

Terms of References (ToRs)

Performance Monitoring Specialist (Pre-and Post-Privatization of DISCOs)

1. Background

The Government of Pakistan, in collaboration with development partners, is undertaking major reforms in the power distribution sector, including the privatization of DISCOs, to enhance efficiency, financial sustainability, governance and service quality. Effective performance monitoring (Pre- and Post-Privatization) is essential to maintain regulatory oversight, ensure compliance with privatization agreements, and safeguard consumer interests.

Robust monitoring frameworks, digital analytics tools, and clearly defined KPIs will be critical for enabling transparency, accountability, and timely decision-making during the transition from public to private management. In this context, a Performance Monitoring Consultant will be engaged to review existing DISCO roadmaps, reassess their relevance in the post-privatization environment, design and operationalize updated monitoring frameworks, and also institutionalize modern monitoring systems aligned with sectoral reforms, privatization goals, and international best practices.

2. Objectives of the Assignment

The primary objective of this assignment is to develop and implement a comprehensive performance monitoring framework that ensures effective oversight of DISCO operations during pre- and post-privatization phases by:

- i. Designing end-to-end monitoring systems covering operational, technical, commercial, financial, and governance dimensions.- This is not a designing job, it is more of heading role.
- ii. Aligning KPIs and monitoring protocols with regulatory codes, privatization agreements, and national energy policies.
- iii. Enabling evidence-based oversight through digital tools, feeder-level analytics, and automated reporting systems.
- iv. Supporting the Ministry of Energy (Power Division), PPMC, and development partners with timely performance assessments, dashboards, and compliance reports.

3. Scope of Work

The key tasks and responsibilities will be:

- i. Review the strategic roadmaps already developed for each DISCO, reassessing their relevance, feasibility, and alignment in light of anticipated ownership, governance, and operational changes after privatization.
- ii. Identify areas requiring adjustment to ensure continuity of service, adherence to privatization agreements, and alignment with long-term sector reform objectives
- iii. Design, refine, and implement robust monitoring frameworks that comprehensively cover operational, technical, commercial, financial, and governance dimensions of performance in a privatized environment.
- iv. Define and institutionalize Key Performance Indicators (KPIs) that are directly aligned with national energy policies, regulatory codes, and privatization objectives.
- v. Conduct a comprehensive assessment of the current performance monitoring systems, tools, and data management processes, identifying strengths, weaknesses, and gaps that may impact post-privatization oversight.
- vi. Propose and facilitate the integration of modern, scalable digital monitoring tools—such as feeder- and transformer-level loss tracking systems, ERP modules, performance analytics platforms, and automated reporting dashboards—capable of supporting both regulatory and contractual oversight in the post-privatization environment.
- vii. Design detailed protocols for monitoring of privatized DISCOs, ensuring sustained compliance with service quality benchmarks, regulatory codes, license conditions, and privatization agreement obligations. These protocols should include clear data submission requirements, reporting frequencies, escalation procedures for non-compliance, and mechanisms for dispute resolutions.
- viii. The framework should also incorporate provisions from the privatization agreement to ensure timely access to relevant financial and operational data required for effective oversight.

- ix. Capacity building of PPMC staff, focusing on advanced performance monitoring methodologies, data analysis techniques, and compliance evaluation frameworks tailored for the post-privatization context.
- x. Prepare and submit periodic performance reports, dashboards, and analytical briefs for the Ministry of Energy (Power Division) and the World Bank
- xi. Provide insights, early warnings, and recommendations for performance improvement.
- xii. The consultant shall remain fully available throughout the contract period and shall undertake and complete all assignments in accordance with the work schedule and timelines agreed upon and approved by the management.

4. Qualification & Skills Requirements

- i. Bachelor's or master's degree of engineering in Electrical / Electronics / Mechanical / Mechatronics / Energy / Engineering Sciences.
- ii. Master's degree in business administration, Power Systems or a related discipline will be preferred.

5. Experience Requirements

- i. Minimum of 15 years of progressively responsible experience in the power distribution sector, including at least 10 years in senior management or leadership positions.
- ii. Demonstrated expertise in performance monitoring of distribution utilities, covering operational, technical, commercial, financial, and governance aspects.
- iii. Proven experience in policy formulation, regulatory compliance, and sector reforms, preferably in the context of utility privatization.
- iv. Hands-on familiarity with ERP systems, feeder and transformer-level analysis tools, performance analytics platforms, and automated reporting systems.
- v. International experience will be given preference.

6. Contract Type

- i. The Contract will be on a full time basis.

7. Remuneration

- i. The monthly remuneration will be competitive and commensurate with qualifications and experience.

8. Duration

- i. The assignment will be for an initial period of six (06) months extendable up to one (01) year based on review and performance.

9. Reporting

- i. The Consultant will **functionally report** to the MD (PPMC) of the designated entity, working in close coordination with technical, research, and policy teams.
- ii. The consultant will directly report to the Project Director administratively.

10. Expected Commencement Date

- i. The expected commencement date is 01-Feb-2026

11. Facilities Provided to the Consultant

- i. The consultant will be provided co-working space at PPMC Office, Islamabad.