



# **HYDERABAD ELECTRIC SUPPLY COMPANY**

OFFICE OF THE COMPANY SECRETARY

HESCO HYDERABAD

No.HESCO/C.S/Min-113th BOD/ 1333-50

11th January, 2016

1. **Secretary**, Ministry of Water & Power GOP Islamabad.
2. **Mr. Nazar Hussain Mahar**, Chairman BOD HESCO.
3. **Prof. Dr. Muhammad Aslam Uqaili**, Director BOD HESCO.
4. **Syed Asif Hyder Shah**, Director BOD HESCO.
5. **Mr. Shafique Ahmed Mehasar**, Director BOD HESCO.
6. **Mr. Waqas Anwar Qureshi**, Director BOD HESCO.
7. **Mr. Mahfooz Ahmed Bhatti**, Director BOD HESCO.
8. **Mr. Tassaduq Hussain**, Director BOD HESCO.
9. **Mr. Akhtar Ali Randhawa**, Director BOD / CEO HESCO.

**Subject: MINUTES OF 113<sup>TH</sup> BOD OF HYDERABAD ELECTRIC SUPPLY COMPANY LIMITED**

**Reference:** Company Secretary BOD HESCO memo even No. 1276-93 dated 16<sup>th</sup> December, 2015.

While confirming the minutes of 113<sup>th</sup> BOD meeting, BOD resolved these minutes as true and correct record of proceedings except the words appear at Agenda Accounts-01 in para (b) of page 20, line # 14 & 15 and directed to undersigned to revised the minutes by deleting these lines from Agenda Accounts-1 as under:

***"(the BOD decided that final decision in doubtful debts to be taken after hearing Auditor and CEO in next meeting of BOD)"***

Accordingly the minutes may be deemed as "REVISED" to the extent noted above please.

**(FAHEEMULLAH MEMON)**  
COMPANY SECRETARY

**Cc to:**

1. Chief Technical Officer, HESCO Hyderabad
2. Chief Engineer (Development) PMU, HESCO Hyderabad.
3. Chief Commercial Officer, HESCO Hyderabad.
4. Chief Operating Officer, HESCO Hyderabad.
5. Chief Engineer (P&E), HESCO Hyderabad.
6. Admn & HR Director, HESCO Hyderabad.
7. Finance Director, HESCO Hyderabad.
8. Master File.

**CHAIRMAN**  
BOD HESCO, Hyderabad.



# **HYDERABAD ELECTRIC SUPPLY COMPANY**

OFFICE OF THE COMPANY SECRETARY

HESCO HYDERABAD

No.HESCO/C.S/Min-113th BOD/ 1276-93

16<sup>th</sup> December, 2015

1. **Secretary**, Ministry of Water & Power GOP Islamabad.
2. **Mr. Nazar Hussain Mahar**, Chairman BOD HESCO.
3. **Prof. Dr. Muhammad Aslam Uqaili**, Director BOD HESCO.
4. **Syed Asif Hyder Shah**, Director BOD HESCO.
5. **Mr. Shafique Ahmed Mehasar**, Director BOD HESCO.
6. **Mr. Waqas Anwar Qureshi**, Director BOD HESCO.
7. **Mr. Mehmood Nawaz Shah**, Director BOD HESCO.
8. **Mr. Mahfooz Ahmed Bhatti**, Director BOD HESCO / Joint Secretary (Dev) MoWP Islamabad.
9. **Mr. Tassaduq Hussain**, Director BOD HESCO.
10. **Mr. Akhtar Ali Randhawa**, Director BOD / CEO HESCO.

Subject: **MINUTES OF 113<sup>TH</sup> BOD OF HYDERABAD ELECTRIC SUPPLY COMPANY LIMITED**

The Minutes of 113<sup>th</sup> BOD Meeting of Hyderabad Electric Supply Company Limited held on 28<sup>th</sup> November, 2015 at 11:00 am in the Committee Room, HESCO Power Wing Colony, Hussainabad Hyderabad duly approved by the Chairman BOD through e-mail and signed by Company Secretary of BOD HESCO are sent herewith for your information please.

DA/ as above

*Faheem* 16/012/15.  
(FAHEEMULLAH MEMON)  
COMPANY SECRETARY

Cc to:

1. Chief Technical Officer, HESCO Hyderabad
2. Chief Engineer (Development) PMU, HESCO Hyderabad.
3. Chief Commercial Officer, HESCO Hyderabad.
4. Chief Operating Officer, HESCO Hyderabad.
5. Chief Engineer (P&E), HESCO Hyderabad.
6. Admn & HR Director, HESCO Hyderabad.
7. Finance Director, HESCO Hyderabad.
8. Master File.

*g f f u s t e d*  
CHAIRMAN  
BOD HESCO Hyderabad.



## **MINUTES OF 113<sup>TH</sup> BOD MEETING HESCO HYDERABAD**

Meeting of the 113<sup>th</sup> BOD HESCO was held on Saturday, the 28<sup>th</sup> November, 2015 at 11:00 am in the Committee Room, HESCO Power Wing Colony Hussainabad, Hyderabad. List of participants is attached at (Annexure-I).

The meeting started with the recitation from Holy Qura'an. The Chairman extended warm welcome to the participants of meeting and during his opening remarks he emphasized the need to improve service delivery, reduce technical and financial losses and focus on reforms so to improve performance of the company.

### **Agenda-1 CONFIRMATION OF MINUTES OF 112<sup>TH</sup> BOD MEETING HESCO**

MOVED: Prof. Dr. Muhammad Aslam Uqaili, SECONDED: Mr. Waqas Anwar Qureshi that HESCO Board of Directors confirmed the minutes of its meeting held on Saturday, the 10<sup>th</sup> October, 2015 as a true and correct record of proceedings.

### **Agenda-2 BRIEFING OF CHIEF EXECUTIVE ON HESCO PERFORMANCE**

Appreciating the hard work of CEO Mr. Akhtar Randhawa regarding recovery the board was of the opinion that he must give substantial and more time to reform side to transform the company in to a profit making entity. The board took following important decisions with a purpose to provide relief to customers who are regularly paying bills in time and provide extended supply to those areas where there are low losses by cutting supply to loss making areas and to transform Company into better performing entity by improving systems and service delivery to law abiding consumers.

- There shall be zero load shedding in areas where payments are more than 90% to create trust in consumers. This would ensure productive sale of power and better earnings. CEO HESCO may announce this decision to public by 20th December 2015 through media to attract consumers towards no theft and timely payment.
- Strenuous efforts be made to protect investments made in ABC and AMR in Qasimabad, the implementation of the project may also be



ensured in its letter and spirit and a team headed by a senior and dedicated officer may be tasked to look in to reform interventions and gradually extend this project to other areas. The CEO assured that whole work would be completed including replacement of all remaining meters and repairing the batteries of the already installed AMR meters up to 31st January 2016. It was decided to regularly inform the progress in the matter on monthly basis to Board of Directors during meeting of BOD and through emails. The Board also felt that there needs to be a dynamic and proactive MIS department which should have been trained when the system was being installed in last two years. It was decided to strengthen MIS department in the company and all necessary support may be provided to purchase required necessary equipment and hiring of quality human resource from market including quality developers.

- AMR meters with latest version be installed at a shortest possible time in all Industrial, Commercial and Agricultural facilities and later on same be extended to all domestic consumers too. A proper time framework along with training of staff and workshop facilities may be given during next meeting of BOD.
- Include latest version of Smart meters in next year and five-year distribution plan to make things more transparent, avoid losses and theft of electricity.
- Online information system and Comprehensive Complaint Redressal System be developed urgently for valuable consumers to enhance their satisfaction.
- Modern Human Resource Management and Information System be developed/installed in the company to improve the organizational behavior and its effectiveness. To pin down ghost and undisciplined employees biometrics verification system must be immediately installed in all offices of HESCO on priority basis and monthly salary payments be linked to regular attendance and performance.

  
**CHAIRMAN**  
BOD HESCO, Hyderabad.



- There must be a centralized billing system to avoid billing issues. The corrections only be made through online programming by the authorized Revenue Officers. No field staff may have authority to correct bill and Revenue Officers may have resources to correct bill after physical verification with digitized documents through dedicated online program. Payments received by Banks also need to be reported and reconciled online instantly.
- Till AMR meters are installed all meter readers may be tasked to take snap photo of all meters in their areas at the time of reading and send it through email or whatsapp or through any other tool to central billing office. A proper program may be developed by the MIS team in the matter and all meter readers and supervisory staff may be provided necessary training and BOD be apprised of the progress in next meeting.
- Subsidy being offered by Govt. of Pakistan to poor consumers must be fully obtained on month-to-month basis by timely feeding the details. It is astonishing that reportedly company lost five billion last year due to incorrect and untimely data entry.
- Qualitative human resources be hired for Finance, Account, Procurement, ITC and others areas through over all supervision of respective committees of the Board.
- It was again reiterated that management would provide monthly list of good performers and nonperformers so that a system of reward and penalty may be put in place.

Mr. Mehfooz Ahmed Bhatti suggested that in next Board meeting PITC be invited to brief on Dashboard and other related information on which Board agreed and appreciated the suggestion. It was decided that all board directors may be provided access to dashboard of the company.

*Mehfooz Ahmed Bhatti*  
 CHAIRMAN  
 BOD HESCO, Hyderabad.

**Agenda-3 DIRECTORS TRAINING PROGRAM**

The Board was informed that this is mandatory requirement of SECP for all directors of the company. Board accorded approval for participation of Directors of HESCO Board in Directors Training Program (DTP) being organized by ICAP Karachi and other institutions like IBA / LUMS etc with the total expenditure of Rs. 1.500 million alongwith boarding and lodging etc as and when convenient to H'able Directors.

**Agenda-4 STANDARDIZED REMUNERATION PACKAGE FOR THE BODS**

**DECISION** Board of HESCO not agreed to adopt the aforementioned remuneration package for Directors of BOD and finds that the room rates of Hotels are very low and does not suit to meet the today's market rates.

**Agenda-5 PROCUREMENT OF 11 NOS: 132/11.5KV, 31.5/40 MVA, POWER TRANSFORMER AND SPARE PARTS AGAINST LOT-I OF TENDER NO. ADB-TRANCHE-IV-HESCO-01-2014 (ICB) UNDER LOAN NO. 3096-PK FOR POWER DISTRIBUTION ENHANCEMENT INVESTMENT PROGRAM TRANCHE-IV**

The Board took serious notice of the uncalled for delay in processing of case particularly at level of NTDC. The procurement committee briefed the board that procurement process in HESCO needs to be improved; sometimes the tendering process is taking more than a year. This process discourages competitiveness and reduces the participation of the companies willing to be potential suppliers. This also causes the project delays and escalation in the costs. In foreign funded projects there is considerable commitment money, which is being paid by the Ministry/Company, and therefore it is important that HESCO develops an annual procurement plan alongwith transparent and competitive procurement policy with time lines.

The board sought consent of CEO in the matter who endorsed the approval of the contract by the board. Accordingly after detailed discussion the Board approved the contract as recommended by the procurement committee and CEO subject to the following:

  
**CHAIRMAN**  
BOD HESCO, Hyderabad.



- Management to comply with the instructions laid-down in the 11th Procurement Committee meeting.
- Delay in procurement by HESCO should be avoided in future.
- Improve investment especially in the areas where company could receive the maximum benefits.
- Monthly progress be put up to Board Directors in meetings and through email.
- In addition to quality control and checking by PIC, Proper monitoring system be placed in position by the HESCO management to ensure quality work and transparency.
- A proper system of reward and penalty may also be evolved to promote quality and timely performance.

**DECISION** Board accorded approval to award contract with M/s Chint Electric Co. Ltd, China for procurement of 11 Nos. 132/11.5KV, 31.5/40 MVA, Power Transformer and spare parts against Lot-I of Tender No.ADB-TRANCHE-IV-HESCO-01-2014 opened on 08.07.2015 USD 3,892,401.07 (Cost of Goods) + PKR: 5,110,000.00 (Cost of Related Services) on CIP basis with delivery at designated sites and Regional Store HESCO Hyderabad, excluding duties and taxes subject to above cited directives.

**Agenda-6** **TENDER NO: ADB-TRANCHE-III-HESCO-03-RETENDERINGFOR PROCUREMENT OF PLANT, DESIGN, SUPPLY, INSTALLATION AND CONSTRUCTION OF 01 NO LINE BAY AT 220/132KV GRID STATION HALA ROAD HYDERABAD, 01 NO LINE BAY AT 132KV GRID STATION HALA ALONG WITH ALLIED 132KV TRANSMISSION LINE HALA ROAD HYDERABAD-HALA (LOT-I) AND 01 NO LINE BAY AT 132KV GRID STATION NAUKOT ALONG WITH ALLIED 132KV TRANSMISSION LINE TANDO JAN MUHAMMAD-NAUKOT (LOT-II) UNDER ADB FINANCING 2972-PAK POWER DISTRIBUTION ENHANCEMENT INVESTMENT PROGRAM, TRANCHE-III**

*Agreed*  
*[Signature]*  
 CHAIRMAN  
 BOD HESCO, Hyderabad

Again in this case too Board took serious notice of the delay in processing of the case particularly on part of NTDC and advised management to avoid the delay and establish designing department with in HESCO and meanwhile seek technical support from other quality sources. The CEO also supported approval of the case by the Board and endorsed the recommendation of the purchase committee. The Board directed that investments preferably be made in areas having lower technical and financial losses so that investments may further lead to better performance of the company in areas where consumers are law abiding and paying timely bills.

**DECISION** Subject to directives and suggestions as given in earlier case and based on recommendations of the procurement committee of the Board and CEO HESCO, the Board accorded approval to award contract with M/s Chongqing Electric Power Construction Corporation, China for procurement of Plant, Design, Supply, Installation and Construction of 01 No. Line Bay at 220/132kv Grid Station, Hala Road Hyderabad, 01 No. Line Bay at 132kv Grid Station, Hala along with allied 132kv Transmission Line Hala Road, Hyderabad-Hala (Lot-I) **USD: 100,000.00 + CNY: 4,558,243.00 + PKR: 470,247,399/-** including provisional sum, excluding duties and taxes and 01 No. Line Bay at 132kv Grid Station, Naukot along with allied 132kv Transmission Line Tando Jan Muhammad-Naukot (Lot-II) **USD: 100,000.00 + CNY: 1,242,127.00 + PKR: 195,640,450/-** including provisional sum, excluding duties and taxes.

**Agenda-7 APPROVAL FOR THE PROCUREMENT PLAN**

**DECISION** BOD referred the above item to Procurement Committee for detailed discussion. The Board observed that the document submitted is a list of equipment, this however does not include brief, cost benefit analysis and rational for the procurement plan. Therefore, the management should include these for the committee and resubmit the same. It was also directed that procurement plan must give due priority to reform agenda stated above to improve the performance of the company.

*9/12/2014*  
*[Signature]*  
**CHAIRMAN**  
BOD HESCO, Hyderabad.



**Agenda-  
HR-1**

**PROMOTIONS OF BPS-17 TO BPS-18 OFFICERS (SDOs / AD  
(ADMN) / AUDIT OFFICER / REVENUE OFFICER)**

**DECISION**

Based on recommendations of the human resource committee of BOD but subject to fact that no corruption cases are pending against the officers, the Board unanimously approved the recommendations of Promotion / Selection Board of HESCO for issuance of promotion orders against 16 No. available vacancies of Sr: Engineer, 01 No. Deputy Director (Admn) and 01 No. Senior Audit Officer provided no corruption of administrative inquiries are pending against them. The list of the officers duly approved is placed at (**Annexure-II**).

**Agenda-  
HR-2**

**INDUCTION OF JR: ENGINEERS TO SR: ENGINEERS IN BPS-17  
TO BPS-18**

**DECISION**

BOD directed HR & Admn Director HESCO to certify that either Selection Board constituted under the convenorship of CEO HESCO and held on 06.06.2015 was competent for considering the induction of Jr: Engineers to Sr: Engineer in BPS-18 and had adopted all the rules and regulations of promotion policies. He was also instructed to get certified the M.E. Degree of both officers from HEC and ensure that no corruption cases are outstanding against the officers. The list of officers is placed at (**Annexure-II**).

**Agenda-  
HR-3**

**UP-GRADATION FROM BPS-17 TO BPS-18 AND FROM BPS-18  
TO BPS-19 WITH RELAXATION OF MANDATORY TRAINING  
CONDITION**

After detailed discussion Board suggested that proposal for training of officers for up-gradation or promotion from other Institutes like MUET Jamshoro or NED University or any other quality institution may be worked out.

**DECISION**

BOD accorded approval for up-gradations from BPS-17 to BPS-18 and from BPS-18 to BPS-19 with relaxation of training subject to verification of PEPCO/WAPDA letter No. D/DD(Rules)/ 07451-15/V/4139-4279 dated 05.03.2013 alongwith letter No. G.M(HR)/A-693/HRD/3096-3127 dated 14.09.2015 provided that no corruption

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**CHAIRMAN**  
BOD HESCO, 16y 2015-2016

cases are pending against them. The list of approved officers is placed at (Annexure-II).

**Agenda-  
HR-4** REVISION OF RATES FROM RS 6.65/- PER SQ. FT. TO RS.22/- PER SQ FT FOR OFFICE ACCOMMODATION OF HESCO HQ HYDERABAD W.E. FROM 18.07.2008 AND FURTHER REVISION @ RS.30/- PER SQ. FT W.E.FROM 01.07.2014

**DECISION** After detailed discussion the Board approved the following:

- i. HESCO's own building be built at suitable location. In next Board meeting CEO may come up with detailed agenda regarding construction of HESCO House.
- ii. Revision of rates from Rs. 6.65 per sq.ft to Rs. 22.00 per sq.ft from current year i.e 01.07.2015.
- iii. Chief Executive Officer HESCO will negotiate about the payment of enhanced rate of the building occupied by HESCO for the year 2008 and onward with the General Manager (Projects) South, WAPDA Hyderabad as well as Ministry of Water and Power GoP Islamabad. The Board said that no enhancement can be authorized by the Board which is preceding their tenure i.e. from 2008 to June 2015.

**Agenda-  
HR-5** APPROVAL OF EXPENDITURE TO BE INCURRED FOR CONDUCTING WRITTEN TEST IN TWELVE DISTRICTS OF SINDH IN THE TERRITORY OF HESCO

**DECISION** Agenda item was discussed in detail. The Board taking in to account weak financial health of the company decided to adjust the vacant slots from the existing staff by restructuring the organization. HR&Admn Director was directed to carry out necessary exercise.

The matter was further referred to Audit Committee with the advice that Prof. Dr. Muhammad Aslam Uqaili from HR Committee may specially be invited to assist the case.

**Agenda-  
HR-6** APPROVAL FOR PAYMENT OF TESTING FEE TO M/S NTS FOR CONDUCTING WRITTEN TEST FOR CHILDREN OF WAPDA EMPLOYEES AGAINST EMPLOYEES CHILDREN QUOTA (UNDER CATEGORY-D)

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**CHAIRMAN**  
BOD HESCO, Hyderabad



**DECISION** The matter was further referred to Audit Committee as discussed in the agenda #5. However the Board principally agreed to bear the expenditures of testing fee for conducting written test for children of WAPDA employees against Employees Children Quota (under category-d).

**Agenda-  
HR-7** **CANCELLATION OF REINSTATEMENT ORDER IN RESPECT OF MR. BALRAJ KHATRI, LDC, OPR: DIVN: HESCO MIRPURKHAS, BEING ILLEGAL**

**DECISION** As per recommendation of HR Committee, the Board approved as below:

Cancellation of reinstatement order No.CEO/HESCO/M(ADMN)/APC-314/A2/C-8493-97 dated 29.11.2013 issued by the then CEO, HESCO in respect of Mr. Balraj Khatri, LDC, being illegal / unjustified as his appeal as well as review appeal had already been rejected by the respective appellate authorities.

**Agenda-  
HR-8** **GRANT OF ONE MONTH PAY AS BONUS TO THE EMPLOYEES WHO WORKED IN AUGMENTATION OF THE POWER TRANSFORMER OF 20/26 MVA POWER TRANSFORMER AT NOORIABAD GRID STATION, ANNOUNCED BY HONOURABLE MINISTER OF STATE FOR WATER & POWER**

**DECISION** Matter was discussed in detail but not seconded by the Board.

**Agenda-  
HR-9** **HONORARIUM TO THE TWENTY (20) EMPLOYEES OF HESCO EQUIVALENT TO THEIR ONE BASIC PAY WHO HAD PARTICIPATED IN VIDEO CONFERENCE DURING THE MONTH OF RAMZAN (2015)**

**DECISION** Board accorded approval for grant of Honorarium to the twenty (23) employees of HESCO equivalent to half basic for officers of BP-17 and above and one basic pay to officials of BPS-1 to 16, who had participated in 'Video Conference' during the Holy month of Ramadan (2015), by including missing names of Mr. Faheemullah Memon Company Secretary, Mr. Najamuddin Abro PD (Cont.) and Mr. Mehmood Ali Kaimkhani Manager (Commercial) HESCO who had also participated in the Video Conference but their names were

  
**CHAIRMAN**  
BOD HESCO, Hyderabad.

not included in the list due to omission. List of employees is attached at annexure

**Agenda-  
HR-10**      **PAYMENT OF BONUS TO HESCO EMPLOYEES AS PER  
DECISION TAKEN BY MINSTER WATER & POWER.**

**DECISION**      The item was not seconded by the Board.

**Agenda  
HR-11**      **GRANT OF INCREASE IN PENSION TO PEPCO / CORPORATIZE  
ENTITIES PENSIONERS**

**DECISION**      Board accorded approval to adapt Managing Director PEPCO, Lahore's office memorandum issued vide No.GM(HR)/HRD/A-332/2616-46 dated 03.08.2015 for grant of increase in pension to PEPCO/Corporatized entities pensioners.

**Agenda  
HR-12**      **GRANT OF PREMATURE INCREMENT ON PROMOTION WITHIN  
SAME SCALE**

**DECISION**      Board accorded approval for adoption of HR Director PEPCO Lahore's office memorandum No.GM(HR)/HRD/A-332/538-72 dated 18.12.2015 for the grant of premature increment on promotion within same scale, for further decision / sanction through BOD HESCO.

**Agenda  
HR-13**      **RATIFICATION OF GRANT OF TWO STEPS UP-GRADATION  
FOR DEAD-END/EX-CADRE EMPLOYEES IN BPS-1 TO 15**

**DECISION**      Board accorded approval to adapt the PEPCO's office order No. GM(HR)/HRD/A-693/2170-95 dated 03.07.2015 in the HESCO for grant of two step up-gradation for dead-end / ex-cadre employees in BPS-1 to 15.

**Agenda  
HR-14**      **RATIFICATION OF UNIFORM APPLICATION OF TWO STEPS  
TIME SCALE UP-GRADATION FOR EMPLOYEES IN BPS-1 TO 15**

**DECISION**      Board accorded approval to adapt the PEPCO's office order issued by the General Manager (HR) PEPCO vide No.GM(HR)/HRD/A-693/2300-2326 dated 03.07.2015 in HESCO for uniform application of two steps time scale up-gradation for employees in BPS-1 to 15.

**Agenda  
HR-15**      **RATIFICATION OF GRANT OF UP-GRADATION OF SENIOR  
CLERKS FROM BPS-9 TO BPS-11**

*Attested  
Chairman  
BOD HESCO, Hyderabad*



**DECISION** Board accorded approval in connection with formal ratification of the PEPCO's office order No. GM(HR)/HRD/A-548/2485-2500 dated 24.07.2015 for grant of two step up-gradation of Senior Clerk from BPS-9 to BPS-11, for HESCO.

**Agenda** **REVISION OF BASIC PAY SCALE AND ALLOWANCES FOR**  
**HR-16** **PEPCO EMPLOYEES (2015)**

**DECISION** Board accorded approval for adaption of revision of basic pay scales and allowances for HESCO employees (2015) as notified by the Managing Director PEPCO, Lahore vide letter No.GM(HR)/HRD/A-332/2489-72 dated 23.07.2015.

**Agenda** **ADMISSIBILITY OF ANNUAL INCREMENT BEYOND THE SCOPE**  
**HR-17** **OF PAY SCALE (ABOVE CEILING)**

**DECISION** Board accorded approval to adopt the Managing Director PEPCO, Lahore's office memorandum No.GM(HR)/HRD/A-332/1094-1124 dated 27.03.2015 in HESCO regarding admissibility of annual increment beyond the scope of pay (above ceiling) with effect from 01.12.2002 instead of 01.12.2005, treating the increment(s) as personal pay.

**Agenda** **ENHANCEMENT OF GLI PREMIUM DEDUCTION FOR SCALE**  
**HR-18** **WISE GLI COMPENSATION ON RENEWAL OF GLI CONTRACT**  
**FOR THE PERIOD OF 01.07.2015 TO 30.06.2018, W.E.FROM**  
**01.07.2015**

**DECISION** Board accorded approval to adapt Director Finance (Admn & Reg) WAPDA, Lahore's office memorandum No.2256-2355 dated 18.08.2015 in HESCO for enhancement of GLI premium deduction for scale wise GLI compensation w.e from 01.07.2015 i.e from the date of renewal of GLI Contract for the period 01.07.2015 to 30.06.2018.

**Agenda** **REVISION IN THE RATE OF SPECIAL PAY AND RE-**  
**HR-19** **CONSIDERATION OF THE POST OF STENOGRAPHER GRADE-I**  
**(BPS-16 ) AS ASSISTANT PRIVATE SECRETARY**

**DECISION** Board accorded approval to adapt PEPCO's office memorandum No.GM(HR)/HRD/A-332/3194-3221 dated 12.09.2015 in HESCO for



revision in the rate of 'Special Pay' and re-designation of the post of Stenographer Grade-I (BPS-16) as Assistant Private Secretary (APS).

**Agenda**      **AUDIT ACCOUNTS FOR THE FY 2014-15**  
**Accounts-1**

The Company Auditors M/s. Riaz Ahmad & Co. Chartered Accountants have raised following observation during the audit of Annual Accounts for FY 2014-15.

**Audit**      **Capital work-in-progress amounting to Rupees 1,367 million**  
**Qualification**      **was transferred to Sukkur Electric Power Company Limited**  
**-1**      **(SEPCO) in December 2012 in compliance with the**  
                         **Supplementary Business Transfer Agreement between the**  
                         **company and SEPCO dated 26 December 2012. Out of total**  
                         **stated amount, projects valuing Rupees 1,220 million have not**  
                         **yet been acknowledged by SEPCO."**

The observation was discussed in detail, on which Board viewed the matter very seriously and it was directed that matter may be taken-up with the Management of SEPCO and if they do not agree to accept the works pertaining to their area of jurisdiction, than case may be taken up at MD-PEPCO / MOW&P level to resolve the issue once for all. Also the compliance report may be provided to Audit Committee of BOD in its next meeting.

**Audit**      **"As of 30 June 2015 capital work in progress include projects**  
**Qualification**      **costing Rupees 398.172 million which have been completed**  
**-2**      **in the current and prior years. However, these have not yet**  
                         **been capitalized."**

The observation was discussed in detail and BOD advised to capitalize the remaining reported completed works amounting to Rs. 398.172 million by 31<sup>st</sup> December, 2015, and progress report be submitted to Audit Committee of BOD in its next meeting.

**Audit**      **"Property and equipment include distribution equipment**  
**Qualification**      **having net book value of Rupees 18,423 million as of 30 June**  
**-3**      **2015. No exercise to physically verify the distribution**  
                         **equipment has been performed since the formation of HESCO**  
                         **in 1998. Comprehensive physical verification is required in**  
                         **order to agree and reconcile the items and their cost with the**  
                         **records of the company. It is also critical since these assets**

*Agreed*  
*Chairman*  
BOD HESCO, Hyderabad.



are located at wide spread locations in the company's geographical area of operations and in the past years old distribution equipment has been replaced without recording the asset as addition to fixed assets. In the absence of such verification and its reconciliation with the company's fixed assets records, we remained unable to determine the amount of adjustment that may be required in the financial statements."

BOD have shown serious concern over the matter and directed that Assets Physical Verification committees may be constituted at Divisional level with the coordination of Finance Director as well as Chief Operating Officer and its monthly progress be reported to BOD. All physical assets may be geo tagged and must be photographed and documented in proper format. Progress in the matter may be placed before BOD regularly.

Audit  
Qualification  
-4

"as of 30 June 2015, trade debts amounting to Rupees 44,549.769 million (note 7) and related duties and taxes billed to consumer amounting to Rupees 13,672.831 million (note 9.1) include an aggregate amount of Rupees 48,451.524 million overdue for more than one year. This includes Rupees 29,610.139 million recoverable from government and administrative authorities, Rupees 15,468.207 million from the private consumers (including residential and commercial) and Rupees 3,373.178 million from customers whose connections were disconnected. The Company has made a provision for doubtful debts amounting to Rupees 14,778.283 million against these customers overdue for more than one year. In the absence of any verifiable basis, we are unable to determine the appropriate amount of provision against these debts in these financial statements"

Mr. Mehmood Nawaz informed that the previous board kept this as audit qualification. After detailed discussion BOD decided to retain this as audit qualification and directed that efforts be made to arrange recovery of trade debts as mentioned above and submit monthly progress report.

Audit  
Observation-  
1

"Due from associated undertakings include an aggregate amount of Rupees 9,899.394 million as receivable from WAPDA and other PEPCO entities. These balances have resulted due to current account transactions and various other payments made by HESCO on behalf these companies and receivable balances have been increasing over past years. These include an aggregate amount of Rupees 5,666.695 million outstanding for more than two years. The ultimate timing of recovery of these amounts cannot



presently be determined."

Board directed to devise a mechanism for clearance / adjustments of receivable / payable between GENCOs / DISCOs at central level through global entry. The board decided to retain this as Audit observation.

Audit Observation- 2 "The closure of Business Transfer Agreement dated 29 June 1998 and Supplementary Business Transfer Agreement dated 30 June 2004 is pending due to non-transfer of legal title of freehold land transferred from Pakistan Water and Power Development Authority (WAPDA) in the name of the company."

Board directors have shown concern on non-transfer of title of land in HESCO name, Mr. Mehfooz Ahmed Bhatti and Mr Shafique Mahesar informed the Board that there is no ban on transfer of land. The Board directed that HESCO's concerned office be tasked to expedite and complete the title of transfer of all pending cases without further delay and proper digitised inventory be maintained in case of all assets of the company.

Audit Observation- 3 "The Company sold 4,019,558,825 KWH units to its consumers against 5,514,199,275 KWH units purchased from CPPA resulting in T&D losses of 27.11%. In its petition to National Electric Power Regulatory Authority (NEPRA), the Company prayed for inclusion of T&D Losses at 22% for the sake of tariff determination. NEPRA assessed 15% T&D losses. However, acknowledging the Company's efforts to reduce its existing losses, NEPRA for the first time allowed margin of law and order to the tune of 5.5% and approved 20.5% T&D losses for Company's tariff purpose. Despite of this, the actual loss remained higher by 6.61% which directly affected profitability of the Company worth Rs. 4,041.478 million."

BOD has shown serious concern on huge losses and directed to improve the system for reduction of T&D losses and report thereof be provided to Company Secretary on monthly basis for onward submission to Audit Committee of BOD and BOD.

The audit committee informed the Board that the current state of affairs is alarming. The cost of electricity is higher than the cost charged from the consumers. The expenditure of the company is not being included in cost of sales as such with these dynamics the company's long-term sustainability is under

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CHAIRMAN  
BOD HESCO, Hyderabad

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question. The percentage of administrative losses is much higher and is unsustainable. This situation is accentuated when the recovery is 70% to that of billing. The management therefore needs to be cognizant of this fact and develop a plan to arrest the increasing trend of losses in the company. The Board directed that this matter be given due attention as sale below purchase price cannot be allowed. The amount incurred on management expenses is also integral part of business expenditure and have to be calculated while determining the cost of sales. Management may give detailed presentation on T&D Losses and its percentage allowed by NEPRA, the current tariff rate and the net loss by the company. Besides how much amount the company is retaining from the collection. The amount retained as percent of distribution margin and recurring expenditure.

The Finance director may also give a detailed presentation to BOD on determining cost of business versus cost of purchase and supply of electricity during next session and must come out with specific recommendations.

**Audit Observation- 4** *"Electricity sales for the year included approximately 1,243.750 million KWH detection units (30.94% of total sales) billed at an aggregate amount of Rupees 8,404.910 million. The average sales rate of detection units can therefore be calculated at Rupees 6.76 per unit against the average purchase rate of Rupees 9.59 per unit resulting in gross loss of Rupees 3,519.813 million."*

This is a serious issue and BOD has desired management to handle this issue promptly and provide progress report on detection and recovery thereof on monthly basis to Audit Committee of BOD and BOD.

**Audit Observation- 5** *"National Electric Power Regulatory Authority (NEPRA) determined sales tariff which is than notified by Government of Pakistan (GoP) along with tariff subsidy to be paid by GoP. The Company bills to consumers at tariff determined by NEPRA after deducting the notified tariff subsidy receivable from the GoP. There are two separate modules i.e. billing module used for billing to consumers and subsidy module used for the calculation of subsidy. Due to non-integration of these modules, there arises a difference in actual billing to consumers under billing module and billing to consumers under subsidy module used for calculation of subsidy against NEPRA determined and notified tariff in different slabs."*

*Attested*  
  
**CHAIRMAN**  
 BOD HESCO, Hyderabad.



This is a serious matter BOD has desired to take-up the matter with PITC for clearing the anomaly between both modules however till issue is resolved the claim for subsidy be made on monthly basis and in a format which result in total recovery of the subsidy amount being offered by the Government. The management should work out losses suffered by the company on this account in last five years and fix the responsibility on relevant officers and bring matter before the BOD along with strategy to avoid such losses in future.

**Audit Observation- 6** *"In financial year 2012-2013, the Company has written off trade debt balances of Rupees 7,796.594 million (and related government dues of Rupees 373.616 million) reportedly pertaining to Government of Sindh pursuant to a decision taken in the meeting of Council of Common Interest dated 28 January 2013. Government of Sindh disowned such connections and advised to disconnect them. Nonetheless, we have not been provided with any report regarding the disconnection of such consumers during the year along with respective equipment removal orders."*

BOD has desired to complete verification exercise jointly with Govt. of Sindh by 31<sup>st</sup> January, 2016 and disconnect all remaining un-verified/disowned connections. The progress report be submitted to BOD on monthly basis.

**Audit Observation- 7** *"Trade debts of Rupees 73,247.037 million (including duties, charges, taxes and subsidy receivable) were outstanding as at the reporting date. Out of total outstanding amount, receivables from Government connections comprise Rupees 33,014.776 million, subsidy receivable from Government of Pakistan (GoP) Rupees 15,024.437 million. We stress that the management should make stern efforts to recover the outstanding balances and an active recovery and follow-up programme should be structured and followed up to regularize the outstanding receivables."*

This is huge amount and if recovery is made in time it can change fortune of the company. No break up is given. BOD has desired to discuss the matter in detail during next meeting of BOD and meanwhile efforts be made to arrange recovery of trade debts worth Rs. 57,533.607 (million) and submit monthly progress report.

**Audit Observation- 08** *"NEPRA in its tariff determination order for the year ended 30 June 2013 directed the Company to complete installation of TOU meters by 31 May 2013 and to submit accurate data on the number of TOU connections not later than 31 May"*

*Agreed*  
  
**CHAIRMAN**  
 BOD HESCO, Hyderabad.



2013 and to use same basis for submitting future progress reports. The Company in its tariff petition for the year ended 30 June 2015 and subsequent status updates to NEPRA up to 14 January 2015 stated that 78% TOU meters have been installed. We recommend that the management should make serious efforts to complete the installation of remaining TOU as per NEPRAs directions."

BOD has desired to submit progress report on installation of TOU meters and matter may be discussed in procurement committee whether installation of TOU meters may be continued or it may be replaced by AMR/AMI meters being more modern technology and matter may be placed before BOD too for policy decision in the matter after its discussion and consideration by the procurement committee.

Audit  
Observation-  
09

"According to the Commercial Procedures (CP) issued by WAPDA and adopted by the Company, an Equipment Removal Order (ERO) should be issued against the consumers who have not paid electricity charges within 90 days of the due date of the electricity bill and the equipment i.e. meter should be removed. Accordingly, the status of consumers should be changed from "active" to "disconnected" consumer category. However, we noted certain instances where EROs were issued but they were not implemented and the respective consumers continue to appear as "active" in the age analysis. We recommended that management should make efforts to ensure compliance with the applicable procedures."

BOD has desired to chalk-out strategy for timely implementation of ERO and submit same to BOD.

Audit  
Observation-  
10

"Advances and other receivables disclosed in note 9 to the financial statements includes an amount of Rupees 1,381.453 million on account of subsidized GST allowed to protected category of consumers in prior years that was to be recovered from Government of Pakistan through WAPDA. We recommend the management to take up this matter with WAPDA to recover or adjust the aforementioned balance of subsidized GST."

BOD has desired to take-up the above matter with WAPDA for refund of GST prior to HESCO allotment of STRN.

Audit  
Observation-

"The Companies (Appointment of legal advisers) Act, 1974 requires all companies registered in Pakistan to appoint at least one Legal Adviser on retainer basis. However, the



- 11 **Company currently does not have appointed legal adviser. We recommend that the Company should appoint a legal advisor on retainership basis to comply with the statutory requirements."**

BOD has directed to appoint legal advisor for HESCO to meet with statutory requirement.

- Audit  
Observation-  
12 **"Rule 9 of the PPRA Rules, 2004 requires every procuring agency to advertise in advance its annual requirement determined on authority's website as well as on its own website. However, the Company has not advertised its annual plan for procurement on authority's as well as its own website."**

BOD has desired to ensure preparation and uploading of annual procurement plan on website after it has been endorsed by the procurement committee and approved by BOD.

- Audit  
Observation-  
13 **"Internal audit is an effective management control which should provide the management with competent evaluation of the systems of internal controls, reliability and integrity of information, compliance with laws and regulations, safeguarding of assets, economical and efficient use of resources and adherence to the policies and procedures. In order to be effective and independent, the internal audit department should be responsible to Audit Committee constituted by Board of Directors.**

**We noted that the Company's internal audit function is not ideally effective and independent. It does not submit annual audit plans to Boards Audit committee and its regular reports for their consideration. It does not carry out reviews of the policies and procedures, internal control system and financial reporting cycle of the Company due to which extensive financial reporting areas remain unaudited."**

The internal audit is an effective tool to ensure compliance to rules and regulations and it has to be out of control and influence of the management and must be only responsible to BOD through the Audit committee. The management should ensure this in letter and spirit and Audit committee in next meeting may look in to issue and take all necessary measures to improve the working of the internal audit wing of the company. If need be services of some good audit firms may be outsourced.

*Attested*  
*[Signature]*  
**CHAIRMAN**  
BOD HESCO, Hyderabad.



Audit  
Observation-  
14

"The Company is currently using separate database, software or Microsoft Excel applications for different functions e.g. sales, debtors, billing and collection, material management, payroll and preparation of financial statements etcetera. The financial reporting system is not computerized and/or integrated with divisions, which produces in efficient, unreliable and results in delayed information and reports. Manual work is highly prone to errors and does not suit the Company keeping in view the large scale of geographical operations. There are also certain bugs in the inventory management system."

BOD has desired that the Company should make efforts for obtaining and implementing Enterprise Resource Planning (ERP) information system capable of integrating all the management functions and generating extensive MIS reports to assist the decision making process more efficiently and accurately mainly separate modules for Inventory, HR, Fixed Assets and Accounts etc. The management will report on the progress in the next meeting of the Board.

Audit  
Observation-15

"Assets of the Company except Grid stations and vehicles are not insured. The Company should pursue Director Insurance, WAPDA or some insurance Company to get insurance cover of its assets against various risks."

BOD has desired the management to give a detailed presentation regarding need to insure the highly valuable assets of the company and the cost of it year wise. All assets be geo tagged and photographed through proper designed IT program. The management also to carry out survey-off all old vehicles which are beyond economical use/ repair through survey committee and purchase new vehicles against sale of survey off old vehicles. (Needs to submit a plan to Board in next meeting).

The Audited accounts of the Company for the financial year ended 30th June 2015 along with Auditors' Report thereon were also discussed. The Board after due consideration and detailed discussions passed the following resolutions unanimously:-

- a. **"Resolved**, that the Company's audited financial statements for the year ended June 30, 2015 be and hereby approved alongwith Auditors' Report (as approved by the Board ) and that Mr. Mehmood Nawaz Shah, Director BOD and Chief Executive Officer, Mr. Akhtar Ali Randhawa, be and are

  
**CHAIRMAN**  
BOD HESCO, Hyderabad.


hereby authorized to sign the said Statements alongwith Statement of Compliance.

The Board reviewed the specific approvals required by auditors and after review of the transactions, passed the following resolution;

- b. **"Resolved** that, following specific approval requested by the external auditors, Messrs Riaz Ahmed and Company, Chartered Accountants, be and are hereby approved;

	<b>Rupees</b>
Cost of additions – Property and equipment	2,093,892,296
Cost of additions – Capital work-in-progress	3,208,585,435
Transfer from Capital work-in-progress to SEPCO	1,423,174,437
Amortization of deferred credit	498,412,261
Provision for employees retirement benefits	7,154,129,711
Management fees and other charges paid to PEPCO	3,823,462
Provision for compensated absences	201,228,127
Term deposit receipts purchased	852,139,000
Term deposit receipts matured	702,139,000
Provision for doubtful debts made during the year	3,262,941,423
(the BOD decided that final decision in doubtful debts to be taken after hearing Auditor and CEO in next meeting of BOD)	
Related parties transactions (disclosed in Note 29 to the enclosed financial statements)	
Capitalization of PMU Operating Expenses (disclosed in Note 25.3 to the enclosed financial statements)	

There being no other business, the meeting closed at 06.00 pm

  
(FAHEEMULLAH MEMON)  
SECRETARY OF THE COMPANY

  
**CHAIRMAN**  
BOD HESCO, Hyderabad.



**ANNEX-II****UPGRADATION OF OFFICERS FROM BPS-17 to BPS-18**

Sr.#	Name & Designation	Status of DPE	Status of JMC	Status of SSC	Training Relaxed by BOD
1	Syed Aijaz Ali Shah JE / SDO	Passed	Done	Done	-
2	Mr. Ashok Kumar JE / SDO	Passed	Done	Done	His case is subjudged in court of law
3	Mr. Abdullah Yousfani JE / SDO	Passed	Done	Done	-
4	Mr. Ahmed Khan Saraz JE / SDO	Passed	Done	Done	-
5	Mr. Abdul Qayyum Burgri JE / SDO	Passed	Done	Done	-
6	Syed Mukhtiar Hussain Shah JE / SDO	Passed	Done	Done	-
7	Mr. Ghulam Farooque Tunio JE / SDO	Passed	Done	Done	-
8	Mr. Ghulam Sarwar Unnar JE / SDO	Passed	Done	Done	-
9	Mr. Manzoor Ali Magsi JE / SDO	Passed	Done	Done	-
10	Kanwar Rehan Sikandar JE / SDO	Passed	Done	Done	-
11	Mr. Suhail Ahmed Shaikh JE / SDO	Passed	Done	Done	-
12	Mr. Ashfaq Ali Bhatti JE / SDO	Passed	Done	Done	-
13	Mr. Tajam ul Hussain JE / SDO	Passed	Done	Done	-
14	Mr. Inam Ali Abro JE / SDO	Passed	Done	Done	-
15	Mr. Nazakat Ali Memon JE / SDO	Passed	Done	Done	-
16	Mr. Aziz Ahmed Bhutto JE / SDO	Passed	Done	Done	-
17	Mr. Fazal-ur-Rehman Memon JE / SDO	Passed	Done	Done	-
18	Mr. Iftikhar Ahmed Soomro JE / SDO	Passed	Done	Done	-
19	Mr. Javed Ahmed Siddique JE / SDO	Passed	Done	Done	-
20	Mr. Zainul-Abidin Balouch JE / SDO	Passed	Done	Done	-
21	Mr. Sajid Hussain Memon JE / SDO	Passed	Done	Done	-
22	Mr. Imran Khan Awan JE / SDO	Passed	Done	Done	-
23	Mr. Mujeeb-ur-Rehman Siyal JE / SDO	Passed	Done	Done	-
24	Rana M. Shafique Khan JE / SDO	Passed	Done	Done	-
25	Mr. Safdar Hussain Memon JE / SDO	Passed	Done	Done	-
26	Mr. Sajjad Pervaiz JE / SDO	Passed	Done	Done	-
27	Mr. Tariq Nadeem Jat JE / SDO	Passed	Done	Done	-
28	Mr. Mushtaq Ahmed Mahesar JE / SDO	Passed	Not attended due to illness	Done	Training Relaxed
29	Mr. Amjad Ali Shaikh JE / SDO	Passed	Done	Done	-
30	Mr. M. Ibrahim Kerio JE / SDO	Passed	Done	Done	-
31	Mr. Muneer Ahmed Shaikh JE / SDO	Passed	Done	Done	-
32	Mr. Imran Ahmed Shaikh JE / SDO	Passed	Done	Done	-
33	Mr. M. Azam Abro JE / SDO	Passed	Done	Done	-
34	Mr. Asadullah Aamir JE / SDO	Passed	Not done due to illness of wife	Not done due to illness of wife	Training Relaxed



35	Mr. Aamir Naveed Memon JE / SDO	Passed	Not done. Due to rush of work TPT HESCO not relieved	Not done. Due to rush of work TPT HESCO not relieved	Training Relaxed
36	Mr. Abdullah Paliyo JE / SDO	Passed	Exempted	Exempted	Exempted
37	Mr. Aijaz Ahmed Shaikh JE / SDO	Passed	Not done due to suspension	Not done due to suspension	Training Relaxed
38	Mr. Abdul Majid Jatoi JE / SDO	Passed	Done	Done	-
39	Mr. Ali Raza Bhatti JE / SDO	Passed	Not done due to illness of child	Not done due to illness of child	Training Relaxed
40	Mr. Fareeduddin Memon JE / SDO	Passed	Done	done	-
41	Mr. Irfan Karim Shaikh JE / SDO	Passed	Not done	Not done	Training Relaxed
42	Syed Masroor Ali Kazmi AM (MIS)	Passed	Done	Not applicable	-
43	Syed Muhammad Ali AM (MIS)	Passed	Not done	Not applicable	Training Relaxed
44	Mr. M. Saleem Mughal AM (Store)	Passed	Not done	Not applicable	Training Relaxed
45	Mr. Abdul Aziz Nizamani AM (Store)	Passed	Done	Not applicable	-
46	Mr. Zaki Mukhtiar RO	Passed	Done	Not applicable	-
47	Mr. M. Iqbal Mansoori Audit Officer	Passed	Done	Not applicable	-

#### **UPGRADATION OF OFFICERS FROM BPS-18 to BPS-19**

Sr.	Name & Designation	Status of DPE	Status of MMC	Status of T-800	Training Relaxed by BOD
1	Mr. Khalid Memon Sr. Eng	Passed	Done	Nominated, but not relieved by HESCO	Training Relaxed
2	Mr. Nizamuddin Memon Sr. Eng	Passed	Not nominated by PEPCO	Nominated, but not relieved	Training Relaxed
3	Mr. Abdul Raheem Soomro Sr. Eng	Passed	Not nominated by PEPCO	Nominated, but not relieved by HESCO	Training Relaxed
4	Mr. Hafeezullah Shaikh Sr. Eng	Passed	Not nominated by PEPCO	Not nominated by PEPCO	Training Relaxed



5	Mr. Imtiaz Ahmed Qureshi Sr. Eng	Passed	Not nominated by PEPCO	Nominated, but not relieved by HESCO as his case is subjudiced in High Court of Sindh Karachi	His case is subjudiced in court of law
6	Mr. Rasheed Ahmed Ansari Sr. Eng	Passed	Not nominated by PEPCO	Not nominated by PEPCO	Training Relaxed
7	Mr. Ghulam Sarwar Dars Sr. Eng	Passed	Not nominated by PEPCO	Not nominated by PEPCO	Training Relaxed
8	Mr. Abdul Sattar Abbasi Sr. Eng	Passed	Not nominated by PEPCO	Not nominated by PEPCO	He is Telecom Engineer & retained in HESCO
9	Mr. Abdul Haq Shaikh DM Store	Passed	Not nominated by PEPCO	Not nominated by PEPCO	Training Relaxed

#### **PROMOTION OF OFFICERS FROM Jr.Engineers to Sr.Engineers**

Sr.#	Name	Remarks
1.	Mr.Rizwan-ul-Majeed	Approved with Condition in Agenda-HR-1
2.	Mr.Liaqat Ali Arain	Approved with Condition in Agenda-HR-1
3.	Mr.Saeed-ul-Hassan	Approved with Condition in Agenda-HR-1
4.	Mr.Zulfiqar Ali Memon S/o Kauro Khan	Approved with Condition in Agenda-HR-1
5.	Mr.Mazhar Ali Qureshi	Approved with Condition in Agenda-HR-1
6.	Mr.AbidHussain	Approved with Condition in Agenda-HR-1
7.	Mr.Ameer Ahmed Memon	Approved with Condition in Agenda-HR-1
8.	Mr.Ramesh Kumar	Approved with Condition in Agenda-HR-1
9.	Mr.JavedIshaqAbro	Approved with Condition in Agenda-HR-1
10.	Mr.Mushtaq Ahmed Dayo	Approved with Condition in Agenda-HR-1
11.	Mr.Maqbool Ahmed Memon	Approved with Condition in Agenda-HR-1
12.	Mr.Fareed Ahmed Soomro	Approved with Condition in Agenda-HR-1
13.	Mr.Faiz Muhammad Domki	Approved with Condition in Agenda-HR-1
14.	Mr.JalaluddinAbbasi	Approved with Condition in Agenda-HR-1
15.	Mr.Zulfiqar Ali Memon S/o Ali Akbar Memon	Approved with Condition in Agenda-HR-1
16.	Syed Nabi Shah	Approved with Condition in Agenda-HR-1

#### **PROMOTION OF OFFICERS FROM AD (Admn) to DD (Admn)**

Sr.#	Name	Remarks
1	Mr.Ali Khan Jamali	Approved with Condition in Agenda-HR-1

#### **PROMOTION OF OFFICERS FROM Audit Officer to Sr.Audit Officer**

Sr.#	Name	Remarks
1	Mr.Shah Nawaz Shaikh	Approved with Condition in Agenda-HR-1

*Handwritten signature in blue ink.*  
**CHAIRMAN**  
 BOD HESCO, Hyderabad.



**INDUCTION ON (M.E BASIS) Jr.Engineers to Sr.Engineers**

Sr.#	Name	Remarks
1	Mr. Asif Hussain Bhutto	Approved with Condition in Agenda-HR-2
2	Mr. Ikhtiar Ahmed Memon,	Approved with Condition in Agenda-HR-2

  
**CHAIRMAN**  
BOD HESCO, Hyderabad.



**LIST OF PARTICIPANT WHO ATTENDED THE BOARD OF DIRECTORS**  
**MEETING DATED 28.11.2015 AT 11:00 AM**

**Present**

- |    |                                 |                               |
|----|---------------------------------|-------------------------------|
| 1. | Mr. Nazar Hussain Mahar         | (In Chair)                    |
| 2. | Prof. Dr. Muhammad Aslam Uqaili | Director                      |
| 3. | Mr. Shafique Ahmed Mehasar      | Director                      |
| 4. | Mr. Waqas Anwar Qureshi         | Director                      |
| 5. | Mr. Mehfooz Ahmed Bhatti        | Director (through video link) |
| 6. | Mr. Tassaduq Hussain            | Director (through video link) |
| 7. | Mr. Akhtar Ali Randhawa         | Director / CEO HESCO          |
| 8. | Mr. Faheemullah Memon           | Company Secretary             |

**Apologies:**

- |    |                      |          |
|----|----------------------|----------|
| 9. | Syed Asif Hyder Shah | Director |
|----|----------------------|----------|

**By Invitation**

- |     |                           |  |
|-----|---------------------------|--|
| 10. | Mr. Umaid Ali Qureshi     | Chief Operating Officer HESCO                            |
| 11. | Mr. Manzoor Ahmed Shaikh  | Chief Commercial Officer HESCO                           |
| 12. | Mr. Imtiaz Ahmed Kalhoro  | Chief Engineer (P&E) HESCO                               |
| 13. | Mr. Dilawar Husnain Memon | Chief Technical Officer /<br>Chief Engineer (Dev.) HESCO |
| 14. | Syed Imran Ali Askari     | HR& Admn Director HESCO                                  |
| 15. | Lt. Cdr (R) Nadeem Akhtar | Finance Director HESCO                                   |
| 16. | Mr. Mehmood Ali Kaimkhani | Manager (Commercial) HESCO                               |

  
 (FAHEEMULLAH MEMON)  
 SECRETARY OF THE COMPANY

  
 CHAIRMAN  
 BOB HESCO, Hyderabad.