



Muhammad Shabbir

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CAREER OBJECTIVE

An Energy sector specialist with more than 25 years of diversified experience in the field of Contract Management, Financial Management encompassing Project Financing with specific reference to IPP model in Pakistan, Financial Planning & Modelling, Business Reporting, Financial Management, systems & process development, dispute resolution at LCIA and ICC and process refinement. The key competencies which shaped me as a professional are strong business acumen underpinned by strong analytical skills, planning, organizing, innovative approach to resolve the problems and the ability to manage stakeholders' expectations. Being a USA immigrant keeps travelling between Pakistan and USA.

QUALIFICATION

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| • M.B.A. (Finance) | University of Punjab, Lahore, Pakistan | 2001 |
| • L.L. B(Law) | University of Punjab, Lahore, Pakistan | 1994 |
| • M.A. (Economics) | University of Punjab, Lahore, Pakistan | 1985 |

EMPLOYMENT RECORD

Feb. 2020 – Till date	Consultant	Commercial and Finance
2014 – Feb. 2020	Deputy General Manager, Finance	Central Power Purchase Agency Guarantee (Pvt.) Limited (CPPAG), Islamabad Pakistan
2003 – 2014	Director Finance	WAPDA Power Privatization Organization (WPPO), Lahore Pakistan
1995 – 2003	Deputy Director Finance	WAPDA Power Privatization Organization (WPPO), Lahore Pakistan

February 2020 till date:

- (i) After retirement in February 2020 started sharing knowledge and experience as a **Commercial and Financial Consultant** to various entities which includes CPPA-G, NTDC, Riali HPP, Uzgor HPP and United Insurance etc.
- (ii) Appeared as Financial Expert on behalf of NTDC before the Expert in a Dispute Resolution Process Star Hydro Power Project and NTDC regarding delay in interconnections. Expert acknowledge all the points raised by me and decided these points in favour of NTDC resulting into saving of Rs. 2.4 billion (approximately)

1995 Till 21st February 2020:

Pakistan has gone through restructuring of Power Sector in Pakistan since 1994. GoP announced number of Power Policies since 1994. Pakistan Water & Power Development Authority (WAPDA) was the largest Govt. owned public sector utility in the Country with over 10,000 MW Power generation capabilities both in Thermal and Hydel Power. Thereafter, in 1994, IPPs was introduced and Purchaser of Power was mandated to WPPO and thereafter Central Power Purchasing Agency (Guarantee) Limited (CPPA-G) in 2015. The Hub Power Company (1292 MW) was first IPP not only in Pakistan but also in Asia directly financed by World Bank. I was associated to this Project from 1995 to 2020 in various capacities. Gain rich and unique experience and knowledge.

Key contributions:

- Negotiation of Power Purchase Agreements and relating amendments of HUBCO, Liberty Power, Import of Power under 1994 Policy from Iran and Leasing of Lakhra Power Company.
- Played a major role in settlement of dispute arisen during the implementation of the HUBCO PPA in 1998 resulting into a saving to WAPDA for \$ 63 Million Per annum during the Term of PPA i.e. 30 years.
- Key contribution in development of Power Policies 2002 & 2015

- Represented NTDC for development of first ever Transmission Line Policy 2015 for Pakistan in Private Sector. Team leader for the negotiation and finalization of Transmission Service Agreement as well as Transmission Service Charge structured for ±660 HVDC 878 KM Transmission Line on BOOT basis from Matiari to Lahore under CPEC arrangement. This was first ever private sector transmission line project in Pakistan.
- Assisted Punjab Power Development Board in developing the RFP for 130MW Taunsa Hydro Power Project.
- Team leader negotiating coal based power plants i.e. 1320 MW Sahiwal, 1320 MW Port Qasim, 1320 MW CPIH, 300 MW Thal Nova, 600 MW Lucky Energy and 600 MW Sindh Engro etc. on imported as well as Thar coal.
- Prepared tariffs for various small scale hydro power projects in Punjab
- Successfully represented and appeared as Witness at London Court of International Arbitration (LCIA) London in a dispute with 212.7 MW Orient Power Project regarding payment of Custom Duty and at International Court of Arbitration (ICC) at Singapore in a Liquidated Damages Dispute with 212 MW TNB Liberty Power Limited Project .
- Played a Key Role in conceiving and development of CONNECTION AGREEMENT between NTDC and IPPs.
- Played a role of Case Officer in Dispute Resolution at Expert and thereafter ICC, LCIA level between Power Purchaser (CPPA-G) and Orient Power, TNB Liberty Power, Start Hydro and nine IPPs case etc.
- Team member in development of ERP system in CPPA as well as Capacity Building of CPPA-G employees.

Key responsibilities include:

- Negotiation, dealing and finalization of the development of Power Purchase Agreements with IPPs being implemented pursuant to Energy Policy 1994, 1995, 2002 and 2015 of Coal, Hydel, Wind and Solar base power projects under applicable Power Policies of GoP.
- Responsible for implementation of Power Purchase Agreements of Coal, Hydel, Wind and Solar base power projects under applicable Power Policies of GoP.
- Member of a committee constituted by Ministry of Water and Power steering the projects on import of Power from Iran, India, China, Turkmenistan, Tajikistan etc.
- Responsible for all financial aspects including Electricity Tariff i.e. Capacity & Energy Purchase Price. Tariff Analysis on the basis of BOO and BOOT. Review Tariff and Financial Proposals of IPPs being implemented pursuant to Energy Policy 2002 by the Govt. of Pakistan i.e. Thermal and Hydel etc.
- Coordination and support to both Internal and External Legal Counsels in the interpretation of the Power Purchase Agreement and Implementation Agreement relating to complex tariff matters having law background.
- Supervision, checking and processing of Energy and Capacity Payments to Hubco and different Energy Generation companies i.e. HUBCO, Altren Energy, TNB Liberty Power, Jamshoro Power Company, Lakhra Power Company and Central Power Generation Company.
- Maintaining relationship with bank (Local and Foreign) involving payments of over Rs. 1.5 billion per month.
- Responsible for establishment of Letter of Credits required as per the terms the PPAs of various IPPs
- Responsible for handling matters relating to Custom Duty and General Sales Tax and other levies.
- Review of financial projections, budgets and various financial models as per the requirement from the Management.
- Review of Feasibility Studies of IPPs of Thermal and Hydel Power Projects as a representative of Panel of Expert specially constitute to approve detailed feasibility study
- Dealing with the development Phase upto Commercial Operation Date (COD) of all Hydel Power Projects in Private Sector as an IPP under Power Policies 1995 and 2002 i.e. Laraib Energy, Patrind Hydro Power Project, Sehra Hydro Power Project, Sukhi Kinari Hydro Power Project etc.
- Represent CPPA in settlement of dispute (including Arbitration) as per the provisions of PPAs.

PROFESSIONAL TRAINING

- 2 weeks Training at Global Training Consulting, England during August 2012 on “Public Finance and Competency Management”
- 3 days course at Lahore University of Management Sciences on “Introduction of Electricity Regulatory Environment Framework” in June 2005 organized by NEPRA and LUMS.
- 3 days Course regarding Audit at National Institute of Public Administration (NIPA), Lahore in March 2004.
- Participated in Three day Seminar conducted by SDPI at Islamabad on the subject of Energy Pricing in a de-regulated and liberalized Environment from in December 2003.
- Senior Management Course at Wapda Administrative Staff College, Islamabad from October – December 2010
- Middle Management Course at WAPDA Staff College, Islamabad from July-August 2003.
- Junior Management Course at WAPDA Accounts Training Institute, Lahore September – October 1994.

OTHER STRENGTHS / SKILLS

- In depth knowledge of Power Purchase Agreements and the Power Tariff Structure.
- Dealt with Contract Documents i.e. EPC Contract, O&M Agreement and Financing Documents
- Effective interpersonal communication and well developed negotiation skills
- Information Technology and analytical skills.
- Proficient in development of Financial Models.
- Ability to achieve targets under tight deadlines.
- Having good initiative and assume responsibilities.
- In-depth understanding of Project Asset Financing framework
- Management reporting for informed decision making
- Understanding of frameworks of Multilateral development banks and international Financial Institutions
- Development of system and processes to ensure Regulatory Compliances
- Ability to develop business understanding and start contribution that brings efficiency to the organization
- Team player and ability motivate and develop high potential teams
- IPP Tariff models and NEPRA determinations, Upfront tariff by NEPRA
- Appointed as Paper Setter and Examiner for promotion examination for various categories of WAPDA and Pakistan Institute of Public Finance & Accounts (PIPFA).
- In recognition of my service I was honored with various rewards and recognition throughout my career.
- Visiting faculty to Wapda Administrative College Islamabad and Wapda Engineering Academy Faisalabad since 2010. Key area of sharing knowledge is Finance for Non Finance Professional, NEPRA’s Tariff Determination for Generation, Transmission and Distribution, Financial Management etc.
- Assisted Wapda Staff College and NTDC in enhancement of training facilities.
- Travelled to UK, USA, China, UAE, Saudi Arabia, Indonesia and Iran number of times.

REFERENCES:

(i) Dr. Muhammad Saleem Shahid

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