1000000 روپے بچانے کا ہدف ہے۔

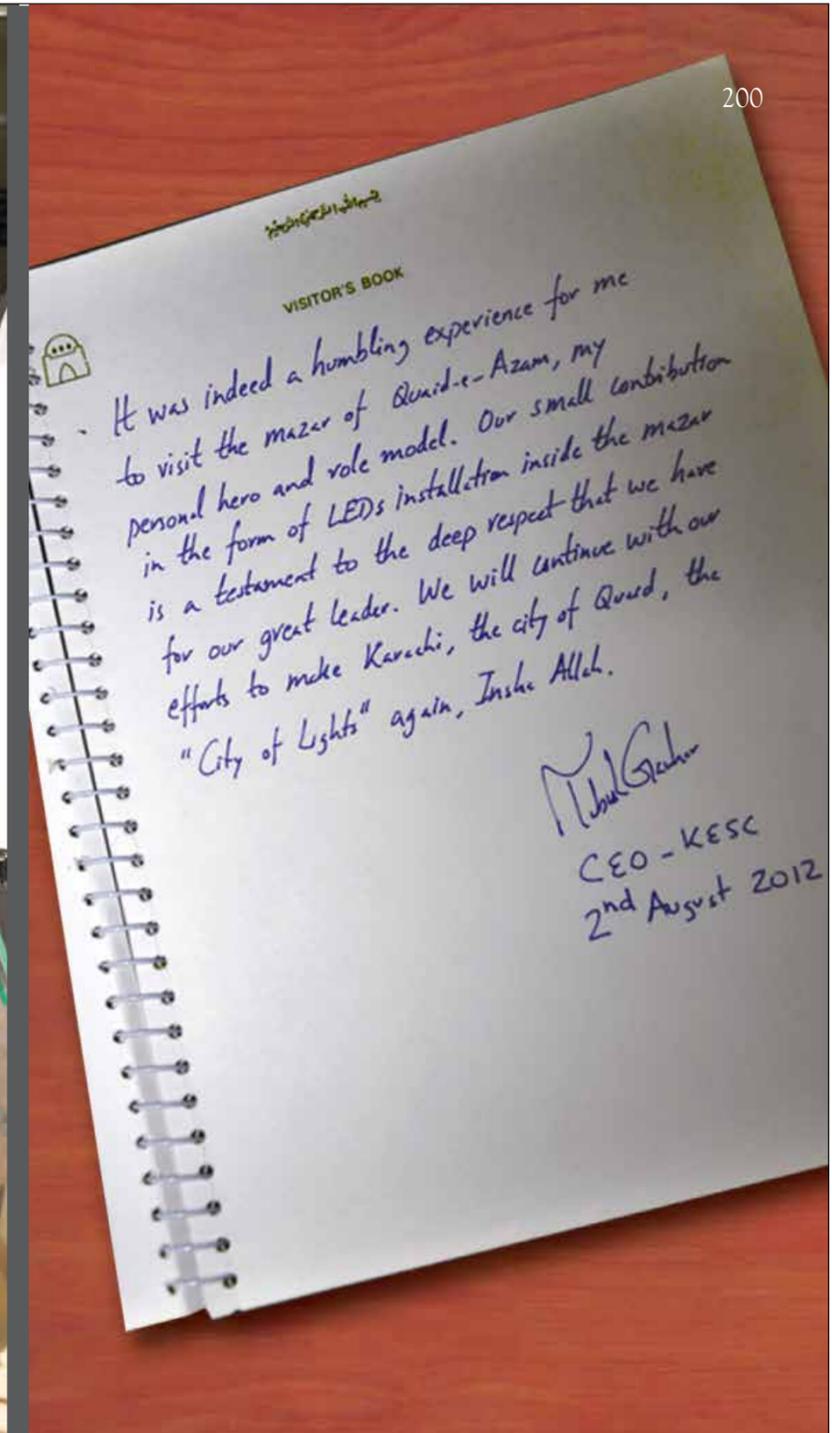
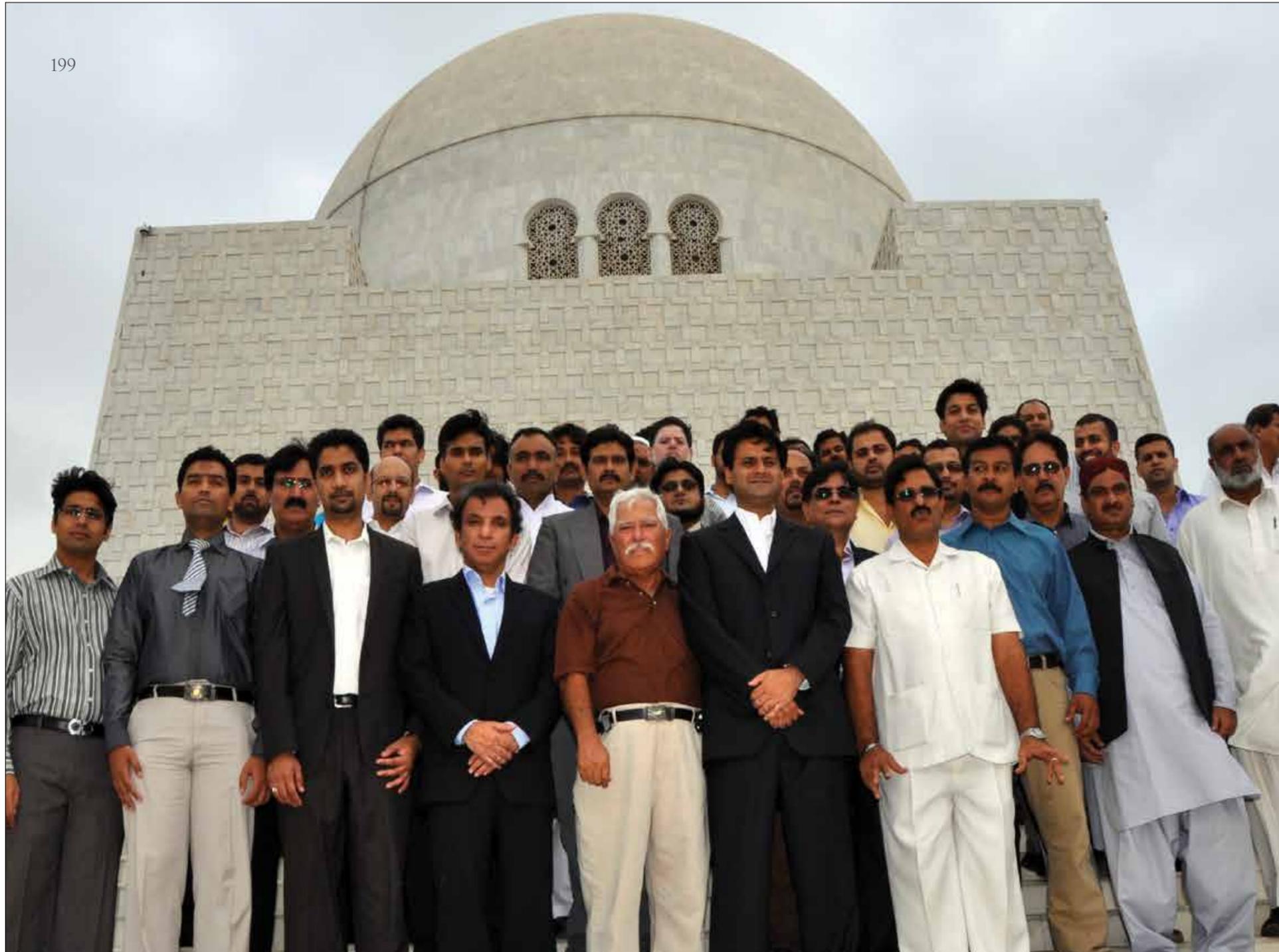
<p>بچائی کی بچت کے لیے درکار اقدامات</p> <ul style="list-style-type: none"> 24°C پر ای سی کے تھرمو اسٹاٹ کو رکھیں تاکہ آپ کا ماہانہ بل 30% کم ہو سکے اور آپ کو آرام دہ رکھے۔ UV کیٹنگ شیٹس کو کھڑکیوں پر لٹکانے سے آپ کے ای سی کے توانائی کے خرچے کو تقریباً 70% تک کم کر سکتے ہیں۔ جس وقت بھی ممکن ہو، Daylight کے بجائے مصنوعی روشنیوں کو استعمال نہ کریں۔ LED روشنیوں کا استعمال کریں جو کہ روایتی روشنیوں کے مقابلے میں 80% کم توانائی کا استعمال کرتی ہیں۔ آپ اپنی کمرے کی دیواروں اور چھتوں پر 50-watt ہالوجن اسپاٹ لائٹس کو 20-watt توانائی بچانے والی یا 3-watt LED چھت اسپاٹ لائٹس سے تبدیل کر سکتے ہیں۔ اپنی کمرے کی پینٹ کے لیے ہلکے رنگ کی پینٹ کا انتخاب کریں تاکہ آپ کو 80% سے زیادہ روشنی ملے اور آپ کو زیادہ بجلی کی بچت ہو۔ اپنے کمرے کے برقی سائیکل کو جب آپ کام سے باہر جاتے ہیں تو اسے بند کر دیں۔ اپنے کمرے کے برقی سائیکل کو جب آپ کام سے باہر جاتے ہیں تو اسے بند کر دیں۔ 	<p>بچائی کی بچت کے لیے درکار اقدامات</p> <ul style="list-style-type: none"> اپنے کام کے تمام آلات کو اس وقت تک بند نہ کریں جب تک کہ آپ کام سے باہر نہ جاتے ہیں۔ ایک ink-jet پرنٹر کا استعمال 90% سے زیادہ کم توانائی کا استعمال کرتا ہے۔ اپنے کام کے لیے LED/LCD مانٹریں استعمال کریں جو کہ CRT مانٹریں کے مقابلے میں 30% کم توانائی کا استعمال کرتی ہیں۔ اپنے فون یا لپ ٹاپ کے چارجر کو اس کے استعمال کے بعد unplug کر دیں۔ دن کے وقت UPS کا استعمال نہ کریں کیونکہ ایک عام UPS اپنے بیٹری کو دوبارہ چارج کرنے کے لیے 100W-400W کی طاقت کا استعمال کرتا ہے۔ صرف ENERGY STAR آلات خریدیں کیونکہ ان کا استعمال کم توانائی کا استعمال کرتا ہے۔ جب آپ اپنے ریفریجریٹریٹر یا ڈیپ فریزر کے دروازے کو کھولتے ہیں تو اسے کھولنے کے بعد جلد سے جلد بند کر دیں۔ کوئی بھی چھوٹی بات بھی GLOBAL WARMING کے خلاف لڑنے میں مددگار ہے۔
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1 MW بچانے سے صرف ایک شخص ذرا سی بجلی بچتی ہے۔ لیکن اگر ہر شخص اپنی بچت کو جوڑے گا تو اسے بڑا کام ہو گا۔

Tabish Guhar
TABISH GAUHAR
(CEO-KESC)

نوٹ: تمام کمپنی کے عملے کو درکار ہونے والے اقدامات کو اپنانے کی تلقین کی جاتی ہے۔ آپ کی تعمیل کو اس کے لیے کاروبار کی کارکردگی میں مددگار سمجھا جائے گا۔





It was indeed a humbling experience for me to visit the mazar of Qaid-e-Azam, my personal hero and role model. Our small contribution in the form of LEDs installation inside the mazar is a testament to the deep respect that we have for our great leader. We will continue with our efforts to make Karachi, the city of Qaid, the "City of Lights" again, Insha Allah.

Mubal Ghauri
 CEO - KESC
 2nd August 2012

Bin Qasim Power Station I



GE Jenbacher Plant



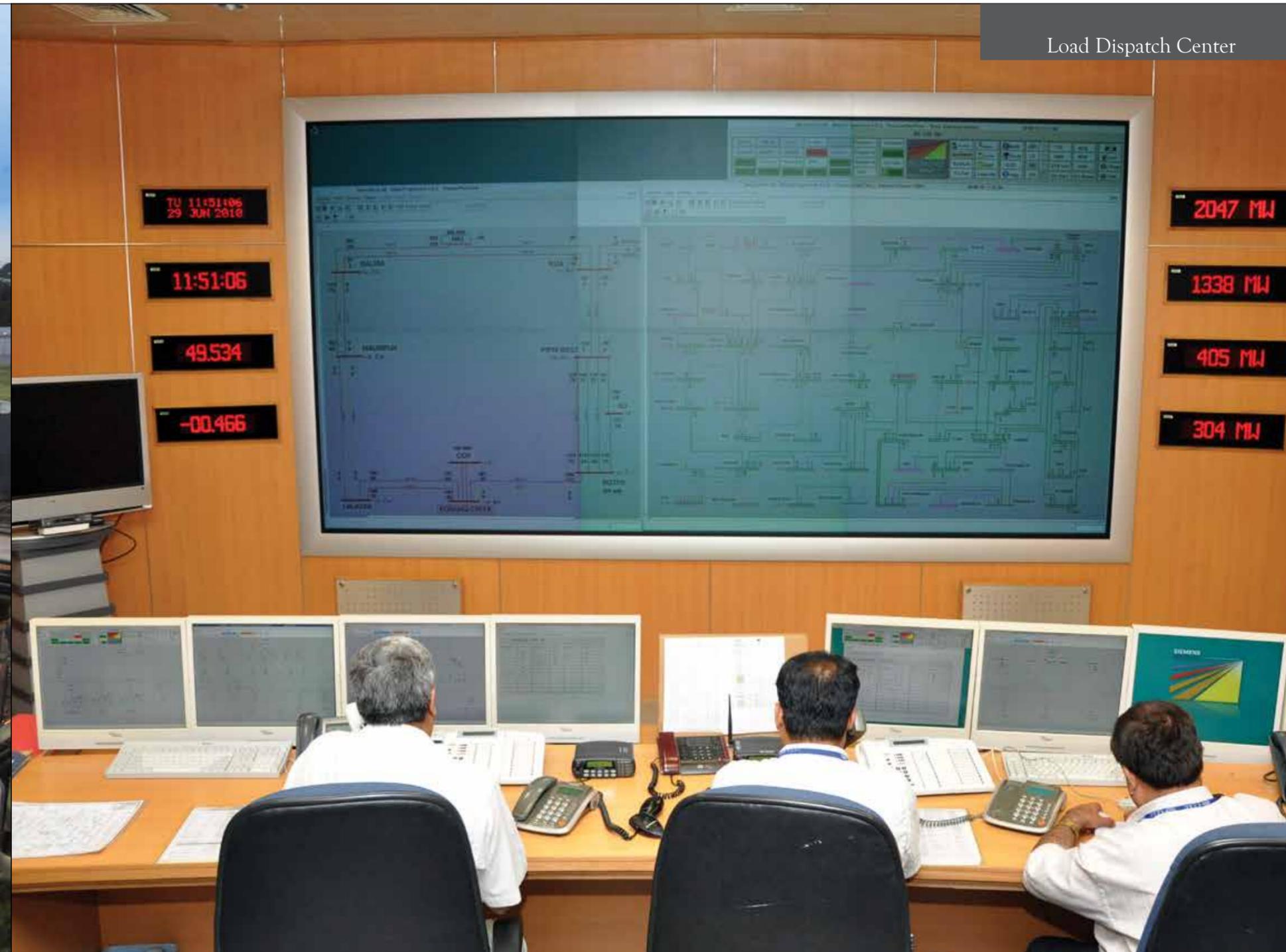
Bin Qasim Power Station II



Korangi-Combine Cycle Power Plant



Load Dispatch Center





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HARVARD Kennedy School
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REV. AUGUST 6, 2012JOSH LERNER
ASIM IJAZ KHWAJA
ANN LEAMON

Abraaj Capital and the Karachi Electric Supply Company

"A utility should be faceless and invisible."
— Tabish Gauhar, Partner at Abraaj Capital and CEO of KESC

"If everyone says, 'Fuck no,' there should be huge opportunities for arbitrage."
— Arif Naqvi, Founder and CEO of Abraaj Capital

On a cool December evening in Dubai, Arif Naqvi, founder and CEO of Abraaj Capital, and Tabish Gauhar, the Abraaj partner on assignment as CEO of the Karachi Electric Supply Company (KESC), sat on Abraaj's rooftop lounge (see **Exhibit 1** for bios). KESC was one of Abraaj's biggest investments and highest profile portfolio companies. Naqvi finally spoke, "Well, my friend, what happens next with KESC?"

In September 2008, Gauhar and 13 hand-picked colleagues had taken up management positions at KESC, the vertically integrated electric utility serving Karachi, Pakistan's largest city. In the intervening 28 months, the team had made progress in addressing many of the chronic problems that plagued the operation: endemic power theft; inadequate supply; rampant black-outs; antiquated tariff structures that did not cover costs; the unwillingness of government agencies to pay bills owed to other agencies (circular debt); and a disorganized staff that was seen as unresponsive at best, corrupt at worst. Moreover, the disillusioned populace had little trust in the ability of the state, seen as including the power company, to provide essential services and thus tended to take matters into their own hands through power theft and non-payment of bills. Along many dimensions, the company's performance had improved: theft had fallen; several long-term fuel contracts had been signed, which would stabilize prices; blackouts (known as "load shedding") had been reduced and now occurred on a pre-announced schedule; several new generation facilities had come on line; tariffs had been revised; and a system of local customer service offices along with streamlined operations procedures had greatly increased KESC's reputation for responsiveness. The time to have a new meter installed had fallen from six months to a few days. The past several quarters had shown

Professors Josh Lerner and Asim Ijaz Khwaja (KESC) and Teaching Fellow Ann Leamon prepared this case. HBS cases are developed solely as the basis for class discussion. Cases are not intended to serve as endorsements, sources of primary data, or illustrations of effective or ineffective management.

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Purchased by Mital Atal (mital.atal@abraaj.com) on October 22, 2012

"Electric power was critical to Pakistan's development. Much of Karachi's formerly vibrant textile industry had moved to Bangladesh where power supplies were (relatively) more reliable. The jobs that would flow from a more stable power supply would, it was hoped, calm street violence. Generating both economic and social returns would demonstrate the success of investing in challenging environments and the new face of socially conscious private equity."

— *Harvard Case Study: Abraaj Capital and KESC*

"You could not have designed a more troubled company if you had set your mind to it. But we were aware that if we could invest and make a difference anywhere, that place would be Karachi. In fact, it would be a great ESG opportunity—success with KESC would accompany longer-term social returns, not just in stability but the economic vitality of the entire country, given the essential nature of electricity."

— *Arif M. Naqvi, Founder and CEO of Abraaj Group*

"Things are getting better... But we're now into the trickiest part of the deal as we try to navigate both specific business issues and the difficult social environment. We are in this for the long haul as we knew from the start—resolving the workforce issues and problems with non-payment of bills and the tariff system can only be done with a fundamental improvement in the social contract. In short, we will have to create a more stable civil society before we can say the investment is a success."

— *Tabish Gauhar, Partner at Abraaj Capital and CEO of KESC*



From: Administrator
Sent: Thursday, April 11, 2013 5:01 PM
To: All KESC Employees
Cc: Administrator
Subject: KESC's Unique Transformation & Value Creation Model Lauded at Harvard University

KESC's Unique Transformation & Value Creation Model Lauded at Harvard University

KESC's Chairman, Mr. Tabish Gauhar, recently addressed two classes at the Harvard Business School and presented KESC's turnaround story that revolves around a unique value creation model that ensures environmental, social and governance (ESG) gains as means to sustainable economic and financial value creation.

Harvard Business School and Harvard Kennedy School recently did a joint Case Study on KESC's turnaround strategy to holistically capture the unique public-private partnership model that was aimed at transforming the ailing power utility with a long public sector legacy. The Case Study was taught at the Harvard Business School and at several other business schools around the world, as a unique example of how

private sector investors can endeavor to make such a meaningful impact on sustainable development in emerging markets.

Addressing a diverse 150+ student community present there, Tabish Gauhar explained how at KESC sustainability goals work in harmony with operational and financial goals of the organizations. "We firmly believe that KESC's own turnaround and sustainability is fundamentally linked to the economic, social and environmental gains for a diverse set of our stakeholders. We have, therefore, adopted an all inclusive value creation approach that goes beyond a one-dimensional shareholder value creation".

Tabish Gauhar also informed the audience that under KESC's Stakeholder Engagement

and Enrichment Drives for Sustainability (SEEDS), a holistic value creation approach, we fully recognize the impact of our performance in sustainable development across our stakeholders' universe, essentially driving four distinct programs- ESG

Initiatives, Social Investments, Stakeholder Engagement and Thought Leadership. KESC is one of the handful of companies in the emerging markets whose Integrated Sustainability Report was recently assigned a Level 'A' Rating by the international Global Reporting Initiative (GRI). KESC is also one of the few companies in the region to have recently issued a comprehensive 5-year Climate Change Policy on the four key and inter-related themes of Energy Conservation, Energy Efficiency, Renewable Energy, and Environment.

Karachi Electric Supply Company has been included in the esteemed list of approved, 'Training Employer' of the Institute of Chartered Accountants England & Wales (ICAEW). ICAEW is the most highly recognized institute of Chartered Accountants in the world and they have a strict screening process for granting any organization its status as a Training Employer for their students. In Pakistan, KESC is one of the only 12 companies in the industrial sector being granted this prestigious status. Apart from selected accounting/audit firms, there are only 6 organizations in Karachi, that have the status of approved training employers mainly including; Pakistan petroleum, ICI, Pak Suzuki, Standard Chartered bank, Telenor and Shell.

Prior to this, KESC had also received the Gold Employer Status by the ACCA. Recognition by such esteemed institutes only goes towards reflecting the high professional standards adopted by the power utility and the opportunities it provides for fostering young talent.

Marking the occasion, the CEO of KESC, Mr. Tabish Gauhar said, "It as a matter of pride for KESC to be recognized by such prestigious and acclaimed professional institutes. We believe in attracting and nurturing talent and it is in line with our change management philosophy to identify Today, the leaders of Tomorrow".



From: Administrator <administrator@kesc.com.pk>
 Subject: State Bank of Pakistan's Annual Report lauds KESC's performance
 Date: January 31, 2013 6:38:21 PM GMT+05:00
 To: All Kesc Employees

State Bank of Pakistan Lauds KESC's Performance

Karachi Electric Supply Company has been at the forefront of Karachi's development for the last 100 years. Post privatization and under its present management, KESC has been operating with a renewed vision and a customer focused business strategy. KESC's refreshing new approach has been lauded by many independent forums in the past and most recently State Bank of Pakistan in its Annual Report 2011-12 has duly acknowledged KESC's above par performance.

While talking about key challenges faced by power sector, SBP notes:

"Leakages in terms of theft and inefficiencies at the generation and transmission stage, must be seriously addressed. In this regard, the example of a privatized KESC is insightful: this utility has shed surplus staff (despite stiff union opposition); has cut power supply on account of unpaid bills (even for high profile government agencies); has

invested in more efficient generation units; and has formulated a commercially-driven load-shedding schedule. As a result, the situation is quite different in

Karachi compared to the rest of the country"- (State Bank of Pakistan - Annual Report 2011-12).

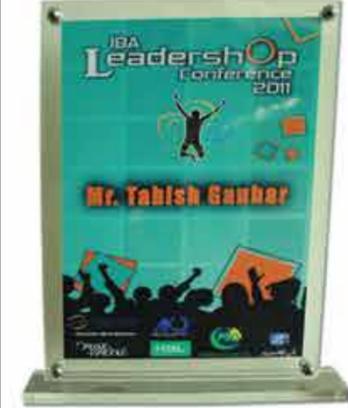
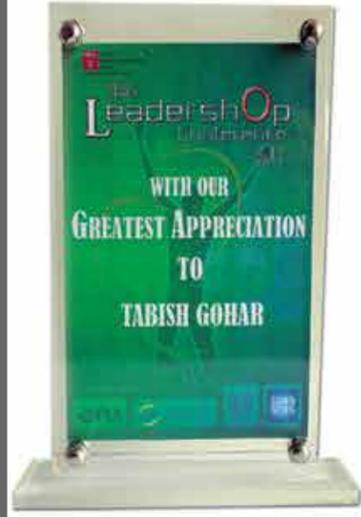
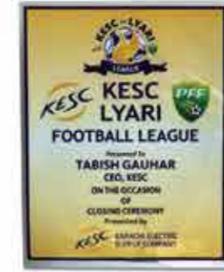
Touching upon the circular debt issue, the report says:

"As circular debt continues to choke cash-flows across the power supply chain, liquidity constrained power plants were forced to remain idle (or produce below capacity) because of their inability to procure fuel. As discussed earlier, peak load management for the Pakistan Electric Power Company (PEPCO) system has risen sharply. 6 According to NEPRA's annual report for FY12, at the height of the crisis, urban centers witnessed power outages of 9-10 hours in urban areas, and rural areas witnessed outages of 16-18 hours".

"In Karachi, which is supplied by the privately-run KESC, generation was also lower in FY12 compared to last year; however, the situation was quite different from the rest of the country. KESC adopted the strategy of loss-segmented load-shedding, which means the duration of power outages in a particular area depends on the recovery of bills from that area. In effect, outages were minimized for areas where bill collection was high. Furthermore, the fuel mix

improved, as the share of generation from gas was increased" - State Bank of Pakistan - Annual Report 2011-12

While we are humbled by this acknowledgment by an august and credible federal institution, we take this opportunity to reassure all our customers that we would continue our progressive journey and with the help of all our stakeholders, transform KESC into a dynamic and customer focused power utility.



Glossary of Key Terms (1/2)

Financial	AT&C	Aggregate Technical & Commercial Losses (AT&C) – Aggregate of line losses and recovery shortfall in cash flow terms measured in terms of % of total energy supplied. Calculated as AT&C = (1 + AT) x (1 + T&C)
	Capex	Capital Expenditure
	LTW	Load Transfer Window (Automatic)
	T&D Loss	Transmission & Distribution losses incurred during the supply of energy from generating units to consumer end
	EBITDA	Earnings before Interest, Depreciation, Taxes & Amortization
	FSA	Fuel Surcharge Adjustment – adjustments passed on to the consumers to recover cost for any variation in fuel cost / whether due to price change or change in fuel mix
	MUC	Multiple of Cash
	ABC	Aerial Bundled Cables – Insulated overhead power lines
	CCPP	Combined Cycle Power Plant
	COO	Commercial Operations Date
	EHT	Extra High Tension – 220kV and 330kV network
	EP	Engineering, Procurement and Construction
	HT	High Tension (11 kV) network
	HVDS	High Voltage Distribution Systems
	WH	Wheeland Hours – basic unit of electricity consumption
	LT	Low Tension (400 V) network
Technical	MSR	Megawatts
	MMSB	Million British Thermal Units (traditional unit of energy)
	MMSD	Millions of Cubic Feet per Day
	MSA	Major test Ampere
	MSIS	Network Status Information System
	OM	Operations and Maintenance
	PMU	Phasor Measuring Unit
	SAP ERP	SAP's Enterprise Resource Planning
	SAP S-4	SAP's Industry Specific Solution for Utilities Industry
	SCADA	System Control & Data Acquisition system in place to monitor & control Generation and Transmission

Glossary of Key Terms (2/2)

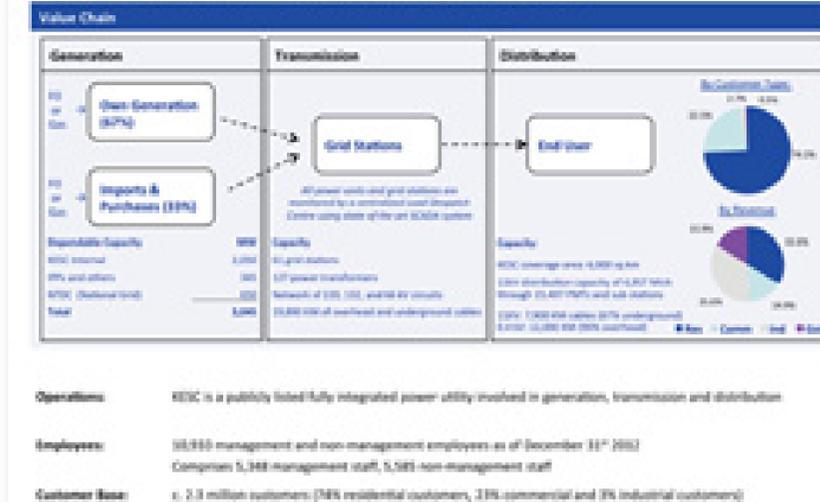
Others	BCPP	Bir Gads Power Plant (one of KESC's oldest and flagship power plant)
	BCPP-4	New 100 MW Combined Cycle Power Plant at Bir Gads
	CP	Consumer Price Index
	DSP	Distribution Service Provider
	EMRO/ECN	National Energy Commission Centre
	EG	Electricity Grid
	EG/IE	EG Injection engines for two new power stations at S71 (90 MW) and Kering Train (200 MW)
	GIS	Geographic Information System
	GoP	Government of Pakistan
	GSA	Gas Supply Agreement
	HSEQ	Health, Safety, Environment and Quality
	IBC	Integrated Business Centers
	IPP	Independent Power Producers
	KESC	Karachi Electric Supply Company
	KESP	KES Power, the Cayman Islands based holding company of KESC
	KSE	Karachi Stock Exchange
	KTPA	Karachi Thermal Power Station
	LCD	Light Emitting Diodes used for energy efficient lighting
	MST	Multi Year Tariff
	NEMA	National Electric Power Regulatory Authority, primary regulator for the power sector, including KESC
	NEQS	National Environmental Quality Standards
	NESC	National Transmission & Dispatch Company (national utility)
	PS	Public Sector Companies
	PPSP	Pakistan (Electric) Power Company
	PPA	Power Purchase Agreement
	PSO	Pakistan State Oil (supplier of furnace oil to KESC)
	S71	Grid Industrial & Trading Estate
	SOGC	Southern Gas Company Limited (supplier of natural gas to KESC)
	WAPDA	Water and Power Development Authority
	VSS	Voluntary Separation Scheme

Executive Summary

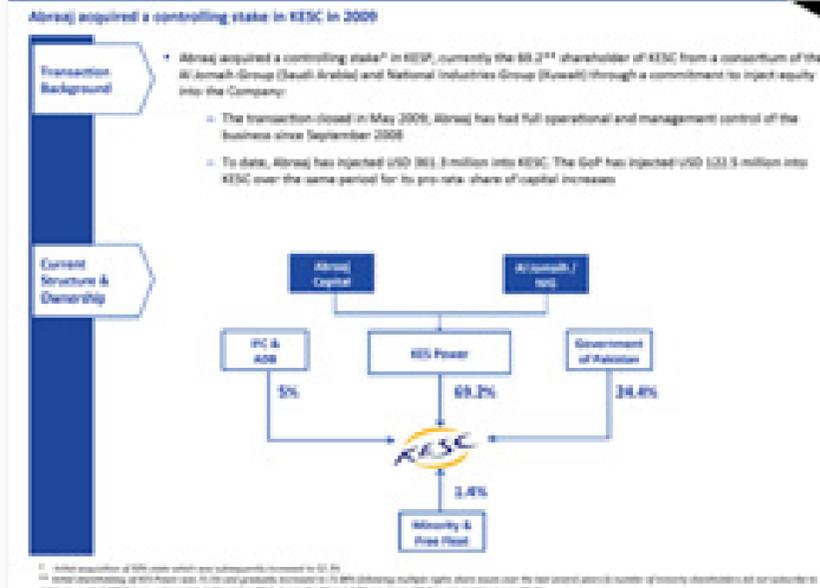
KESC Overview	<ul style="list-style-type: none"> KESC is the only remaining vertically integrated power utility in Pakistan with exclusive licensing rights for Karachi, a customer base of 2.3 million and FY 2012 revenue of USD 1.8 billion (FY 2011 revenue USD 1.5 billion) Incorporated in 1953, KESC was privatized in 2000 with Abraaj taking management control in September 2008 Abraaj currently holds a 52.2% controlling stake in KESP (translating into an effective ownership of 38.2% in KESC) with total investment cost of USD 663.9 million
Successful Turnaround Undertaken	<ul style="list-style-type: none"> KESC was in need of significant restructuring and new investment in 2008 when Abraaj took over - BY 2012 Net Profit achieved for the first time in 17 years Several sovereign issues around implementation agreement, tariff structure and fuel supply significantly addressed Generation capacity enhanced by 1,500 MW with the addition of four new gas-fired power plants Transmission & distribution losses reduced from 35.2% (FY 2008) to 28.2% (FY 2012) Significant infrastructure enhancement with 9 new grid stations, over 200 132V feeders and technology implementation with SCADA, SAP ERP and SAP S-4 (nearly complete) Major change management program implemented and significant HR restructuring and developments enhancing workforce effectiveness Customer perception of KESC improved significantly (Nation Brand Tracker) Total capex of over USD 600 million, close to USD 1 billion of funding raised through equity and debt IC / ADR converted USD 54 million (USD 25 million each) of long term loan into equity - stabilizing the investment case and success of the turnaround strategy The transformation is well underway and is being implemented by a strong and experienced senior management team (most of whom were part of the original acquisition team at Abraaj)
Future Initiatives / Key Work Streams	<ul style="list-style-type: none"> Strategy revolves around: <ul style="list-style-type: none"> Resolution of sovereign issues Enhancing and rehabilitating generation capacity Upgrade of Transmission & Distribution (T&D) network including reduction of T&D energy losses Human Resources / Organizational Redesign Stakeholder alignment / re-branding

Business Overview

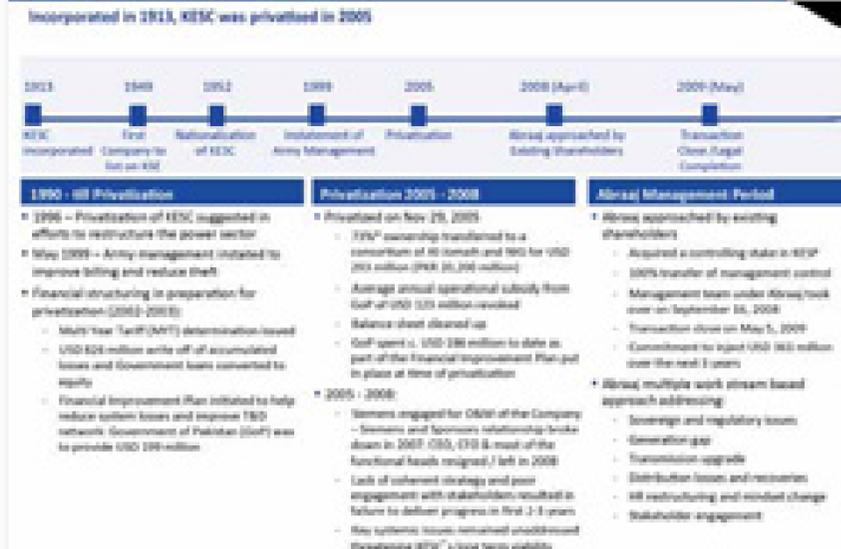
KESC is the only remaining vertically integrated power utility in Pakistan with exclusive licensing rights for Karachi, a customer base of 2.3 million and revenue of USD 1.8 billion (FY 2012)



Abraaj Transaction



History – Timeline of Events



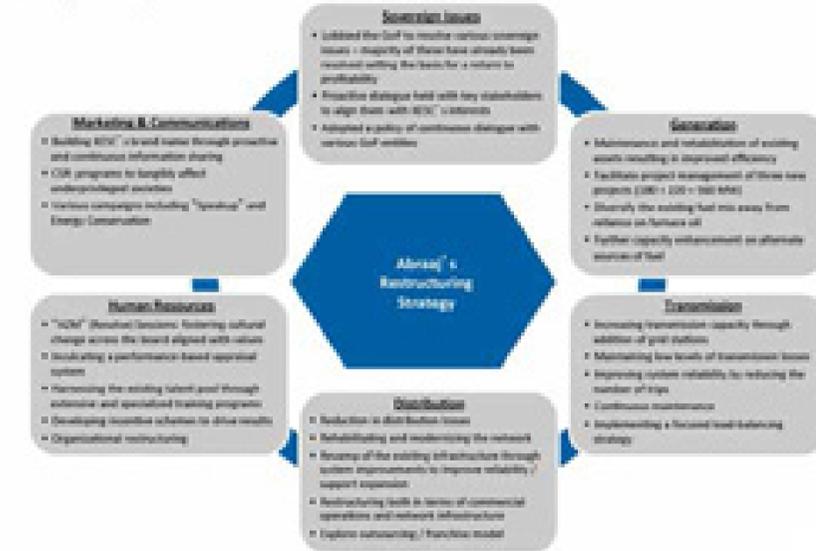
What Abraaj Inherited – Situation Assessment in 2008

KESC was in need of significant restructuring and new investment

Financial	<ul style="list-style-type: none"> Cash loss c. USD 15 million per month Inability to purchase sufficient furnace oil leading to a reduction in electricity production Outstanding coverage issues resulting in adverse material impact on financial and operational viability including accumulated losses of c. USD 700 million, contingent liability of c. USD 600 million (New-DB) and circular debt of USD 250 million Over USD 1 billion in cash requirement over next 3 years
Operational	<ul style="list-style-type: none"> Old and dilapidated plants Adverse fuel mix System reliability of 95%, availability of 99% Capacity de-rated by 400 MW resulting in lost revenue of c. USD 400 million High T&D losses of around 35%, reported numbers not reliable Unreliable network Inadequate and reactive maintenance
Stakeholders Alignment	<ul style="list-style-type: none"> Key stakeholder relationships disrupted - no strategy around customers, local & national government, regulator, law enforcement, communities, etc. Severe reputational damage Extremely negative public image Lack of confidence by consumers
Management & Strategy Execution	<ul style="list-style-type: none"> Management & Leadership Failure <ul style="list-style-type: none"> Demotivated workforce Misaligned management objectives Lack of coordination in project management leading to ineffective capex Organization structure not suited to effectively manage over 17,000 employees Absence of accountability and peer supervision

Abraaj's Restructuring Strategy

A comprehensive restructuring plan has been devised for KESC, divided into 6 key work streams being managed contemporaneously...



Restructuring Achievements So Far

Significant success achieved on both operational and financial metrics since Sep-08

Sovereign	<ul style="list-style-type: none"> • Amended Implementation Agreement, strengthening provisions for investor protection and ensuring continued GoP support for key operational & regulatory aspects • Power Purchase Agreement with NTDC & long term Fuel Supply Agreement with Pakistan State Oil
Generation	<ul style="list-style-type: none"> • Energy saving capacity exceeds demand (not accounting for latent demand), 1,000 MW added to date (30% increase in installed generation capacity) • Fuel efficiency increased from 30.8% to 33.8%
Transmission & Distribution	<ul style="list-style-type: none"> • T&D losses at a 17 year record low of 28.8% • Collections improved to 95% in areas consuming two-thirds of energy • Load Shed: 10% exempted, 8% 3 hours, Sunday complete exemption • T&D infrastructure equipped and de-bottlenecked - 9 new Grids, 200 new feeders, SCADA, GIS implementation • Distribution Service Provider agreements signed for 2 high loss areas • SAP 9-12 (first in Pakistan) rolled out for areas covering almost 80% of revenue
Human Resources	<ul style="list-style-type: none"> • Roll out of "1000" Change Management sessions- 48 sessions conducted for over 11,000 employees across all units • Re-alignment of workforce through restructuring across board • Third successive performance based appraisal • Outsourcing of non-core functions
Marketing & Branding	<ul style="list-style-type: none"> • Customer perception of KESC improved significantly (Nielsen Brand Tracker) • 14.8% reduction in employee accidents, 26.7% reduction in damaged assets
Finance	<ul style="list-style-type: none"> • Marked improvement in financials: EBITDA of USD 194.7 million (FY 2012) vs. negative USD 82.3 million (FY 2009), Net Profit of USD 29.4 million against loss of USD 186.8 million in prior year + H1 FY 2013 results continuing trend • Total capex spend of approx. USD 943 million from FY 2009 • Raised incremental long-term financing of USD 980 million on KESC's balance sheet • Successfully closed Pakistan's first utility sector retail bond - PKR 2 billion (USD 22 million) subscribed within 6 weeks • USD 361 million equity injection completed as per commitment with full subscription by GoP of USD 120.5 million injection, external challenges including poor law & order situation, gas supply constraints & increasing public sector liabilities are affecting the pace of change

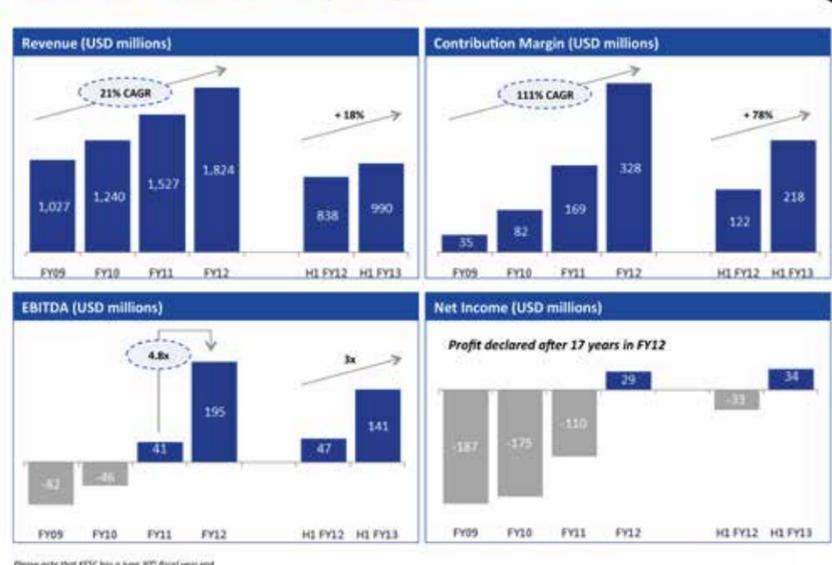
Senior Management Team

...by a highly experienced team with a strong track record

 Tahsin Qureshi Chairman and Director KESC Board • 27 yrs in energy sector • CEO KESC 2009-12 • IED Regional CEO, India • Electrical Engineer (MSc), MBA	 Syed Waqar Hussain Chief Executive Officer Exec. Director KESC Board • 41 yrs in KESC • 20 yrs experience in consumer marketing/branding role for Unilever & Nestlé (Pakistan, India, UAE & USA)	 Tayyab Tameer Chief Strategy Officer Exec. Director KESC Board • 22 yrs experience including CFO of Coca-Cola Pakistan, UAE and Oman • KESC CFO for 2 yrs • ICAEW qualified Chartered Accountant	 Anish Dhillon Chief HR Officer Exec. Director KESC Board • 20 yrs in HR and people matter (Engaged in project development and operations) • In this role since 2009 • Engineering from IIT	 Syed Moinuddin Ali Chief Financial Officer
 Ghaffar Akhbar Khan Chief Engagement Officer • 23 yrs of experience in HR & financial services including banking, retail, telecom, insurance, media • In this role since 2009	 Saad Farooq Akhbar Chief Business Development Officer • 25 yrs of energy sector experience in the oil and gas sector with Enron, Halliburton • In this role since 2008 • MBA (General), PhD Engineering	 Ash Waseem Chief HR Officer • 29 yrs of cross functional & cross industry experience in operations, sales, HR, training & learning, IT & HR • In this role since 2009 • MBA (HR), Punjab University & IAS (Marketing) from Government	 Saad Hassan Chief Supply Chain Officer • 26 yrs of international general management experience with Coca-Cola, Unilever and others, USA • In this role since 2008 • MBA (HR) & MBA (Gen)	 Saif Muhammad Taha Chief Distribution Officer • 4 years in KESC Distribution management and planning • 12 years of experience in the EPC sector including O&M and Commissioning • Engineering from IIT

Financial Highlights

FY 2012 marked KESC's return to profitability after 17 years



Please note that KESC has a June 30th fiscal year end

1. KESC Business Overview

- Business & Transaction Overview
- Key Achievements

2. Market Overview

3. Business Plan

4. Economic & Social Impact of Investment

5. Appendices

Key Achievements – Sovereign Issues

Proactive engagement with GoP to fix the fundamentals of the business...

Amendment Agreement	<ul style="list-style-type: none"> • After months of negotiations with the GoP, KESC management successfully signed an Amendment Agreement to the existing Implementation Agreement agreed at time of privatization • The Amendment Agreement strengthens certain existing provisions for the protection of investors and ensures continued GoP support for key operational and regulatory aspects of KESC's operations <ul style="list-style-type: none"> – USD 600 million contingent liability (discriminatory pricing dispute with NTDC) written off – KESC to be charged the same rate as other Distribution Companies for power purchase from NTDC – Assistance and support to KESC for recovery of old dues and eventual unbundling
Power Purchase Agreement	<ul style="list-style-type: none"> • Under the Amendment Agreement, NTDC required to enter into a PPA with KESC for purchase of up to 600 MW - successfully signed on January 26, 2010 • Established payment mechanism wherein: <ul style="list-style-type: none"> – KESC will make direct payments to NTDC, net of the outstanding Tariff subsidy payable to KESC by the Ministry of Finance, and the Tariff subsidy amount will be directly released to NTDC
Tariff (see Market Overview section for more tariff information)	<ul style="list-style-type: none"> • Proactive steps to resolve various issues with the current tariff structure. Several tariff petitions filed seeking a rationalization of the base tariff and structural changes to tariff adjustment mechanisms. Some success achieved: <ul style="list-style-type: none"> – Repeal of tariff period ending in 2012 to 2016 – 10% cap on quarterly increase in tariff removed, monthly cost adjustments allowed vs. quarterly – Regulator allowed certain structural amendments to the existing tariff (most importantly, ability to retain fuel efficiency / new efficient generation benefits) – Increase of PFR to 15/100% (vs. PFR 5/64/100% requested) for O&M component. PFR 4.9 billion positive annual impact (vs. prior USD 15 million per annum) if additional amount approved • KESC has remained in active dialogue with NEPRA for further amendments in the tariff structure to allow full and effective pass-through of costs

Key Achievements – Sovereign Issues

... with a dedicated KESC / Abraaj team working to resolve outstanding issues

Gas	<ul style="list-style-type: none"> • Gas Supply: <ul style="list-style-type: none"> • A dedicated team is working towards engaging the relevant federal ministries for further gas allocation and to enter into a long term-GSA with SOG, the gas utility supplying to Southern Pakistan - against existing lower level and no minimum pressure guaranteed, resulting in significant furnace of consumption which is 1.1x more expensive <ul style="list-style-type: none"> – A draft GSA Term Sheet is in the final stage with principle understanding secured – An additional 134 mscfd is being sought for the new 540 MW plant as agreed in the Amendment Agreement • Gas allocation is a major political debate at present and legal commitments are being evaded by the GoP • Furnace Oil Supply: <ul style="list-style-type: none"> • KESC signed Fuel Supply Agreements with PSO, the largest oil marketing company in Pakistan, and two privately owned refinery and oil marketing companies for supply of furnace oil
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• Generation and Transmission (G&T)

Key Achievements – Generation Case Study (1/2)

Alstom led a consortium of the new 220 & 540 MW projects, which faced considerable delays and contractual issues at the time of takeover

220 MW CCGP

Issues identified during due diligence:

- Project delays of over one year
- Poor commercial terms
- Key elements of the project missing, including sub-station
- No commissioning / testing plan, project management lacking, no dedicated gas pipeline causing gas pressure issues

Alstom Initiatives:

- Dedicated team consisting of power and construction specialists assembled by Alstom
- Convincing gas supplier to build a new gas pipeline
- Focused and proactive project management led to CO2 much earlier than expected at the time of due diligence
- Project fully commissioned in Oct-09



220 MW CCGP
Korangi
A Case of a successful
turnaround

540 MW CCGP

Issues identified during due diligence:

- EPC contract was not compliant with industry standards
- Contract negotiations had come to a dead end, lenders were considering canceling loan commitments
- Work on the project had come to a complete standstill

Alstom Initiatives:

- Contract renegotiated leading to a USD 14 million reduction in overall contract price
- Payment terms were renegotiated from one Letter of Credit to six Letters of Credits spread over the duration of the project
- Financing of USD 383 million closed and project completed on time and on budget
- Open Cycle commercial operations in Feb-12
- Combined Cycle commercial operations in May-12



540 MW CCGP at
Bin Qasim
Largest & Most Efficient
Combined Cycle Power Plant
in Pakistan

Key Achievements – Generation Case Study (2/2)

KESC's 180 MW GE Jenbacher project secured two Asian Power Awards 2009

Alstom/Project Management

- Two power stations at Sind Industrial & Trading Estate and Korangi Town were 30 years old, operating frame-6 Gas Turbines at less than 20% efficiency
 - Low efficiency due to lack of scheduled maintenance and no regular overhauls
- In November 2008, KESC signed an agreement with GE Jenbacher for two new power stations at SITE (90 MW) and Korangi Town (90 MW), total net capacity of 180 MW on a fast track basis
 - New plants would replace 120 MW of existing capacity
 - Efficiency has increased to 36% and incremental 90 MW has been gained with the same gas usage
- The 180 MW GE Jenbacher projects were completed in a record time span of 7 and 11 months and won two Asian Power awards
 - Asian Power Awards 2009 – Gold award – Asian Power Plant of the Year
 - Asian Power Awards 2009 – Silver award – Best Fast-track Power Project in Asia
- The projects were one of the most cost-effective generation projects at approximately USD/140 per kW

90 MW/90 GE Jenbacher Plant

Korangi Town Gas Turbine Power Station (90 MW/90 GE Jenbacher Plant)

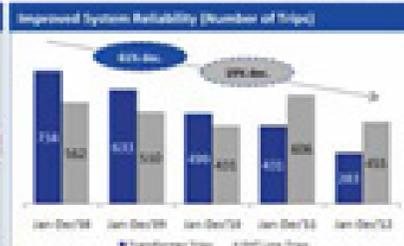
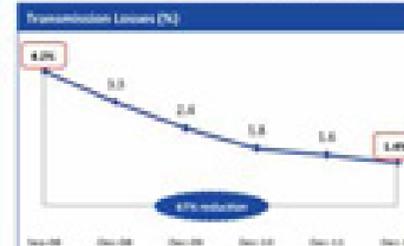
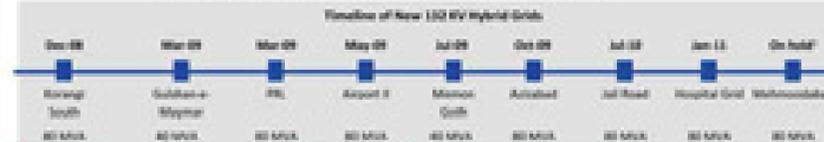


Key Achievements – Transmission

Increased reliability in transmission network and cut transmission losses by two thirds

Key Initiatives

- **Capacity Addition:** 8 new grid stations – 713 MW addition in transmission capacity including rehabilitation of other Grid power transformers
- **Loss Reduction:** Reduction of 2.8% in transmission losses; 176 kilometers circuit length rehabilitated since takeover; 52 kilometers of new 66KV lines have been installed
- **System Reliability:** 63% reduction in transformer tripping and 10% reduction in transmission line trips since takeover; significant reduction in un-served energy due to improved fault response



• Distribution

Key Achievements – Distribution New Look



Defence Business Center – Pre Revamp



IBC Defence – Post Revamp



Inside an IBC Customer Service Centre



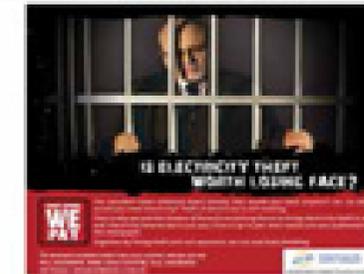
118 Call Centre

Key Achievements – Distribution Energy Losses & Recoveries

Annualised T&D losses are at a 17 year record low of 28.6%, representing a 7.3% reduction since FY 2008



Key Achievements – Recovery and Loss Reduction Drive



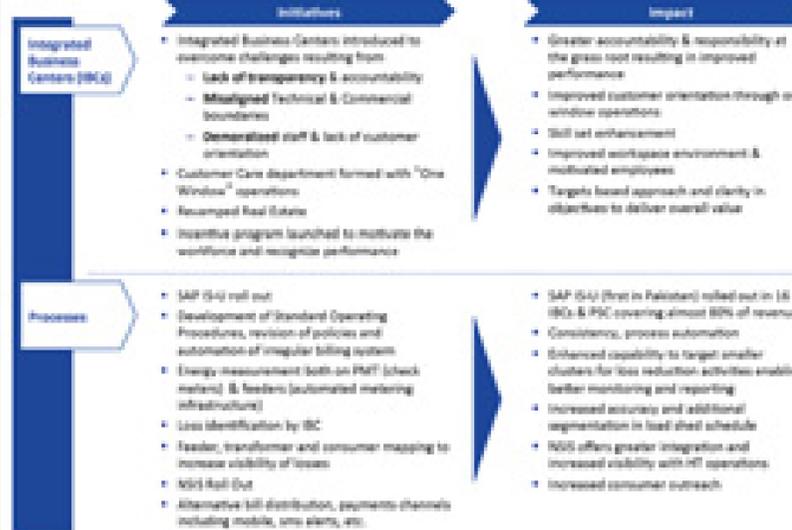
"Wanda" (Illegal Hook Connections) Removal Drive



Post ABL Installation PWT

Key Achievements – Distribution Initiatives (1/3)

Introduction of the Integrated Business Center concept along with process improvements has yielded significant returns



Key Achievements – Distribution Initiatives (2/3)

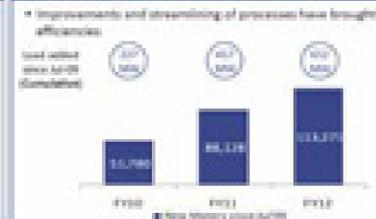
Renewed focus on Network Health Management to control unscheduled outages, while improved New Connection process have increased the number of consumers brought on to the billing panel



IBC Call Center

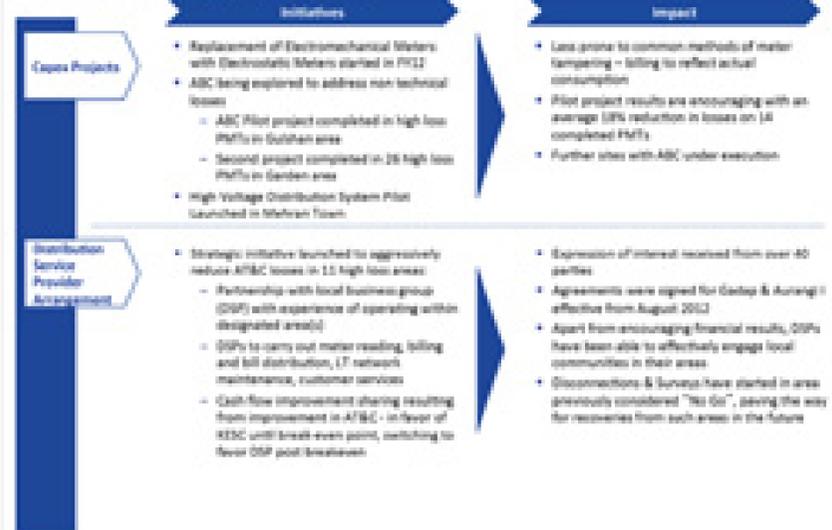
- Workforce enhanced from 100 to up to 950 during peak summer periods
- One window billing unit now entertains approximately 200 walk in customers daily
- Service level greater than 90%
- Interactive Voice Response has been launched and currently handles 9% of all calls received (up to 12% in peak summer season)
- To improve customer experience and to further reduce call drop rates, another helpline number has been set up

New Connections



Key Achievements – Distribution Initiatives (3/3)

Several major initiatives and Distribution Services Provider model being put in place to reduce Aggregate Technical & Commercial Losses in High Loss Areas



• Human Resources

Key Achievements – HR Restructuring

Supporting KESC's Public to Private Sector turnaround through aggressive HR restructuring (reduction of head count by 6,000 to 11,400) and creating a performance driven culture



Key Achievements – Brand Marketing & Communication

KESC believes in the importance of maintaining active and open communication with its Stakeholders. Stakeholder feedback is a vital tool for monitoring and improving consumer service

Brand Marketing & Customer Communication

- Information bridge between KESC, its consumers and stakeholders created through Print, Electronic (TV & Radio) & Social Media
- Set up youth commercialization unit within marketing to realize revenue potential of KESC cafes, outdoor sites and bill advertising
- Successful TRC Campaign positioning - 1st TRC Bond sold out with in 4 weeks
- Organized mass digital campaigns on diverse operational matters, e.g. public safety, energy conservation, fuel issues, etc. - over 28 million sms and 5 million emails sent
- Social Media: KESC is the only utility in region that is available for interaction through the social media including twitter (@Kesc_1166) and Facebook (facebook.com/PoweringKareem)
- Regular appearances on the electronic medium via news updates, programs, to explain stance on outages against theft, defectors and position on critical issues
- Updates on power situation, fuel supply, among other things, shared via electronic tickers
- Market Brand Tracker to measure consumer perceptions was put into place in Oct. 2009 indicates that "KESC" performance has improved on all of the perception indicators

Internal Communication / Thought Forums

- "ADM" Newsletter - Monthly internal publication - Developed, broadcasted and distributed in order to keep employees abreast of latest developments / activities across business units
- "ADM" Conference - Successfully concluded "ADM" Change Management Program. Approx. 11,000 management & non-management staff participated in the ADM Conference expressed their unanimous commitment to transform KESC into a truly customer centric private entity.
- Thought Leadership Forum - two sessions organized focusing on the impact of Privatization & Social Inclusion on Sustainable Development
- Secured a level "A" rating from the Global Reporting Initiative (GRI) for its Integrated Sustainability Report for the year 2012

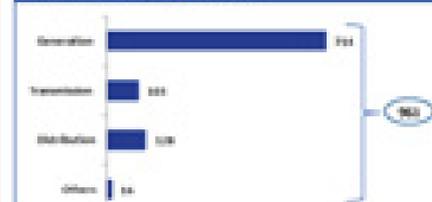
• Marketing & Communications

• Funding

Key Achievements – Capex and Funding

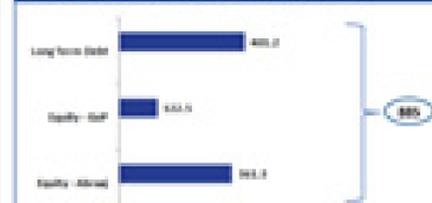
The first objective of increasing Generation capacity has been largely achieved over the last 4 years. Transmission and Distribution capex has been largely focused on infrastructure enhancement.

Capex (USD Million) FY 2008 to date



- Generation include new projects of 220 MW COPP, BQPS II - 240 MW Project (USD 383 million) and GE Jenbacher Plant - 180 MW project (USD 107 million)
- Transmission infrastructure enhancement included 3 new grid stations
- Distribution capex has been mainly around network maintenance and expansion. Low reduction based capex has been limited to new meters and BC construction, while recently an increasing level is being spent on ABC

Funding: Equity and Debt (USD Million) FY 2008 to date



- Raised incremental long term bank financing of USD 380 million on KESC's balance sheet without any sovereign guarantee
- Successfully closed Pakistan's first utility sector retail bond of PKR 1.0 trillion (USD 1.1 billion). Fully subscribed within 5 weeks
- USD 161 million equity injection completed by Abnca in per commitment with full subscription by Government of Pakistan of USD 122.5 million (corresponding to their state)
- Internal Cash flows funding balance of capex

Prepared by KESC Finance Dept. 07/2012

Key Achievements – Equity Injection

Equity Injection over the last 4 years was critical for the turnaround given historical underinvestment in the Company and dire cash flow situation



- Approve 50 MW Jenbacher Project
- BQPS II (240 MW) - Jenbacher (EPC)
- BQPS II (240 MW) - Other General Capex including ABC Project (USD 4 million), BC infrastructure and new Transmission grid projects
- BQPS II (240 MW) - Advance Payment
- GE Jenbacher payment for equipment and local works
- BQPS I (240 MW)
- BQPS I (240 MW)
- BQPS I (240 MW)
- General Capex including new Transmission Grid projects

Prepared by KESC Finance Dept. 07/2012

Key Achievements – Revenue Bridge

Increase in revenue driven primarily by increasing tariff to reflect rising fuel and power purchase costs. Structural changes to tariff and T&D loss reduction have been other factors contributing to the revenue increase

Revenue Bridge (USD Million) – FY 2008 to FY 2012



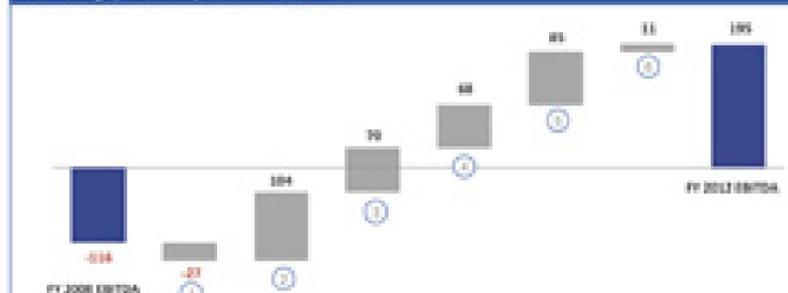
1. T&D Losses Reduction - T&D Losses reduced by 6.2%
2. Energy Supply Increase - Increase in energy to meet increase in demand. Load Shed Policy in place to address high loss areas
3. Unleveraged Cost Reversal - Removal of historical 4% Cap on fuel cost Tariff adjustments (2005-08) - as a result of tariff petition
4. Tariff - WTC Adjustment - WTC pricing adjustments post signing of Amendment Agreement
5. Tariff - Adjustment - Mainly due to allowed OI inflation & approval of petition for an increase in allowed O&M component of the Tariff (13 period)
6. Tariff - Cost Increase - Approx. 80% increase due to cost of fuel & power purchase increases, as well as negative fuel mix (burning Oil to 1.5 to expensive compared to Gas)

Prepared by KESC Finance Dept. 07/2012

Key Achievements – EBITDA Bridge

Increase in EBITDA is driven by reduction in T&D losses, structural tariff changes and enhancement in generation efficiency from newer plants and rehabilitation and maintenance of the older units

EBITDA Bridge (USD Million) – FY 2008 to FY 2012

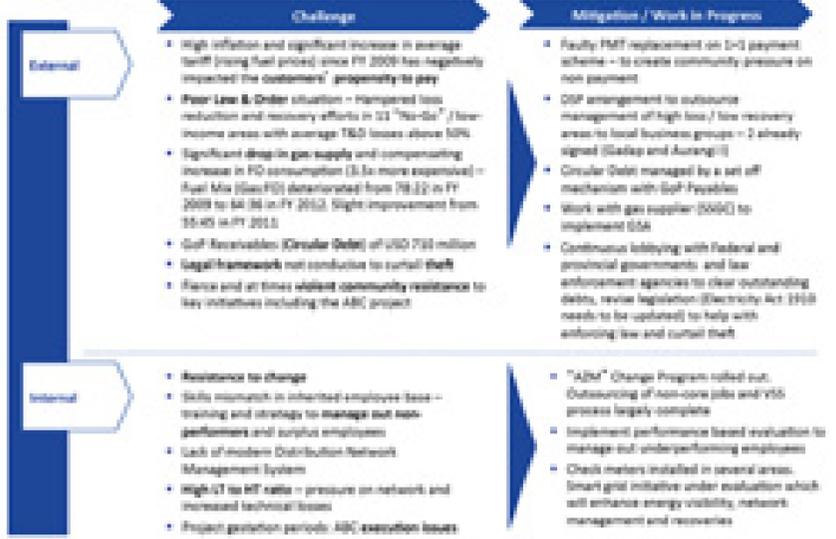


1. Voluntary Severance Scheme - Offered and accepted by significant portion of non-core non-management employees (actual payout higher due to accrued benefits)
2. T&D Losses Reduction - T&D Losses reduced by 6.2%
3. Tariff - Adjustment - Mainly due to allowed OI inflation & approval of petition for an increase in allowed O&M component of the Tariff (13 period)
4. Unleveraged Cost Reversal - Removal of historical 4% Cap on fuel cost Tariff adjustments (2005-08)
5. Generation Efficiency - Benefits from BQPS II and overall improvement in generation efficiency
6. O&M / Others - Cost saving & productivity drive

Prepared by KESC Finance Dept. 07/2012

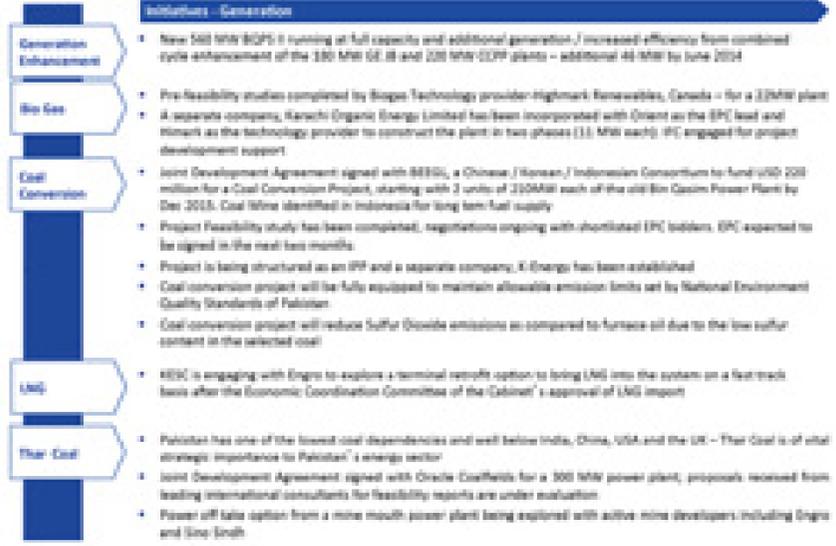
Challenges Snapshot

Significant progress made, but the speed of change is being affected by challenges in both the external and internal environment



Business Plan Drivers (1/2)

Fuel diversification projects will reduce dependence on indigenous sources and resulting outages due to fuel supply interruptions

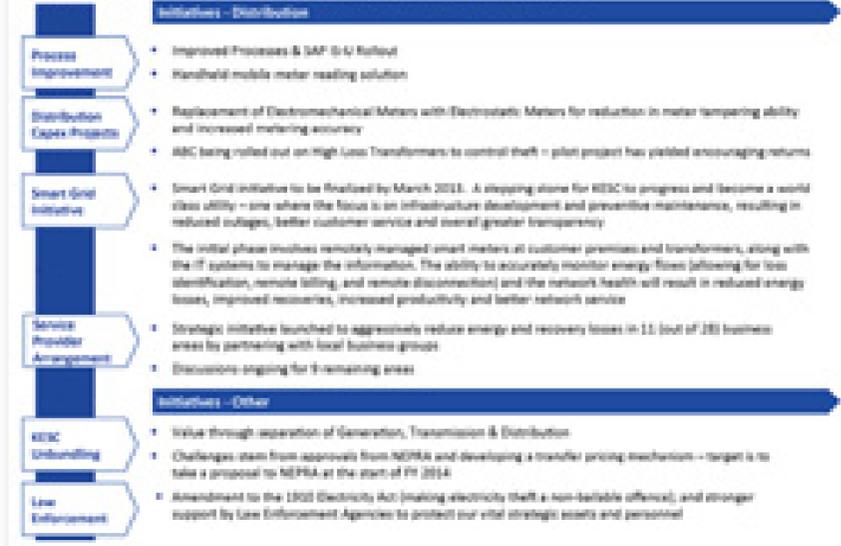


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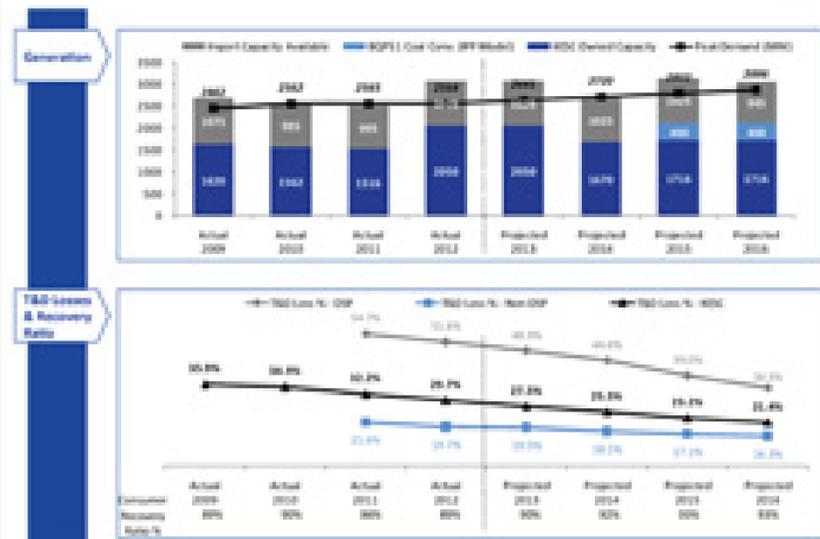
1. KESC Business Overview
2. Business Plan
3. Economic & Social Impact of Investment

Business Plan Drivers (2/2)

Reducing energy & recovery losses by partnering with locally entrenched business groups in 11 High Loss areas, process improvements and new capex initiatives to result in T&D loss reduction

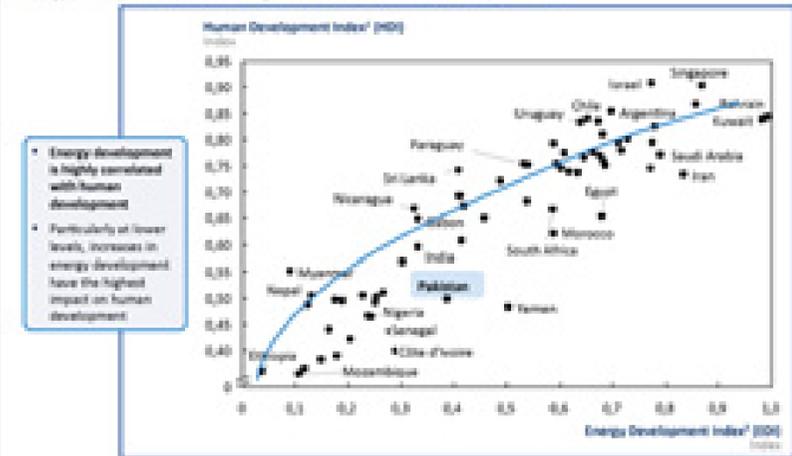


Business Plan – Key Assumptions



Significance of Power Sector to Human and Economic Development (1/2)

Energy development shows a strong correlation with human development ...



Losses arising from power and gas shortages (in Pakistan) held down GDP growth by 3-4% points in FY2012 and FY2013 – Asian Development Bank

Contents

1. KESC Business Overview
2. Business Plan
3. Economic & Social Impact of Investment

Significance of Power Sector to Karachi

KESC's goal of providing uninterrupted and reliable power could have a positive impact of USD 0.2 billion annually on Karachi's economy and consequently on job creation

Annual estimated impact of complete and reliable power supply in Karachi, 2010, USD millions



Significance of Power Sector to Human and Economic Development (2/2)

... and plays a direct role in key development initiatives

Role of Energy

- Evaluation of poverty and hunger**
 - Drives industrial development in the country
 - Attracts foreign investment
 - Improves agricultural processing, refrigeration and transportation of food
- Universal primary education**
 - Enables lighting, television and communication availability, thereby:
 - Improving delivery of education
 - Attracting teachers into rural areas
 - Improving awareness via media
 - Reduces children's participation in physical labor by moving to less labor intensive production
- Health improvements**
 - Enables quicker dissemination of important public health information
 - Improves illumination, refrigeration and sterilization needed in healthcare facilities
 - Allows more advanced healthcare technology
 - Reduction of daily physical burden of fuel collection in households

Quotes from USAID

"An increase in per capita electricity consumption correlates strongly with a decrease in the percent of the population with incomes of less than USD 2 per day (81%) and less than USD 1 per day (86.6%)"

"Education indicators link positively with modern energy services, with higher literacy and overall school enrollment rates."

"Reduction in maternal mortality is significantly correlated (-84.3%) with electricity consumption."

"Increases in life expectancy have a 63.7 percent correlation with increases in electricity consumption in low-income countries"

KESC – Moving Towards A Brighter Tomorrow

New management's first step was to provide immediate relief to industrial customers as they are core to the economic growth and job-creation; KESC is appreciated country-wide for these efforts

A NOTE OF APPRECIATION FOR KESC

Thank you for supporting the vision through your timely and effective response to the power crisis in Karachi over a year ago. The problem is critical and has the economic edge of the nation going and halted employment creation, leading to socio-economic hardships and misery in the homes and businesses of Karachi.

The rapid operational mobilization in the immediate wake of the crisis highlighted the need to ensure adequate supply of power to Karachi's growing base. The support KESC offered in this regard with speed and efficiency is truly a commendable effort.

We are indebted to you for the "24x7x365" support shown to Karachi's industrial sector and citizens in making our day-to-day lives more dignified and prosperous in Pakistan.

DAWN

KESC – Moving Towards A Brighter Tomorrow

Being the only vertically-integrated power utility in Pakistan, KESC recognizes its responsibilities towards the progress of Karachi & Pakistan as a responsible corporate citizen

Our Vision: To restore and maintain pride in KESC, Karachi and Pakistan

Our Mission: Brightening lives by building the capacity to deliver uninterrupted, safe and affordable power to Karachiites

Our Values: We Believe, We are Trustworthy, We are Open, We are Dependable, We think about you

Our "ADM": "ADM" reflects our determination towards change management and instilling a common culture derived from KESC's vision & values across the board

Economic & Social Impact – KESC's SEEDS Initiative

Over and above its core economic – social responsibility to provide power, KESC's Stakeholder Engagement and Enrichment Drives for Sustainability (SEEDS) is a holistic approach to address stakeholders

Environment & Social Governance

Integrated Sustainability Report: Provides a basis for comparing the combination of KESC's social, economic, governance and environmental performance against established benchmarks

The report aligns Global Reporting Initiative (GRI), Best of its kind in Pakistan's power sector and reinforces KESC's commitment to being a model of transparency and ethical standards

KESC named 'Best' in Rating from Global Reporting Initiative for 2012 – KESC becomes the first organization in Pakistan to achieve such a rating for an integrated report

Social Investment Programs

Employment Program: Providing complete or partial electricity payment relief to social organizations in the Education sector (e.g. 320 schools of The Citizen Foundation) & Health sector (e.g. Indus Hospital with 500,000 patients treated monthly)

Emergency Response Initiatives: KESC's flood response 2010-11 formed by CEO as 4th largest by a private organization in Pakistan

Uninterrupted Power supply: 24 hour load shed exemption and system upgrades for 17 major hospitals

GreenSports Football Development Program: Nurture leagues & training camps to harness local talent

Stakeholder Engagement

"ADM" – Culture Change Drive: Aims to bring change management program in the country with the objective for instilling a common culture derived from KESC's vision & values across the board

Communication Reach "ADM" & Unshed (hope): periodic publications for internal & external stakeholders, Media relationship management & interactive website

Anti Theft Campaign: Partnering with local communities and investing in the community to solve their most immediate problems

Thought Leadership

Thought Leadership Forum: The forum aims at promoting sustainable development through dialogue & discussion

Two sessions have already been conducted where prominent speakers including Dr. Ishaq Hussain (Dean & Director, Institute of Business Administration, ex-Governor State Bank of Pakistan) & Dr. Aftab Iqbal (Founder & Director, Smith Institute of Urology and Transplantation) shared their views on the impact Privatization & Social Entrepreneurship on sustainable development

Knowledge Sharing: Long term partnerships have been created with all major educational institutes of Karachi for mutual value creation

Economic & Social Impact – Social Interventions

KESC recognizes that its own tomorrow and sustainability is fundamentally linked to the economic, social and environmental uplift of a diverse set of stakeholders

Sports

- Steer youth attention and energies away from crime through sports
- Organized an Under-14 league in Lyari – a crime affected area with low and order issues ("No Go" area). Legal electricity connections and USD 5.5 million of outstanding bills
 - Total of 16 teams, 12 from Lyari and 4 from Uthai, Hala, Yinder & Bala. 32 games, Super 8 games were aired live on Geo Super (major sports channel in Pakistan)
- Initiatives have resulted in
 - reduced crime rate and theft of electricity
 - replacement of illegal connections with legal ones
 - community support in recovering outstanding bills, installation of meters in residential and commercial buildings
- Engagement with over 1,000 children through KESC District League Talent Hunt (Under-12) and KESC Super Football League

Education

- Distributed educational material to a girls school in Lyari
- Partnership with INJAZ Pakistan – Commitment of 1,000 hours
- 800 children of top management employees awarded full-paid scholarships for technical training at Amnabach and Nurur Foundation

Social Investment

- Provision of free electricity to a number of social welfare institutions./ branches based in Karachi including
 - 120 schools managed by The Citizens Foundation
 - Maria Abulhasid (Lapras Centre)
 - Indus Hospital (up to 50%)

Economic & Social Impact – HSEQ and Energy Conservation

Focus on improved performance in areas of HSEQ has resulted in reduced employee fatalities, major accidents, asset damage & public liabilities. Energy Conservation actively promoted through mass awareness programs

Health, Safety, Environment & Quality

- 34.6% Reduction in employee accidents, 26.7% Reduction in damaged assets
- Development of comprehensive safety management systems
- Culture of proactive risk management of hazards introduced through training
- 60% Safety Inspections conducted in distribution, grids, generation plants and other support departments. Implementation of Fire Management System to increase asset value
- All plants compliant to NEQS-Emission Standards
- Conducted safety audits as per IFC guidelines
- "Electronic Safe Card" launched on website for public to report hazards
- Placement of over 25,000 retro-reflective warning signs on electric poles in locality prone areas
- Regular vaccination programs resulting in reduction of Hepatitis B cases by 60% and infectious diseases in children by 40% - 1,733 vaccinations given during FY12

Energy Conservation

- More than 1.4 million consumers topped and 146 MW of load optimized through Energy Conservation team's outreach activities
- Reaching over 2 million consumers monthly via Energy conservation tips printed on electricity bills
- Energy audits / review with ROI (return on investment) based proposals for encouraging use of green energy efficient fittings and features rolled out
- Provided awareness and assistance regarding Power Factor Improvement for industries
- Advising strategic institutes including Ministry of Water & Power, ENERCON, WPCO on energy conservation. Replacement of Incandescent Lights with LEDs at Quaid-e-Azam's Mausoleum
- Partnering with Architects & Builders Association of Pakistan for efficient building codes
- Power consumption reduced through replacement of Incandescent lights with LEDs, regular surveys and monitoring on energy conservation practices in KESC offices and installations

Economic & Social Impact – Load Shedding Policy

KESC recognizes the importance of Industrial and Strategic Consumers and their impact on continued economic growth of the city and sustainability of business operations

Strategic Load Shed Plan in Place

- Preferential treatment given to Industrial and Strategic Consumers
- All industrial zones exempted from load shedding
- Load shed plan based on losses and recovery rates in various localities
- Done Load shedding policy in place for:
 - Industrial Consumers
 - Strategic Consumers (including hospitals, national security related installations etc.)
 - Low loss areas

Feeder Classification	No. of Feeders	Daily Load Shedding	Units sent out (%)
Very High Loss	188	3.8 hrs	12.9%
High Loss	428	6.0 hrs	35.1%
Medium/Low	111	8.0 hrs	7.9%
Industrial + Strategic + Low/Loss	893	-	66.9%
Total	1,708		100%

Industrial Consumer Segmentation and Service Level

- Customer service level enhanced, dedicated teams and relationship managers assigned to resolve issues faced by industrial consumers at a fast pace
- IBC KINAZ (Korangi Industrial Model Zone) and IBC SITE cater to 11,000+ Industrial Consumers based in Korangi and SITE
- Industrial consumers segmented into Yellow and Green consumers
- Dedicated team for the consumers on the Yellow and Green Bill Facility
 - 485 consumers on the Yellow Bill Facility
 - 250 consumers on the Green Bill Facility
- Billing and network complaints facilitated on priority for the NS colored consumers in place

