

National Grid Company of Pakistan Limited (NGC)
Ministry of Energy (Power Division)
Government of Pakistan



Stakeholder Engagement Plan
(SEP)

**Boosting Energy Security Through Transmission in
Pakistan (BEST-PAK)-Multi-Phase Programmatic Approach
(MPA) Program Phase 1
(P504536)**

June 2026

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List of Acronyms

AP	Affected Person
CBO	Community Based Organizations
CESMP	Construction Environmental and Social Management Plan
CSO	Civil Society Organization
DISCO	Distribution Company
DTLP	Dasu Transmission Line Project
EOBI	Employees' Old-Age Benefits Institution
EPA	Environmental Protection Agency
EPC	Engineering, Procurement, and Construction
ESCP	Environmental and Social Commitment Plan
ESF	Environmental and Social Framework
ESIC	Environment and Social Impact Cell
ESMP	Environmental and Social Management Plan
ESS	Environmental and Social Standards
FGD	Focus Group Discussions
GBV	Gender Based Violence
GM	Grievance Mechanism
GRC	Grievance Redressal Committee
GRM	Grievance Redressal Mechanism
HESCO	Hyderabad Electric Supply Company
IDP	Internally Displaced Persons
IEC	Information, Education, and Communication
LESCO	Lahore Electric Supply Company
LMP	Labor Management Procedures
MEPCO	Multan Electric Power Company
MOE	Ministry of Energy
MPA	Multiphase Programmatic Approach
MVAR	Mega Volt-Amperes Reactive
NEPRA	National Electric Power Regulatory Authority
NGC	National Grid Company of Pakistan Limited (formerly NTDC)
NGO	Non-Governmental Organization
NHA	National Highway Authority
NTDC	National Transmission & Despatch Company
OHSMP	Occupational Health & Safety Management Plan
OIP	Other Interested Parties
OPGW	Optical Ground Wire
PMU	Project Management Unit
PPP	Public-Private Partnerships
SEA	Sexual Exploitation and Abuse
SEP	Stakeholder Engagement Plan
SEPCO	Sukkur Electric Power Company
SH	Sexual Harassment
STATCOM	Static Synchronous Compensator
SYCOP	Social Youth Council of Patriots

1 Introduction/Project Description

The Boosting Energy Security Through Transmission in Pakistan (BEST-PAK), Multiphase Programmatic Approach (MPA) Program Phase 1 - Grid Stability Enhancement Project aims to strengthen transmission system stability and enhance operational performance.

Component 1: Grid Stability Enhancement: This component, to be implemented by the NGC, will support the installation of reactive power compensation devices to address key grid operational instability, including system reliability issues and the full deployment of VRE, alongside TA for the Project's implementation and preparation of subsequent phases under the MPA program. The component consists of:

Subcomponent 1.1: Power Electronics-based Reactive Power Compensation Devices (STATCOMs) Supporting the installation of: (a) two 400 MVar STATCOMs, modular, for 500 kV, at Dadu substation; (b) two 400 MVar STATCOMs, modular, at for 500 kV at Rahim Yar Khan (RYK) substation; and (c) one 400 MVar STATCOM, modular, for 500 kV at Guddu substation.

Subcomponent 1.2: Fixed Reactive Power Compensation Devices Supporting the installation of fixed reactive power compensation devices including: (a) switched capacitor banks, comprising a bank of 2x48 MVar capacitors at each of 17 substations;¹ (b) bus-connected reactors totaling 1,132 MVar at 9 substations rated 765, 500, and 220 kV² with associated spares; and (c) 259 MVar line-connected reactors at the Islamabad West terminals of the double-circuit 500 kV line to Maira Substation.

Component 2: Project Implementation Support TA: This component provides hands-on TA to the PMU to deliver Phase 1 and accelerate readiness for subsequent BEST-PAK phases. It finances: (i) an experienced owner's engineer/project management firm to support bidding documents and oversee design, procurement, factory acceptance testing, installation, and commissioning; (ii) PMU institutional strengthening to upgrade planning and analytical tools, and to support targeted upskilling and twinning partnerships with international utilities on advanced transmission planning and operations; (iii) fiduciary capacity building; (iv) E&S capacity building to operationalize the Environmental and Social Framework (ESF) in practice, including grievance redress and other compliance requirements; and (v) ensure support and stakeholder coordination for timely effectiveness of Phase 1 and readiness of future phases in line with the World Bank requirements (including ESF).

Phase 1 of the MPA finances the installation of reactive power compensation devices with a varying capacity and technology at following existing 500/220 kV substations (located in Punjab, Sindh and Balochistan provinces) to enhance voltage regulation, improve grid stability, and ensure reliable transmission.

Table 1-1 Details of Grid Stations

Sr. No	Grid Station	District	Proposed Enhancement
1.	500 kV Rahim Yar Khan GS	Rahim Yar Khan	800 MVar Statcom
2.	500 kV Guddu GS	Kashmore	400 MVar Statcom
3.	500 kV Dadu GS	Dadu	800 MVar Statcom
4.	220kV Ravi GS	Lahore	96 MVar Capacitors
5.	220kV Ghazi Road GS	Lahore	96 MVar Capacitors
6.	220kV Wapda Town GS	Lahore	96 MVar Capacitors
7.	500kV Lahore North GS	Sheikhupura	96 MVar Capacitors

¹ Switched capacitor banks for substations include Lahore South, Kala Shah Kaku, Sarfraz Nagar, Ravi, Ghazi Road, WAPDA Town, Lahore North, Lalian, Nishatabad, Jaranwala Road, Nokhar, Sahuwala (Sialkot), Yousafwala, Vehari, Bahawalpur, KAPCO, and Piranghaib (NGPS).

² Bus reactors for 765 kV Islamabad West substation (3x60 MVars), the following 500 kV substations (each with 3x37 MVar): DG Khan, Shikarpur, Faisalabad West and Rawat; and the following 220 kV substations (each with 3x20 MVars) DM Jamali, Zhob, Loralai, and Mirpur Khas.

Sr. No	Grid Station	District	Proposed Enhancement
8.	500kV Lahore South GS	Kasur	96 MVar Capacitors
9.	220kV KSK GS	Sheikhupura	96 MVar Capacitors
10.	220kV Lalian GS	Chiniot	96 MVar Capacitors
11.	220kV Nishatabad GS	Faisalabad	96 MVar Capacitors
12.	500kV Nokhar GS	Gujranwala	96 MVar Capacitors
13.	220kV Jaranwala Rd GS	Faisalabad	96 MVar Capacitors
14.	220kV Vehari Gs	Vehari	96 MVar Capacitors
15.	220kV KAPCO	Kot Addu	96 MVar Capacitors
16.	220kV Piranghaib	Multan	96 MVar Capacitors
17.	220kV Bahawalpur	Bahawalpur	96 MVar Capacitors
18.	220kV Sahuwala GS	Sialkot	96 MVar Capacitors
19.	500kV Yousafwala GS	Sahiwal	96 MVar Capacitors
20.	220kV Sarfaraz Naggar GS	Kasur	96 MVar Capacitors
21.	500 kV DG Khan GS	DG Khan	111 MVar Shunt Reactor
22.	500 kV Shikarpur GS	Shikarpur	111 MVar Shunt Reactor
23.	500 kV Faisalabad West GS	Faisalabad	111 MVar Shunt Reactor
24.	500 kV Rawat GS	Rawalpindi	111 MVar Shunt Reactor
25.	220 kV DM Jamali GS	Nasirabad	60MVar Shunt Reactors
26.	220 kV Zhob GS	Zhob	60MVar Shunt Reactors
27.	220kV Loralai	Loralai	60MVar Shunt Reactors
28.	220 kV Mirpur Khas GS	Mirpur Khas	60MVar Shunt Reactors
29.	765kv Islamabad West GS	Attock	160MVar 765kV Shunt 111MVar 500kV Shunt

The BEST-PAK Project is being prepared under the World Bank's Environment and Social Framework (ESF). Per Environmental and Social Standard ESS10 on Stakeholder Engagement and Information Disclosure, the implementing agency should provide stakeholders with timely, relevant, understandable, and accessible information, and consult with them in a culturally appropriate manner, which is free of manipulation, interference, coercion, discrimination, or intimidation. This Stakeholder Engagement Plan (SEP) has been prepared for Phase -1 .

2 Objective/Description of SEP

The overall objective of this SEP is to define a program for stakeholder engagement, including public information disclosure and consultation throughout the entire project cycle. The SEP outlines the ways in which the project team will communicate with stakeholders and includes a mechanism by which people can raise concerns, provide feedback, or make complaints about project activities or any activities related to the project.

3 Stakeholder identification and analysis

3.1 Methodology

For the BEST-PAK MPA Program Phase 1 Project, the following stakeholders have been identified and analyzed per project component. These stakeholders include affected parties (as defined in section 3.2), other interested parties (as defined in section 3.3) and disadvantaged/vulnerable individuals or groups (as defined in section 3.4). In order to meet best practice approaches, the project will apply the following principles for stakeholder engagement:

- Openness and life-cycle approach: Public consultations for the project(s) will be arranged during the whole life cycle, carried out in an open manner, free of external manipulation, interference, coercion, or intimidation.
- Informed participation and feedback: Information will be provided to and widely distributed among all stakeholders in an appropriate format; opportunities are provided for communicating stakeholder feedback, and for analyzing and addressing comments and concerns.
- Inclusiveness and sensitivity: Stakeholder identification is undertaken to support better communications and build effective relationships. The participation process for the project will be inclusive. All stakeholders at all times will be encouraged to be involved in the consultation process. Equal access to information will be provided to all stakeholders. All stakeholders will have equal access to information, and special care will be taken to ensure that the project is sensitive to the particular needs of all stakeholders, including vulnerable groups.

3.2 Affected Parties and Other Interested Parties

Affected Parties

Affected parties are the stakeholders likely to be affected by the project because of actual impacts or potential risks to their physical environment, health, security, cultural practices, well-being, or livelihoods. Specifically, the following individuals and groups fall within this category:

Table 3-1 Affected Parties

Sector	Stakeholders
Government/ Institutional	Multan Electric Power Company (MEPCO)
	Lahore Electric Supply Company (LESCO)
	Hyderabad Electric Supply Company (HESCO)
	Sukkur Electric Power Company (SEPCO)
	Quetta Electric Supply Company (QESCO)
	Gujranwala Electric Supply Company (GEPCO)



Sector	Stakeholders
	Islamabad Electric Supply Company (IESCO)
	Faisalabad Electric Supply Company (FESCO)
	Grid Station Operations Staff
	Workers and Contractors involved in other construction works on substations
Community/Private Sector	Community within substation Colonies
	Nearby communities
	Local Businesses
	Vendors
	Supervision Consultants
	EPC Contractors

Other Interested Parties

Other Interested Parties are those stakeholders (individuals, groups, or organizations) with an interest in the project, which may be because of the project location, its characteristics, its impacts, or matters related to public interest. For example, these may include regulators, government officials, the private sector, the scientific community, academics, unions, women's organizations, other civil society organizations, and cultural groups. Though these stakeholders are not directly involved in the project activities, they may have sector specific experience and knowledge that can assist informed decision making for the project.

The project involves the following OIPs:

Table 3-2 Other Interested Parties

Sector	Stakeholders
Government/ Institutional	Environment Department
	Ministry of Energy (Power Division)
	NEPRA
	Labor Department
	Agriculture Department
	Archeology Department
	National Highway Authority (NHA)
	Forest Department
	Labor and Human Resources Department
	Minorities Affairs Department
	Social Welfare Department
	Women Development Department
	Wildlife Department
	Local authorities
Community/NGOs/ Private Sector	Local CSOs/NGOs
	Labor Unions
	Worker Organizations

Sector	Stakeholders
	Press and Media
	Academia
	Community Based Organizations (CBOs)
	Employees Old Age Benefit Institution (EOBI)

3.3 Disadvantaged / Vulnerable Individuals or Groups

Within the Project, the vulnerable or disadvantaged groups may include but are not limited to the following:

Table 3-3 Disadvantaged/Vulnerable Groups

Sector	Stakeholders
Project Workers	Disabled employees
	Women employees
	Minorities
	Elderly employees
	Transgender employees
Community	Ethnic/religious/gender minorities
	Youth and unemployed individuals in rural communities
	Illiterate community members who may be unable to participate in trainings/capacity building
	Female headed households
	Children and youth heads of households
	Transgender communities
	Persons with disabilities in nearby communities
	Senior citizens
	Migrant workers
	Internally Displaced Persons (IDPs)

Table 3-4 Vulnerable Groups Engagement Needs

S#	Vulnerable Group	Potential Barriers / Risks	Engagement Approach /Representatives
1	Women, particularly women-headed households	Limited access to project information due to cultural norms and time constraints	Conduct separate women-only focus group discussions; engage local women leaders and NGOs
2	Elderly persons	Mobility challenges; limited digital literacy	Provide accessible information formats; arrange home visits or caregiver involvement
3	People with disabilities	Physical access barriers; lack of accessible information	Ensure meeting venues and materials are accessible; provide information in alternative formats

4	Low-income households	Economic vulnerability; limited influence	Use local community leaders and social workers as liaison
5	Migrant workers and laborers involved in project	Language barriers; precarious legal status	Use multilingual materials; engage labor unions and contractor management

Disadvantaged and vulnerable groups involved in the project may encounter multiple barriers that limit their access to project benefits and meaningful participation. These barriers include exclusion due to elite capture, labor exploitation, and limited access to electricity and internet, particularly in remote areas, which hinders their ability to receive digital project communications. Women, often restricted by cultural norms and household responsibilities, may face mobility constraints and time limitations that prevent them from engaging in external activities. Elderly individuals may also struggle with limited mobility and digital literacy, affecting their ability to access project information. People with disabilities frequently encounter physical access challenges and a lack of information in accessible formats. Low-income households, due to economic vulnerability, may have little influence over project decisions. Migrant workers and laborers may face language barriers and insecure legal status, limiting their ability to participate or raise concerns. Additionally, widespread illiteracy can further impede understanding of written materials, emphasizing the need for alternative, inclusive communication methods. These challenges highlight the importance of adopting tailored strategies for stakeholder engagement and information dissemination to ensure no group is left behind.

Vulnerable groups within the communities affected by the Project will be added, further confirmed, and consulted through dedicated means, as appropriate. Description of the methods of engagement that will be undertaken by the project is provided in the following sections.

4 Stakeholder Engagement Program

The stakeholder engagement analysis approach will be guided by three core tenets: (i) prioritizing qualitative data, (ii) employing participatory methods, and (iii) utilizing adaptive, responsive techniques. An inclusive methodology has been applied, accounting for stakeholders' key characteristics, vested interests, and tailored engagement levels appropriate to each group.

Engagement intensity increases proportionally with a stakeholder's influence over project outcomes and exposure to project impacts. As either a stakeholder's capacity to affect the project or their stake in its consequences grows, engagement deepens through heightened frequency and more intensive methods.

The distinct intersections of stakeholder influence and importance are visualized in the accompanying Influence-Interest Matrix. This framework was developed through individual interviews with representatives from consulted organizations and will be refined as further consultations occur during the project cycle.

Table 4-1 Stakeholder Influence-Interest Analysis

		Degree of Influence	
		Low Influence	High Influence
Degree of Interest	High Interest	Box B: Stakeholders who stand to lose or gain significantly from the project BUT whose actions cannot affect the project's ability to meet its objectives: - Communities near grid stations - Beneficiaries of the project - Other vulnerable groups - Relevant DISCOs	Box A: Stakeholders who stand to lose or gain significantly from the project AND whose actions can affect the project's ability to meet its objectives: - NGC - MOE - WB - EPC Contractors
	Low Interest	Box D: Stakeholders who do not stand to lose or gain much from the project AND whose actions cannot affect the project's ability to meet its objectives: - Academia - Local NGOs - Distant Residential Communities - Minor Subcontractors - Local Businesses	Box C: Stakeholders whose actions can affect the project's ability to meet its objectives BUT who do not stand to lose or gain much from the project: - Relevant ministries and government departments/organizations such as ministry of Labor, Revenue, Agriculture, Irrigation, and Provincial EPAs. - National NGOs

4.1 Summary of stakeholder engagement done during project preparation

During the project preparation, the initial stakeholder consultations were held from April to June 2025 and again from November to December 2025, both physically and virtually, in all project districts. The team conducted 20 consultation sessions of men comprised of 212 participants through Focus Group Discussions (FGDs) and the summary of consultations is presented in Table 4-3 and separate consultations were held with women in the project area in 14 separate FGDs involving 120 participants and the summary of these consultations are provided in Table 4-4. This resulted in a total of 332 participants and 34 FGDs in 16 districts as summarized in Table 4-2. Additionally, vulnerable and disadvantaged groups such as disabled persons, women and poor were also consulted. Photographic highlights from the

consultation sessions are provided in **Annex 1**. The project areas share similar environments, issues, and types of residential units located within the grid station premises; therefore, the virtual consultations were considered adequate for this phase. Additional consultations, if required, will be carried out in the subsequent phases and throughout the implementation of the project.

In addition, consultations were also conducted with district level government departments and institutional stakeholders such as Ministry of Energy, EPA, NHA, Wildlife, Forestry, Agriculture, NEPRA, Labor and Social Welfare Departments to obtain their views on the project and the summary of the discussions are presented in Table 4-5.

During the stakeholder engagement process, various non-governmental organizations (NGOs) were consulted to gain insights into the social dynamics and community needs in the project areas. These included Agahi, SYCOP, Sanjh, Women Protection Center, Alkhidmat Foundation, HANDS, and Zindagi Trust, among others. These NGOs are actively involved in a broad spectrum of development sectors including health, education, disaster relief, gender-based violence prevention, and community empowerment.

Table 4-2 Summary of Consultations Conducted

District	Number of locations	Number of FGDs		Total number of female participants	Total number of male participants	Total number of participants
		M	F			
Lahore	02	01	01	10	14	24
Sheikhupura	04	02	02	18	19	37
Rahim Yar Khan	02	01	01	05	07	12
Kashmor	01	01	00	0	11	11
Dadu	01	01	00	0	11	11
Kasur	03	02	01	9	25	34
Gujranwala	02	01	01	8	12	20
Sialkot	02	01	01	7	10	17
Sahiwal	02	01	01	12	11	23
Multan	02	01	01	10	09	19
Bahawalpur	02	01	01	12	09	21
Vehari	02	01	01	06	10	16
DG Khan	01	01	00	0	12	12
Chiniot	02	02	00	0	09	09
Faisalabad	04	02	02	19	28	47
Kot Addu	02	01	01	04	15	19
Total	34	20	14	120	212	332

The summaries of the consultations held are given in the tables below.

Table 4-3 Summary of Stakeholder Consultations with Communities

Sr. No.	Summary of Stakeholder Consultations with Communities	
	Community Concerns	STATCOM Team Response

1	Will the project involve any land acquisition or result in resettlement related impacts?	The STATCOM equipment will be installed within the Grid Station boundaries therefore no land acquisition and involuntary resettlement will be involved.
2	Will the installation of the new equipment pose any health issues for the community?	The equipment will be designed and installed, keeping in view the community's health and safety. Additionally, the measures provided in the ESMP shall be implemented.
3	What measures will be taken for noise disruption in the nearby community during the construction phase of the project?	An assessment will be performed, and mitigation measures will be proposed in the project ESMP. Moreover, CESMP implementation will be ensured by all contractors.
4	Will the labor be accommodated within the community?	A labor management plan will be developed and implemented to mitigate the impacts of labor influx including SEA/SH. Measures will be taken to segregate the construction labor from the community.
5	The security protocol of foreign workers disrupts daily lives of the community members living within the Grid Station colonies.	Measures will be taken to isolate all construction phase workers from the community members living in the Grid Station colonies.
6	Are there any project benefits anticipated for the community?	WB funded projects ensure positive benefits for the community therefore, local jobs will be prioritized during the construction phase of the project.
7	Will the extension of switch yard into colony area of Dadu substation result in demolition of residential quarters. What measures will be taken to ensure that colony members are not disrupted?	The required space is available for the project without disturbing the residential quarters. If in any case the quarters are to be demolished, alternate residential quarters will be provided to accommodate the Grid Station colony members. Additionally, all the work will be done in accordance with the environmental and social guidelines outlined in the ESMP.
8	What measures will be in place for lodging any complaints?	A GRM will be put in place to raise any sort of complaints regarding the project.
9	Due to the closure of the Thermal Power Station at Guddu and the provided facilities by the TPS are going to be closed soon like Dispensaries, schools, markets and parks etc. What is NGC planning to cater these issues as the nearby NGC colony will be suffering a lot due to this being dependent on the TPS facilities.	These are the government strategic decisions to close any thermal power station and decide about the future of facilities to be provided in the residential colonies. However, the facilities for the NGC employees need to be provided by the company and hence will be provided by the department concerned.
10	Late-time work will disturb our lives.	Construction activities will be limited to daytime hours wherever possible. Night work will be minimized and subject to prior notice and approvals.
11	Will there be long shutdowns for this activity? Please avoid them in the summer season.	The project team will coordinate with grid operation authorities to schedule minimal and short-duration shutdowns, preferably avoiding peak summer months.
12	Will the project help in stabilizing the voltage problem?	Yes. The STATCOM installation is specifically aimed at enhancing voltage regulation and reactive power support, thus improving power quality and system reliability.

13	There is a air pollution issue related to rice industry near Nokhar GS	While this issue is outside the project scope, it will be reported to the local municipal authorities. NGC will raise this concern with relevant departments.
14	Security concerns while traveling to/from Kashmore District—especially at night. Will the project provide its own security?	Project-related security will be managed at the construction site. Broader area security is under local law enforcement, but concerns will be shared with authorities. The security management plan will be prepared where required.
15	Residents of the Rahim Yar Khan Colony requested better roads and basic services (e.g., dispensary, gas, transport).	Infrastructure upgrades and service provision fall under NGC's internal departments. The community's request will be shared with the department concerned for consideration.
16	Residents of the Dadu Substation colony requested basic services (e.g., water filtration plant, operational school/dispensary buildings).	These requests are outside the project scope but have been conveyed to the respective NGC departments. Coordination for operationalizing idle facilities will be recommended.
17	Does the project hire local labor from nearby communities?	Yes. Priority will be given to hiring semi-skilled and unskilled labor from local communities, in coordination with contractors and in line with labor laws.

Separate sessions of consultations were arranged with the community women and their concerns are presented in the table 4-4 below. Details of women consultation is attached as Annex 2.

Table 4-4 Summary of Consultations with Women

Sr. No.	Women's Concerns	STATCOM Team Response
1	Will there be any health risks to women and children due to electromagnetic fields (EMFs) or construction activities?	The equipment will be installed in compliance with international safety standards. No harmful EMF exposure is expected outside the substation boundary. Dust and noise will be controlled through mitigation measures.
2	Will there be restrictions on movement or access for women living near the construction area?	Construction activities will be limited to the defined project boundaries. Community pathways and access routes will remain unaffected.
3	Is there a risk of harassment or discomfort due to the presence of male laborers near colony residences?	A strict Code of Conduct (CoC) will be enforced for all project workers. The Labor Management Plan includes provisions to prevent sexual exploitation and abuse (SEA) and sexual harassment (SH).
4	Will there be any job opportunities for local women in this project?	Where possible, non-technical roles (e.g., administrative work, canteen support, cleaning services) may be offered to women. Equal employment opportunity policies will be encouraged with the contractor.
5	Will construction noise affect young children and elderly women in households nearby?	Noise mitigation measures (e.g., scheduling work during the day, equipment mufflers) will be adopted. Monitoring will be done as per the Environmental Management Plan.
6	Can women raise complaints anonymously if they feel uncomfortable interacting directly with male staff?	Yes. A gender-sensitive Grievance Redress Mechanism (GRM) will be available, allowing confidential and anonymous complaints. A female focal person will be appointed where necessary.

7	Will the project support any health or sanitation improvements in the colonies for women?	While not part of the project scope, such concerns will be shared with NGC's internal departments for potential future action. The project encourages safe sanitation practices at all labor camps.
8	What measures are in place to ensure that construction workers do not use local water sources used by women for domestic chores?	Water for construction and labor use will be sourced separately. Contractors will be instructed to avoid any interference with community resources.

Various stakeholders' institutions were consulted, and the discussions are presented in the table 4-5 below. Details of these consultations are attached as Annex 3.

Table 4-5 Summary of Institutional Stakeholder Consultations

Sr. No.	Stakeholders	Concerns	STATCOM Team Response
1	NGC Grid Station Operations/ Maintenance	What is the purpose of the system to be installed?	To improve the reliability and increase the efficiency of the Grid.
		What type of system will be installed?	The design of the equipment to be installed has not been finalized.
		Who will operate this equipment?	The equipment will be handed over to the GS operations.
		There are already operation staff shortages; installation of new equipment will further overburden the staff.	This issue will be discussed with management.
		Will the Grid Station operations staff be trained in the new equipment?	Specific operational staff will be trained during the project phase to ensure a smooth transition.
2	Environmental Protection Agency (EPA)	How much additional land will be required for the project?	No additional land acquisition or involuntary resettlement is involved as equipment will be installed within existing GS boundaries.
		Concerns about waste management during construction phase.	Waste management measures will be included in the ESMP and implemented by the contractor.
		Is the project focused solely on improving the electricity or there is any other scope.	The STATCOM installation is specifically aimed at enhancing voltage regulation and reactive power support, thus improving power quality and system reliability.
		Noise exposure levels during operation phase of new equipment.	Equipment procurement will ensure compliance with noise limits per national and international standards.
3	MEPCO and HESCO	Operational downtime during installation will disrupt supply to consumers.	Installation will be scheduled in phases with close coordination to minimize service interruptions.
4	Labor Department	Minimum wages must be ensured for all contractor labor.	This is a requirement of ESS2 and labor laws; written contracts and audits will ensure compliance.

		What measures will be taken for the grievances of local workers?	A dedicated GRM will be provided for all labor complaints, and the labor management plan will ensure workers' rights.
		Workers' health and safety must be ensured.	Contractors will follow health and safety protocols per national labor laws and ESMP requirements.
5	Archaeology Department	Ground excavation may impact subsurface cultural heritage.	A Chance Finds Procedure will be included in the ESMP and strictly followed during excavation.
6	National Highway Authority (NHA)	Heavy vehicle movement may impact highway infrastructure.	While the project does not involve highway construction or upgradation, transport of equipment via highways will follow NHA regulations with prior coordination.
7	Ministry of Energy (Environment & Sustainability)	Ensure the project aligns with national sustainability goals.	The project supports grid efficiency and stability, aligning with energy sector modernization and climate resilience strategies.
8	NEPRA	Will the installation affect tariffs or energy regulation? What regulatory standards apply?	The project will not directly affect consumer tariffs. However, NEPRA Power Safety Code 2024 and associated technical codes related to system performance, safety, and voltage support will be adhered to.
9	Agriculture Department	Will construction affect nearby agricultural land or irrigation?	No impact on agricultural land is anticipated as the work is confined to existing grid station areas. If any agricultural land is affected during temporary access or transport, proper permission and compensation rates will be coordinated with the Agriculture Department.
10	Forest Department	Are any trees or green belts being cleared for the installation?	No tree cutting is involved; activities are confined to the station boundary. However, a written request will be submitted through the proper channel to the Forest Department to obtain a recommended list of plant species (ornamental and indigenous) for the project's tree plantation and landscaping program.
11	Social Welfare Department	Will there be any CSR or social development initiatives under the project?	While the project scope is technical, NGC will forward such suggestions to relevant departments for possible inclusion under other corporate programs.
12	Wildlife Department	Any risk to nearby natural habitats or species from the project?	The project has no interface with sensitive ecosystems. Activities are within existing built-up infrastructure.
13	SYCOP (Local NGO)	What type of project benefits will be there for the community?	Priority will be given to local labor hiring during construction. No displacement or major social impacts are expected.
		How will the project ensure women's privacy and community safety during construction?	A gender-sensitive approach will be adopted, including a strict Code of Conduct for workers, separation of labor camps, and confidential access to the GRM for women.
		Will local NGOs be engaged during project implementation for	Yes. NGC welcomes engagement with civil society organizations for community

		awareness monitoring? or	outreach, feedback, and awareness-raising on environmental and social safeguards.
		Will there be support for vulnerable groups (e.g., women, children, persons with disabilities)?	The ESMP include specific provisions to protect vulnerable groups. Contractor training will include social inclusion and sensitivity protocols.
		Has NGC established an anonymous grievance mechanism for labor and community concerns?	Yes. A gender-sensitive and anonymous GRM will be established and communicated to all stakeholders. NGO inputs were considered in its design.

4.2 Summary of project stakeholder needs and methods, tools, and techniques for stakeholder engagement

A variety of engagement methods have been proposed to address the diverse needs of stakeholders. These include consultative workshops, one-on-one interviews, focus group discussions, formal meetings, group discussions, and community consultations.

4.3 Stakeholder engagement plan

The Stakeholder Engagement Plan below outlines the engagement process, methods, including sequencing, topics of consultations and target stakeholders in two stages of the project which are preparation stage presented in Table 4-6 and the implementation stage in Table 4-7. The template to capture the minutes of consultation is attached as Annex 5.

Table 4-6 Stakeholder Engagement Plan (Preparation Stage)

Project Stage	Target Stakeholders	Topic of consultation / message	Method used	Responsibilities	Frequency/Timeline
Preparation stage	Government/ Institutions APs and OIPs	- Project Information - Project Need and Importance - E&S Principles, Risks, Impact and Mitigation - Project Security Management - Project Financing - Labor Influx Planning	- Consultative workshops - Formal meetings - One-on-one interviews	NGC with the support of project Preparation Team	At beginning of the project and as necessary during preparation stage
	Relevant DISCOs, i.e. HESCO, MEPCO, LESCO and SEPCO.	- Awareness about relevant project activities and benefits - Potential social and environmental risks - Gender-specific interventions - Community Inclusion - Project benefits - Project equipment integration	- Formal Meetings - One-on-one interviews - Consultative workshops	NGC with the support of project Preparation Team	As necessary during preparation stage
	- Grid Station Operations Staff - Workers and Contractors involved in other construction works on substations	- Awareness about relevant project activities and benefits - Potential social and environmental risks - Gender-specific interventions - Community Inclusion - E&S issues identified during project preparation - GBV Prevention and management - ESMP Mitigation Measures	- One-on-one meeting - Group discussion - Formal meetings - Workshops	NGC with the support of project Preparation Team	As necessary during preparation stage

	Community/NGOs/Private Sector (APs and OIPs)	▪ Project Information ▪ Awareness raising about project benefits ▪ Potential social and environmental risks ▪ Gender-specific interventions ▪ Guidance on utilizing the project benefits ▪ Guidance on utilizing the project GRM ▪ Emergency services and supplies. ▪ Field operational plans and health surveillance	▪ Focus Group Meetings/ Discussions ▪ Community consultations ▪ Formal meetings ▪ Mass media and social media ▪ Awareness raising through community organizations ▪ E&S workshops	NGC with the support of project Preparation Team	As necessary during preparation stage
	Disadvantaged and Vulnerable Groups (Project Workers and Community) ³	▪ Project Activities and benefits ▪ Potential social and environmental risks ▪ E&S documents ▪ GRM	▪ One-on-one and group discussion ▪ Correspondence ▪ Workshops ▪ Social media	NGC with the support of project Preparation Team	As necessary during preparation stage

³ Disabled employees, Women employees, Minorities, Elderly employees, Transgender employees, Ethnic/religious/gender minorities, Youth and unemployed individuals in rural communities, Illiterate community members who may be unable to participate in trainings/capacity building, Female headed households, Children and youth heads of households, Transgender communities, Persons with disabilities in nearby communities, Senior citizens, Migrant workers, Internally Displaced Persons (IDPs).

Table 4-7 Stakeholder Engagement Plan (Implementation Stage)

Project stage	Target stakeholders	Topic of consultation / message	Method used	Responsibilities	Frequency/Timeline
Implementation Stage	Government/ Institutions APs and OIPs	- Project implementation strategy - Progress updates - Implementation of ESMP and other E&S documents - E&S issues identified during project implementation - GBV Prevention and management - LMP - Feedback on project implementation - GRM	- One-on-one and group discussion - Formal meetings - Workshops - Online Meetings - Correspondence by phone/email - Roundtable discussions	NGC with the support of project Preparation Team	Throughout project implementation
	Relevant DISCOs, i.e. HESCO, MEPCO, LESCO and SEPCO.	- Awareness about relevant project activities and benefits - Guidance on how to participate in a project - Feedback - Progress updates - Disclosure of ESMP and related E&S documents - Grievance Redress procedure - Downtime implementation	- Mobile phone - Workshops - One on one meetings - Online Meetings	NGC with the support of project Preparation Team	As necessary during implementation stage
	- Grid Station Operations Staff - Workers and Contractors involved in other construction works on substations	- Disclosure of ESMP and other E&S documents i.e. CESMP, OHSMP - Gender-specific interventions - Guidance on utilizing the GRM for workers - Progress updates - Emergency procedures	- Toolbox Talks - Workshops - FGDs - One-on-One Meetings	NGC with the support of project Preparation Team	As necessary during implementation stage
	Community/NGOs/Private Sector (APs and OIPs)	Awareness of project design and implementation	- One-on-one and groups discussions - Workshops	NGC with the support of project Preparation Team	As necessary during implementation stage



		▪ Disclosure of ESMP and related E&S documents ▪ Progress updates ▪ Feedback on project implementation	▪ Project Reports ▪ Correspondence through letters ▪ Traditional notifications ▪ Outreach activities		
	Disadvantaged and Vulnerable Groups (Project Workers and Community)	▪ Progress updates ▪ Feedback on project implementation ▪ GRM Reporting ▪ Disclosure of E&S documents	▪ One-on-one and group discussion ▪ Correspondence ▪ Workshops	NGC with the support of project Preparation Team	As necessary during implementation stage

4.4 Proposed Strategy to Incorporate the Views of Vulnerable Groups

The project will seek the views of vulnerable groups, such as disabled employees, women employees, minorities, elderly employees, transgender employees, Ethnic/religious/gender minorities, youth and unemployed individuals in rural communities, Illiterate community members who may be unable to participate in trainings/capacity building, female headed households and youth heads of households, Transgender communities, Persons with disabilities in nearby communities, Senior citizens, Migrant workers and Internally Displaced Persons (IDPs) through tailored methods of engagement. These groups will be reached through community meetings held in accessible locations, focused group discussions with gender and disability inclusiveness and household surveys for those unable to attend public forums. To ensure full participation, materials will be provided in local languages and in formats accessible to the illiterate or disabled. A safe space would be created for open dialogue, especially on sensitive issues. The project will also leverage partnerships with local NGOs that have experience working with these groups to facilitate meaningful engagement.

The project will seek the views of vulnerable groups through the following methods:

- *Community meetings*: organizing meetings in local communities to facilitate direct interaction and feedback.
- *Focus Group Discussions*: conducting discussions with smaller, targeted groups to delve deeper into specific issues and concerns.
- *Individual Interviews*: engaging in one-on-one interviews, particularly for those unable to attend group sessions.
- *Television and radio broadcasts*: disseminating project information through channels with broader availability, particularly in the case of female stakeholders who may have limited modes of information access.
- *Surveys*: distributing written or digital surveys to gather a broader range of responses.
- *Accessible workshops*: hosting workshops that are physically and logistically accessible to all, including people with disabilities.
- *Social media and Online Platforms*: utilizing digital platforms for engagement, especially beneficial for tech-savvy youth and those with limited mobility.
- *Collaboration with Local NGOs*: partnering with NGOs that have existing relationships with these groups to facilitate engagement.

The following measures will be taken to remove obstacles to full and enabling participation/access to information:

- *Provision of Information in Local Languages*: translating materials into local dialects to ensure understanding.
- *Accessible Formats*: offering information in large print, and audio formats for those with visual or hearing impairments, and pictorial guides and audio-based explanations for the illiterate. Additionally, ensuring the availability of printed signage and flyers for those without digital access.
- *Convenient and Accessible Venues*: choosing meeting locations that are easily reachable and accessible to persons with disabilities and women who may have limited mobility due to cultural norms.
- *Flexible Timing*: scheduling sessions at times suitable for participants, considering work and caregiving responsibilities.
- *Transportation Support*: arranging transportation for remote or mobility-challenged individuals.
- *Cultural Sensitivity Training for Facilitators*: ensuring that those leading sessions are trained in cultural sensitivity and inclusivity

- *Female inclusion:* ensuring enough female staff is available to hold separate sessions for women.
- *Regular Updates and Feedback Mechanisms:* using multiple channels, including community notice boards, to disseminate information and collect feedback.

Information will be disclosed as follows: SEP; relevant E&S documents; Grievance Mechanism (GM) procedures; project orientation; regular updates on project developments through; public notices, press releases, Project website; consultation meetings; information leaflets and brochures; separate focus group meetings with vulnerable groups. Information will be shared in English and Urdu languages.

4.5 Reporting back to stakeholders

Stakeholders will be kept informed as the project develops, including reporting on project environmental and social performance and implementation of the stakeholder engagement plan and Grievance Mechanism, and on the project's overall implementation progress.

5 Resources and Responsibilities

5.1 Resources

The NGC will be in charge of stakeholder engagement activities. The implementation budget for this SEP will require 11 million PKR/- (38,681 USD) over the duration of the project and is included in component 1 of the project. This includes all costs related to ongoing engagement with stakeholders, information disclosure, grievance redress, and other activities described in the SEP. An estimated budget for implementing the SEP is provided below.

Table 5-1 SEP Implementation Budget

Budget Category	Quantity	Unit Cost (PKR)	Times/Years	Total Costs (PKR)	Remarks
A. Estimated staff salaries* and related expenses					
E.g., travel costs for staff	40	100,000	Throughout Project Cycle	4,000,000	Existing staff and resources will be used for Implementation of SEP
B. Events					
Organization of meetings with project stakeholders and affected persons	30	100,000	Throughout Project Cycle	3,000,000	
C. Communication campaigns					
Posters, flyers for E&S, GBV, Project Overview, Workers Code of conduct, Project benefits etc.	Lumpsum	2,000,000	Throughout Project Cycle	2,000,000	
Social media campaign	Lumpsum	2,000,000	Throughout Project Cycle	2,000,000	
D. Trainings					
Training on social/environmental issues and SEP Implementation for PMU and contractor/consultant staff	30	100,000	Throughout Project Cycle	3,000,000	The number of training participants and unit costs are adjustable depending on the actual conditions later.
Training on gender-based violence (GBV) for Project Management Unit (PMU) and	15	100,000	Throughout Project Cycle	1,500,000	

contractor/consultant staff					
E. Grievance Mechanism					
Suggestion boxes on sites and in nearby villages	Lumpsum	500,000	Throughout Project Cycle	500,000	
GM communication materials (Pana flex posters to be displayed on all grid station sites along with other materials.)	Lumpsum	500,000	Throughout Project Cycle	500,000	
Training on GM Committees	100,000	15	Throughout Project Cycle	1,500,000	
GM investigations/site visits	Lumpsum	1,000,000	Throughout Project Cycle	1,000,000	
	Sub Total (A to E)			19,000,000	
F. Contingency					
10% of Total Amount (A to E)				1,900,000	
TOTAL STAKEHOLDER ENGAGEMENT BUDGET (Total A to E):				20,900,000	

5.2 Management functions and responsibilities

SEP implementation activities will be led by the Environment and Social team of PMU/NGC. The E&S team will be responsible for overall management of SEP activities, and progress reporting to the PMU. Field teams at the site level will be responsible for on-ground implementation of the SEP, including conducting consultations, information disclosure, and progress reporting to the PMU. Progress updates on SEP implementation will be provided quarterly to the World Bank.

The stakeholder engagement activities will be documented through:

- Detailed records of all engagement activities, including minutes of meetings, attendance lists, and feedback received.
- Regular reports summarizing the stakeholder feedback, concerns, and suggestions.
- Documentation of how stakeholder input has been incorporated into project planning and decision-making.
- Ongoing updates in project reports and communications to ensure transparency and accountability in stakeholder engagement.

6 Grievance Mechanism

A Grievance Mechanism is a system that allows not only grievances, but also queries, suggestions, positive feedback, and concerns of project-affected parties related to the environmental and social performance of a project to be submitted and responded to in a timely manner. The former NTDC has a notified SOP for establishment of GRM according to World Bank requirements since August 2019 for all World Bank and other Foreign funded projects. The system is therefore in place to make the GRM operational for this project in line with World Bank requirements.

6.1 Description of GM

Table 6-1 Project GRM Description

Step	Description of process (e.g.)	Timeframe	Responsibility
GM implementation structure	The project's Grievance Redress Mechanism (GRM) operates through a two-tier structure to handle complaints efficiently and transparently. At the first level, a Grievance Redressal Committee (GRC-P) is established at the Project Management Unit. It includes NGC officials, consultants (both male and female), a retired land expert, and a community representative. A complaint box and phone line will be available, and a designated staff member will log and forward complaints. The committee investigates and provides a decision within 21 days. If unresolved, the complaint can be escalated within 7 days. At the second level, a GRC at NGC Headquarters (GRC-HQ) will review escalated cases. This committee includes senior NGC officials, legal and land representatives, and a female focal point. It will also investigate and issue a decision within 21 days. If the complainant is still dissatisfied, legal action remains an option.	Continuous	PMU – for convening overall project GRM PMU for implementation
Grievance uptake	Grievances can be submitted via the following channels: - Complaint telephone number: 051-9334942 Managed by Deputy Manager (Social & Environment) - Email to esic.dtlp@ntdc.com.pk - Grievance or suggestion boxes located at all grid station sites. - Letter to House No 706, Street No 33 Block-B, Sector B-17, Multi-Gardens, Islamabad	Upon submission	PMU, GRC-P, GRC-HQ Grievance Focal Persons

	Complaints can be submitted in person to the Grievance Focal Persons or via dedicated phone lines, email addresses and suggestion boxes provided at substation sites.		
Sorting, processing	Any complaint received is forwarded to Secretary GRC-P and logged in the GRM logbook maintained at PMU level. Grievances are then categorized and referred to the GRC-P for resolution. Grievances will be categorized into the following types: Low; Medium; and High priority. Low priority: these typically involve minor issues that do not significantly impact the overall project or the complainants' well-being. Examples could include minor administrative errors, delays in non-critical services, or small-scale individual grievances that can be resolved locally, without extensive intervention. Medium priority: these are more serious than low priority complaints but do not pose immediate or significant risks to the project's success or stakeholders' rights and interests. These might include disputes over employment terms, moderate environmental impacts, or concerns about project implementation aspects that affect a limited number of stakeholders. High priority: these are critical issues that require urgent attention and could significantly impact the project's success and the well-being of stakeholders. Examples could include violation of the law of the land, corruption, GBV, SEAH (sexual exploitation, abuse and harassment), community rights, significant health and safety concerns, allegations of serious environmental harm; complaints regarding minorities, differently abled persons, transgender etc.	Upon receipt of complaint	PMU, GRC-P, GRC-HQ
Acknowledgement and follow-up	Receipt of the grievance is acknowledged to the complainant by the PMU via acknowledgement letter or email.	Within 3 working days of receipt	PMU, GRC-P, GRC-HQ

Verification, investigation, action	Investigation of the complaint is led by the Grievance Redressal Committee (GRC) at either the Project Management Unit (PMU)(GRC-P) or the NGC Headquarters level (GRC-HQ), depending on the stage of the complaint. The GRC reviews the complaint, examines relevant records, requests additional evidence if necessary, and may conduct a field visit to gather further information. A proposed resolution is formulated by the respective GRC (GRC-P or GRC-HQ) after thorough scrutiny of the case. The decision is then communicated to the complainant by an authorized representative of the respective GRC.	Within 21 working days	PMU, GRC-P, GRC-HQ
Monitoring and evaluation	Data on complaints are collected in a grievance database by GRCs. Grievance data is reported to the World Bank on a quarterly basis.	Quarterly reporting	PMU
Provision of feedback	Feedback from complainants regarding their satisfaction with complaint resolution is collected in writing or through follow-up interviews after the resolution process.	Post-resolution	Grievance Focal Persons
Training	Training needs for staff/consultants in the PMU, Contractors and Supervision Consultants are identified and addressed through regular capacity-building workshops and on-the-job training programs, focusing on grievance redress mechanisms, social engagement and environmental compliance. Ongoing training for all levels of the GRM structure on handling grievances effectively and sensitively.	Annually or as needed	PMU

The GM will provide an appeals process if the complainant is not satisfied with the proposed resolution of the complaint. Once all possible means to resolve the complaint have been proposed and if the complainant is still not satisfied, then they should be advised of their right to legal recourse.

As the project makes use of varying types of labor across all components, a separate GRM specifically designed for project labor has been prepared as part of the Labor Management Procedures, in line with the requirements set out in ESS2 Labor and Working Conditions.

To address any complaints related to GBV/SEA/SH, the project will ensure that GBV-related grievances received by the GRM are referred to relevant GBV service providers. Dedicated trained female staff will be appointed to receive and process GBV related complaints. Special considerations will be taken to ensure that the complainant's identity is treated as privileged information, and the option to lodge the complaint anonymously will also be provided. Additionally, all GRM response teams will be trained on GBV, SEA and SH.

The World Bank and the NGC do not tolerate reprisals and retaliation against project stakeholders who share their views about Bank-financed projects.

7 Monitoring and Reporting

7.1 Summary of how SEP implementation will be monitored and reported

The SEP will be monitored based on both qualitative reporting (based on progress reports) and quantitative reporting linked to results indicators on stakeholder engagement and grievance performance.

SEP reporting will include the following:

- Quarterly progress reporting on the ESS10-Stakeholder Engagement commitments under the Environmental and Social Commitment Plan (ESCP)
- Annual cumulative qualitative reporting on the feedback received during SEP activities, in particular (a) issues that have been raised that can be addressed through changes in project scope and design, and reflected in the basic documentation such as the Project Appraisal Document, Environmental and Social Assessment, Resettlement Plan, or SEA/SH Action Plan, if needed; (b) issues that have been raised and can be addressed during project implementation; (c) issues that have been raised that are beyond the scope of the project and are better addressed through alternative projects, programs or initiatives; and (d) issues that cannot be addressed by the project due to technical, jurisdictional or excessive cost-associated reasons. Minutes of meetings summarizing the views of the attendees can also be annexed to the monitoring reports.
- Quarterly quantitative reporting based on the indicators included in the SEP. A set of indicators for monitoring and reporting is included in Annex 4.

7.2 Reporting back to stakeholder groups

The SEP will be revised and updated as necessary during project implementation.

Quarter summaries and internal reports on public grievances, enquiries, and related incidents, together with the status of implementation of associated corrective/preventative actions will be collated by responsible staff and referred to the project managers.

Specific mechanisms to report back to the stakeholders include regular community consultations, particularly with beneficiary communities, updates on the project's official website, newsletters and posts on social media platforms. Additionally, annual public forums will be conducted to discuss progress and gather feedback. This reporting back to the stakeholders will be conducted on a quarterly basis, with annual forums for comprehensive review and dialogue.

Annex 1: Photolog of Consultations

 Consultation at 500kV Guddu GS	 Consultation at 500kV Guddu GS
 Consultation at 500kV Dadu GS	 Consultation at 500kV Dadu GS
 Consultation at 500kV Rahim Yar Khan GS	 220kV Sahowala GS



Consultation at 220kV Sarfaraz Nagar GS



Consultation at 500kV Lahore South GS



Consultation at 220kV Kala Shah Kaku GS



Consultation at 500kV Nokhar GS



Consultation at 500kV Nokhar GS



Consultation at 500 kV Yousafwala GS



Consultation at 500 kV Yousafwala GS



Consultation at 220 kV Piranghaib GS



Consultation at 220kV Piranghaib GS



Consultation at 220kV Bahawalpur GS



Consultation at 220kV Bahawalpur GS



Consultation at 220kV Vehari GS



Consultation at 500 kV DG Khan GS



Consultation at 220 kV Lalian GS



Consultation at 500 kV FSD west GS



Consultation at 220 kV Nishtabad GS



Consultation at 220 kV Nishatabad GS



Consultation at 220kV Jaranwala Road GS



Consultation at 220kV Ravi Road GS



Consultation at 220kV KAPCO GS

Annex 2. Women Consultations

S#	District	Name of Component	Issues	Response	Date
1.	Rahim Yar Khan	500kV Rahim Yar Khan GS	- Will there be any job opportunities for local women in this project? - What measures are in place to ensure that construction workers do not use local water sources used by women for domestic chores? - Is there a risk of harassment or discomfort due to the presence of male laborers near colony residences?	- Where possible, non-technical roles (e.g., administrative work, canteen support, cleaning services) may be offered to women. Equal employment opportunity policies will be encouraged with the contractor. - Water for construction and labor use will be sourced separately. Contractors will be instructed to avoid any interference with community resources. - A strict Code of Conduct (CoC) will be enforced for all project workers. The Labor Management Plan includes provisions to prevent sexual exploitation and abuse (SEA) and sexual harassment (SH).	26.05.2025
2.	Kasur	Residential Colony of 220kV Sarfaraz Nagar GS	- Will construction activities create noise disturbances affecting women's daily routines? - How will movement of heavy vehicles be managed near residential areas? - Will women be consulted again during construction?	- Contractors will limit noisy work to daytime hours and adopt noise-reduction measures - Traffic management plans will be implemented to avoid obstructing women's mobility. - Yes, follow-up consultations will be carried out in subsequent phases.	12.11.2025
3.	Sheikhupura	Residential Colony of 220kV Kala shah kaku GS	- Will there be restrictions on movement or access for women living near the construction area? - Will there be any job opportunities for local women in this project? - Women reported several robbery incidents in recent months and requested proper security arrangements to ensure safety of families residing in the colony. - Will the project support any health or sanitation improvements in the colonies for women?	- Construction activities will be limited to the defined project boundaries. Community pathways and access routes will remain unaffected. - Where possible, non-technical roles (e.g., administrative work, canteen support, cleaning services) may be offered to women. Equal employment opportunity policies will be encouraged with the contractor. - This concern has been noted and will be shared with NGC's administrative and security departments. While the STATCOM project does not directly handle colony security, contractors will be directed to coordinate with NGC Security Wing to avoid any safety breaches and ensure	13.11.2025



				the safety of nearby residents during construction. While not part of the project scope, such concerns will be shared with NGC's internal departments for potential future action. The project encourages safe sanitation practices at all labor camps.	
4.	Gujranwala	Residential Colony of 500kV Nokhar GS	- Will construction dust interfere with outdoor household activities? - Will women receive project information in advance? - How will safety near construction zones be ensured?	- Dust-control measures, including water sprinkling, will be applied regularly. - Notices will be shared through community representatives and display boards. - Restricted areas will be fenced or marked with warning signs for resident safety.	13.11.2025
5.	Sialkot	Residential Colony of 220kV Sahowala Grid Station	- Will electricity or water supply be disrupted during construction? - How will pedestrian safety for women and children be ensured? - How will respectful worker behavior be ensured?	- Any interruptions will be minimized, and prior notice will be shared with residents. - Safe and clearly marked pathways will remain accessible during construction. - Mandatory behavior-training and strict adherence to the worker Code of Conduct will be required.	13.11.2025
6.	Sahiwal	Residential Colony of 500kV Yousafwala GS	- How will safety and privacy of women be ensured near construction areas? - It is recommended that the public transport route be modified to include a designated stop at the Grid Station (GS).	- A strict Code of Conduct will be enforced for workers, restricted areas will be clearly marked, and coordination with NGC security staff will ensure safety. - An application has been submitted by XEN office to the Deputy Commissioner (DC) for revision of the public transport route an inclusion of GS stop.	12.11.2025
7.	Multan	Residential Colony of 220kV of Piranghaib GS	- How will movement of construction vehicles be managed near the colony? - How will women be informed about construction schedules? - No ambulance is present at GS for emergency situation.	- Vehicle movement will be managed through designated routes and timings to avoid inconvenience. - Information will be shared in advance through community representatives. - The concern has been conveyed by our office to the relevant department. However, it is outside the project scope.	02.12.2025
8.	Bahawalpur	Residential Colony of 220kV of Bahawalpur GS	Will construction activities disrupt water or electricity supply?	Utility disruptions will be avoided as far as possible, and residents will be informed in advance if required.	03.12.2025



9.	Vehari	Residential Colony of 220kV of Vehari GS	The community raised issue that there is no proper housekeeping arrangement at the site.	The concern has been conveyed by our office to the relevant XEN. however, it is outside the project scope.	03.12.2025
10.	Kot Addu	Residential Colony of 220kV of KAPCO GS	How will safety and privacy of women be ensured near construction areas?	Mandatory worker orientation and enforcement of the Code of Conduct will be ensured.	04.12.2025
11.	Faisalabad	Residential Colony of 220kV of Nishatabad GS Residential Colony of 220kV of Jaranwala Road GS	When will the residential quarters be renovated? How will complaints or concerns be addressed? Residents raised concern over security.	The issue was conveyed to the civil department as it falls out of the project scope. A grievance redress mechanism (GRM) will be available for residents to report concerns. Security issue communicated to XEN and security staff to take measures.	07.12.2025
12.	Lahore	Residential Colony of 220kV of Ravi Road GS	How will safety of women and children be ensured? No ambulance is present at GS for emergency situation.	Mandatory behavior-training and strict adherence to the worker Code of Conduct will be required. The concern has been conveyed by our office to the relevant department. however, it is outside the project scope.	15.12.2025

Annex 3: Institutional Consultations

Table 1: Institutional consultations

Sr. No.	Name of Organization	Notes/Discussions	City/District	Date
1.	Office of Executive Engineer- New Kot Lakh pat Grid Station- NGC	The technical staff at the grid station were consulted regarding the existing SVC installed at the facility, as well as any incidents or environmental and social impacts associated with the installation of FACT devices. The staff provided detailed explanations of the components of the SVC and their respective functions. It was noted that the entire system was developed by the contractor, with minimal involvement from grid station personnel. No incidents were reported during the construction phase, nor were there any significant environmental or social impacts observed. The staff recommended that future FACT device projects should include comprehensive training for grid station personnel in device operation and focus on retaining trained staff at the relevant stations. Additionally, they suggested extending the Defects Liability Period (DLP) to ensure that contractors remain responsible for addressing any subsequent issues related to the FACT devices.	Lahore	30.04.2025
2.	Office of Executive Engineer/RE 500kV Rahim Yar Khan Grid Station	The grid station staff requested information regarding the proposed project and the specific types of FACT devices planned for installation. The XEN recommended extending the defect liability period to ten years to address any challenges associated with integrating the new equipment into the existing NGC systems. The STATCOM team replied that the best efforts will be made to build the capacity of relevant staff that will be working on the new devices. The GS staff were concerned about labor influx and if any measures will be taken to segregate them from existing GS community. Staff also inquired about potential project-related benefits that could enhance overall wellbeing for grid station personnel, such as the provision of a permanent ambulance at the site and the development of a sports complex for community use. The STATCOM team responded that, at this stage, it is uncertain whether any grants will be available to support these benefits. Additionally, staff sought clarification on opportunities for capacity building and	Rahim Yar Khan	03.05.2025

		training related to the operation of the newly installed STATCOM equipment.		
3.	Office of Executive Engineer/RE 500kV Guddu Grid Station	The GS staff inquired about the project and its importance. Discussion included ownership of the designated area which belongs to GENCO-2. RoW has already applied to GENCO for construction and operation of STATCOM equipment in the proposed area adjacent to the switch yard. STATCOM team inquired about building inside proposed area for STATCOM. The GS staff replied that it is a storeroom that is not used. The GS staff was concerned regarding the already overburdened operation staff as per yardstick policy of grid station. The STATCOM team replied that it will be proposed to post designated personnel for the efficient operation of the newly installed STATCOM equipment. The GS staff highlighted the security issues prevalent in the district and for ensuring security for any foreign workers. Moreover, it was highlighted that the GS is in a neglected area where there are no resources for the wellbeing of the staff and community. Almost all resources are disputed between GENCO-2 and NGC as GENCO-2 is undergoing a transition phase.	Guddu	04.05.2025
4.	Office of Executive Engineer/RE 500kV Dadu Grid Station	The discussions started by going through objectives and the importance of the proposed project. The staff informed the STATCOM team that the entire land is solely the property of NGC and the proposed area for the installation of STATCOM devices is located outside of the switchyard within the colony boundary that is also part of GS land owned by NGC. The discussions highlighted the possible demolition of 4 residential quarters located adjacent to the switchyard busbar. However, the STATCOM team replied that it will depend on the final design. The officers highlighted that there are security staff shortages in the GS, as this might be a point of concern if foreign workers are present on site. Moreover, STATCOM team highlighted that during extension of switchyard into colony area strict segregation will be ensured to reduce the impacts of labor influx on the community.	Dadu	05.05.2025
5.	Office of Executive Engineer/RE	A focused discussion was held with the XEN of this grid station regarding the installation of reactive compensation devices. The XEN	Kasur	12.11.2025

	500kV Lahore South Grid Station	highlighted the technical needs and expected improvements in voltage stability		
6.	Office of Executive Engineer/RE 220kV Sarfaraz Nagar Grid Station	The XEN discussed the feasibility of integrating reactive compensation devices into the existing system. He noted the operational benefits and minor challenges related to available space and system configuration.	Kasur	12.11.2025
7.	Office of Executive Engineer/RE 500kV Nokhar Grid Station	A brief consultation with the XEN covered the installation requirements and performance enhancements anticipated from the reactive compensation devices.	Gujranwala	13.11.2025
8.	Office of Executive Engineer/RE 220kV KSK Grid Station	During the discussion, the XEN reviewed the proposed installation plan and identified key technical considerations for smooth integration. He emphasized the positive impact the devices would have on system efficiency.	Sheikhupura	13.11.2025
9.	Office of Executive Engineer/RE 220kV Sahowala Grid Station	The XEN provided input on the installation approach, noting both advantages and manageable constraints associated with deploying reactive compensation devices. He recognized the value of the intervention for stabilizing the network.	Sialkot	13.11.2025
10.	Office of DM 500kV Yousaf Wala	A detailed discussion was held regarding the proposed installation of reactive compensation devices. Availability of space within the grid station premises was discussed, and it was confirmed that suitable space exists within NGC-owned land. Environmental and social aspects were briefly reviewed, and it was noted that no land acquisition or resettlement issues are anticipated. The DM emphasized adherence to grid operational SOPs during installation and coordination to avoid operational disruptions.	Sahiwal	1.12.2025
11.	Office of DM 220kV Pirangaib GS	The DM was briefed on the project scope and objectives, including the role of FACT devices in improving voltage regulation. The availability of space inside the grid station was discussed and considered adequate for installation. The DM highlighted the importance of phased implementation to minimize shutdowns. Environmental and social considerations, including labor management and site safety, were discussed, with agreement to follow NGC SOPs and the ESMP.	Multan	2.12.2025
12.	Office of DM 220kV Bahawalpur GS	Discussions focused on the operational need for reactive power compensation to address voltage fluctuations. The DM confirmed that sufficient space is available within the grid	Bahawalpur	3.12.2025

		station boundary. The importance of coordination during construction activities and compliance with environmental and social guidelines was emphasized. No environmental sensitivities or social risks were identified at the site.		
13.	Office of DM 220kV Vehari GS	The representative of DM discussed the technical benefits of installing reactive compensation devices and supported the proposed intervention. Space availability within the grid station was reviewed and found suitable. Environmental and social risks were discussed and considered minimal, provided that construction activities remain confined within the existing grid station area and standard labor and safety SOPs are followed.	Vehari	3.12.2025
14.	Office of DM 500kV DG Khan GS	The project scope and expected operational benefits were discussed with the DM. The need for voltage stabilization and improved system reliability was acknowledged. The DM confirmed that installation can be accommodated within the grid station premises. Security concerns and labor management were briefly discussed, with emphasis on coordination with local administration and adherence to environmental and social management plans. He told the team that one shunt reactor of 111mVAR is already installed and one is needed.	DG Khan	4.12.2025
15.	Office of DM 220kV KAPCO GS	The DM reviewed the proposed project and highlighted the importance of reactive power support due to nearby generation facilities. Space availability was discussed and deemed adequate within NGC-controlled areas. Environmental and social considerations were reviewed, and it was agreed that no land acquisition or community impacts are expected. Compliance with operational SOPs during installation was stressed.	Kot Addu	4.12.2025
16.	Office of DM 220kV Lalian GS	A briefing was provided on the objectives of the project and the functionality of FACT devices. Available space within the grid station was reviewed and considered sufficient. Environmental and social aspects, including worker safety and waste management, were discussed with a commitment to follow ESMP requirements.	Chiniot	8.12.2025
17.	Office of DM 500kV Faisalabad West GS	The DM discussed the need for reactive compensation in the grid station. The availability of space for installation within the grid station boundary was confirmed. Environmental and social issues were discussed, and no major concerns were identified. The DM emphasized maintaining	Chiniot	8.12.2025

		uninterrupted grid operations during construction.		
18.	Office of DM 220kV Nishatabad GS	The proposed installation plan was discussed, and the DM acknowledged the benefits for voltage control and network stability. Space constraints were reviewed and found manageable. Environmental and social considerations, including noise and labor management, were discussed with agreement to adhere to NGC and regulatory SOPs.	Faisalabad	9.12.2025
19.	Office of DM 220kV Jaranwala Road GS	The DM supported the installation of reactive compensation devices and discussed their role in improving system performance. Adequate space within the grid station was confirmed. Environmental and social impacts were considered minimal, provided that construction activities follow standard mitigation measures outlined in the ESMP	Faisalabad	9.12.2025
20.	Office of DM 220kV Ravi Road	The DM reviewed the project scope and acknowledged the operational need for voltage support in the urban network. Space availability within the grid station was discussed and confirmed. Environmental and social considerations were highlighted, particularly noise and traffic management during construction, with emphasis on strict adherence to SOPs.	Lahore	15.12.2025
21.	Office of DM 500kV Lahore North GS	Discussions focused on the technical justification for reactive compensation devices and expected improvements in grid reliability. The DM confirmed that sufficient space is available within the grid station boundary. Environmental and social aspects were reviewed, and no land acquisition or resettlement issues were anticipated.	Sheikhupura	15.12.2025
22.	Office of DM 220kV Wapda Town GS	The DM was briefed on the scope and benefits of the proposed project. Space within the grid station was not available.	Lahore	15.12.2025
23.	Office of DM 220kV Ghazi Road	The DM discussed the operational need for reactive power compensation to enhance system stability. Availability of space within the grid station premises was confirmed. Environmental and social issues were reviewed, and it was agreed that all activities would be carried out within existing NGC land, following environmental regulations and grid operational SOPs.	Lahore	17.12.2025
24.	Office of Deputy Director Environment Protection and Climate Change Department	The representative from the EPA head office asked for the project area and scope. He enquired about any land acquisition or any change in the scope of NGC work? And also the waste management and noise control measures? The Statcom team clarified that no land acquisition is required and there will be no	Lahore	12.06.2025

		change in the scope of NGC's work. Project activities are limited to the installation of FACT devices within existing grid station boundaries and on NGC-owned land. Additionally, an Environmental and Social Management Plan (ESMP) is being prepared to address potential impacts related to waste management, noise, and air pollution. They further asked to carry out the activities in line with the environmental laws of the country.		
25.	Office of Assistant Director Sindh Environment Protection Agency/ Office of Assistant Director (Jamshoro) Sindh Environment Protection Agency	The representative from the EPA head office asked for the project area and scope. He enquired about any land acquisition or any change in the scope of NGC work? Statcom team responded that there is no land acquisition and no change in scope of NGC work. The project activities involve installing fact devices within the grid station boundaries and in NGC own land. They further asked to carry out the activities in line with the environmental laws and follow SEQs.	Karachi Jamshoro	12.06.2025
26.	Office of Manager (Env. and Social) MEPCO	The Environmental Manager at MEPCO contributed valuable insights regarding past power sector initiatives and strongly supported the development of comprehensive mitigation strategies to address labour influx and community-related concerns. The manager further highlighted the need to strengthen site-level Occupational Health and Safety (OHS) management capacity. Additionally, he inquired about potential shutdowns during project implementation, to which it was confirmed that installation would be carried out in phases and closely coordinated to minimize any service disruptions.	Multan	02.05.2025
27.	Office of Deputy Manager (Social & Env.) HESCO	The HESCO representative addressed regional challenges related to environmental compliance and advised incorporating local communities into the construction process to mitigate potential conflicts. Additionally, insights and best practices from previous grid projects were shared.	Hyderabad	06.05.2025
28.	Office of DG Labor Welfare	The project scope and objective were briefed by the Statcom team. The officer praised the efforts of NGC to enhance the electricity generation by adding any technologies. He inquired about the number of laborers to be hired for the project and duration of the project. He further advised on strict implementation of labor laws, including prohibition of child labor and provision of minimum wages and the	Lahore	13.06.2025

		GRM. They recommended regular audits and contractor briefings on labor rights and safety.		
29.	Office of Directorate of Labor Sukkur	Officials reiterated that all labor hired for the project must be registered, insured, and above the legal age. A special emphasis was placed on adherence to Sindh labor laws and avoiding any form of bonded labor.	Sukkur	04.05.2025
30.	Archaeology Department	The department stated that no known heritage sites exist within the proposed STATCOM installation areas. However, they advised that a chance find procedure must be part of the ESMP and workers must be trained to report any archaeological discoveries.	Lahore	13.06.2025
31.	Office of National Highway Authority (NHA)	The scope of work was presented to the officials, who inquired whether any reconstruction or rehabilitation of roads would be necessary. The Statcom team clarified that all relevant grid stations are located along the main highways, so neither new roads nor rehabilitation work is anticipated. The discussion also covered project-related transportation requirements, with an emphasis on providing advance notice if heavy or oversized equipment needs to be transported via national highways. The importance of coordinating any temporary road diversions or modifications was also highlighted.	Islamabad	19.06.2025
32.	Environment & Social Representative of Ministry of Energy (Power Division)	The Ministry's representative supported the project's environmental compliance approach and reiterated alignment with national energy and climate commitments. He encouraged timely reporting to ensure transparency.	Islamabad	19.06.2025
33.	Office of NEPRA	NEPRA officials underscored the importance of adhering to the Power Safety Code 2024 and advised conducting regular safety audits and comprehensive OHS reporting. They recommend that all project documentation be readily accessible for regulatory review. Additionally, the officials inquired whether the project would result in any changes to the tariff. The STATCOM team clarified that the project would not have a direct impact on consumer tariffs.	Islamabad	19.06.2025
34.	Agriculture Department	The officer inquired about any potential impacts of the project on agriculture, to which the response indicated no anticipated issues. However, it was noted that some crop damage may occur during the transportation of heavy machinery. The officer instructed that any losses should be documented and compensated in accordance with district rates and emphasized the importance of keeping	Lahore	20.06.2025

		the agriculture department informed throughout the process.		
35.	Agriculture Department	The officer asked for any anticipated impact of the project on agriculture which was responded in negative. However, there may be some damage to the crop during transportation of heavy machinery. The officer told him to record and compensate the losses of the crop according to the district rate and keep the agriculture department in loop.	Rahim Yar Khan	03.05.2025
36.	Office of Divisional Forest Officer (H/Q) Forest Department/ Wildlife Department	The project scope was shared with the officers, and they stated that if any trees are removed, compensatory replantation will be required. They recommended tree species native to the region and suitable for arid conditions.	Lahore	20.06.2025
37.	Office of Divisional Forest Officer Dadu	Officials mentioned that although the proposed site does not intersect forest land, plantation within the colony can be considered for environmental enhancement. They offered technical support for species selection.	Dadu	05.05.2025

Annex 4: Monitoring and Reporting on the SEP

Key evaluation questions	Specific Evaluation questions	Potential Indicators	Data Collection Methods
GRM. To what extent have project-affected parties been provided with accessible and inclusive means to raise issues and grievances? Has the implementing agency responded to and managed such grievances?	- Are project-affected parties raising issues and grievances? - How quickly/effectively are the grievances resolved?	- Usage of GRM and/or feedback mechanisms - Requests for information from relevant agencies. - Use of complaint boxes placed in the villages/project communities. - Number of grievances raised by stakeholders, including uptake channel, resolution status. - Number of Sexual Exploitation, and Abuse/Sexual Harassment (SEA/SH) cases reported in the project areas, which were referred for health, social, legal and security support according to the referral process in place. (if applicable) - Number of grievances that have been (i) opened, (ii) opened for more than 30 days, (iii) resolved, (iv) closed, and (v) number of responses that satisfied the complainants, during the reporting period disaggregated by category of grievance, gender, age, and location of complainant.	Records from the implementing agency and other relevant agencies
Stakeholder engagement impacts on project design and implementation. How have engagement activities made a difference in project design and implementation?	- Was there interest and support for the project? - Were there any adjustments made during project design and implementation based on the feedback received? - Was priority information disclosed to relevant parties throughout the project cycle?	- Active participation of stakeholders in activities - The number of actions taken in a timely manner in response to feedback received during consultation sessions with project affected parties. - The number of consultation meetings and public discussions where the feedback and recommendations received is reflected in project design and implementation. - Number of disaggregated engagement sessions held, focused on at-risk groups in the project.	Stakeholder Consultation Attendance Sheets/Minutes Evaluation forms Structured surveys Social media/traditional media entries on the project results

Implementation effectiveness. Were stakeholder engagement activities effective in implementation?	- Were the activities implemented as planned? Why or why not? - Was the stakeholder engagement approach inclusive of disaggregated groups? Why or why not?	- Percentage of SEP activities implemented. - Key barriers to participation identified with stakeholder representatives. - Number of adjustments made in the stakeholder engagement approach to improve projects' outreach, inclusion and effectiveness.	Communication Strategy (Consultation Schedule) Periodic Focus Group Discussions Face-to-face meetings and/or Focus Group discussions with Vulnerable Groups or their representatives
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Annex 5: Template to capture consultation minutes

Stakeholder (Group or Individual)	Dates of Consultations	Summary of Feedback	Response of Project Implementation Team	Follow-up Action(s)/Next Steps	Timetable/ Date to Complete Follow-up Action(s)

Annex 6: Grievance Submission Form

Complainant Information (Person Reporting)

1. Name: _____
2. Address: _____
3. National ID: _____
4. Gender: ☐ Male ☐ Female
5. Telephone: _____
6. Email: _____
7. Type of complainant:
☐ Affected person/s ☐ Civil organization
☐ Service organization ☐ Others (specify) _____
8. Registration Number (assigned): _____

Complaint Details

9. Mode of receiving the grievance:
☐ Letter, Fax, Email ☐ Phone call ☐ Verbal complaint (walk-in)
☐ Suggestion box ☐ Others (specify) _____
10. Location of the problem/issue specified in the complaint:
District: _____; Village: _____
Address: _____
11. Type of problem/grievance:
☐ Land acquisition ☐ Compensation
☐ Construction ☐ Others (Specify) _____
12. Short description of the problem:

13. Short description of the factors causing the problem

14. Past action/s taken by the complainant (if any):



15. Details of the focal point that received the complaint:

- a Name: _____
- b Position: _____
- c Name of the receiving office: _____
- d Date: _____

16. Actions taken by the Receiving Office

Action 1	Action 2	Action 3	Action 4
Short Description	Short Description	Short Description	Short Description
Name of Action Officer	Name of Action Officer	Name of Action Officer	Name of Action Officer
Office	Office	Office	Office
Date	Date	Date	Date

17. Final Resolution

Name of the person completing the form: _____

Signature: _____ Date: _____