



Arindam Ghosh

Current Position:

Partner and Leader for Power Sector Advisory Practice, Nangia Andersen LLP, India

Past Positions:

- Independent Consultant, Multi country multiple projects
- Project Director, UDAY Program, Min of Power, India
- Chief of Party, USAID Project DABS, Afghanistan
- Head of Forensic Services, KPMG in Bahrain and Qatar
- Associate Director – Forensic, KPMG India
- Vice President – Advisory, KPMG India
- Manager – Advisory, KPMG India
- Manager – Emerging Markets, Deloitte India
- Sr. Consultant – Business Consulting, Arthur Andersen, India
- Technical Consultant – Power Advisory, PriceWaterhouseCoopers, India
- Distribution Engineer – DPSC (Now known as IPCL)

Qualifications:

- Electrical Engineering from BOSE, Cuttack, Odisha – 1992
- Advanced Computer Applications from APTech, Durgapur, WB - 1995

Country experiences:

India, Indonesia, Nepal, Sri Lanka, Bahrain, Afghanistan, Qatar, United Arab Emirates, Jordan and Nigeria

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Date of Birth: 10th Jan 1971

Nationality: Indian

Summary Profile

Arindam brings with him more than 30 years of experience in Power sector, with a background in utility modernization, and modern energy systems in ten countries. He has assisted the senior management in designing and implementing technology and personnel innovations, including business restructuring, re-organization, improving commercial and operational performance, grid modernization, smart grid and smart meter implementation, tariff structuring, private sector participation, ICT solution deployment, procurement innovation, and human capacity development.

Arindam has worked extensively with government, consumer groups, academicians and multilateral funding institutions on various sectoral reforms and implementation. He has advised and led some of the foremost utility-driven power sector reforms processes and brings in extensive experience in large IT solution implementation, program management and stakeholder coordination. He has worked on multiple projects on Governments Digitisation and Customer enhancement experiences,

Over the years, Arindam has shown exemplary temperament in managing large and complex projects, integrating multiple streams of solutions and aligning them to successfully meet overall business objectives. He also brings extensive experience of working with the multitude of stakeholders including governments, policy makers, regulators, planning bodies, etc, and has dealt with top level bureaucrats and technocrats, his core strength lies in networking skills and convincing people based on his technical knowledge. A seasoned consultant, mostly appointed to provide strategic advice to his clients and became their trusted advisor over a period of time.

Arindam was the founding member of the Power sector advisory practice of Deloitte India in 2002, he also set up KPMG's infrastructure consulting practice in Kolkata, he established and led KPMG's Forensic practice in Bahrain and Qatar and currently leading the power sector advisory practice of Andersen in India starting from scratch.

He assisted several power utilities in India in reducing their losses using data analytics of metered data and improving their business processes relating to metering, billing and collection using new Technologies like metering systems and communication technologies to implement AMI solutions.

He has been working with several System Integrators in India, based on his role to advise the Governments on procurements of solutions.

Arindam is a regular column writer in various local and international periodicals, he had published several articles in newspapers and business magazines in different parts of the world. He is also a regular speaker in various forums and presented on topics related to Smart Grid, Energy Accounting, Loss reduction, etc. He has been quoted often by newspapers such as Hindu Business Line, Mint, etc.

Key clients: DFID, UK; ADB; USAID; World Bank; GIZ; Min of Power, GoI; Government of Bahrain, Bahrain Chamber of Dispute Resolution, Government of West Bengal, India

PLN, Indonesia, Madhya Pradesh Power Utilities – G, T & D (India), Andhra Pradesh Power Utilities – G, T & D (India), GRIDCO (Orissa, India), North Delhi Power Ltd (now, Tata Power Delhi Distribution Ltd), Rajasthan Power Utilities (India), Power Grid Corporation of India Ltd., Energy and Water Authority (Bahrain), Da Afghanistan Breshna Sherkat (the power utility of Afghanistan), Qatar Petroleum (Qatar), Petrofac (UAE), Kolkata Municipal Corporation (India), Ceylon Electricity Board (CEB, Sri Lanka). Nepal Electricity Authority (NEA, Nepal), Arab Union of Electricity (Jordan), Integration (Germany), Kahrama (Qatar), PTC India Limited (India), Himachal Pradesh State Load Dispatch Centre (HPSLDC, Shimla, India). Assam Power Generation Corpn. Ltd., (APGCL, India), Tripura State Electricity Corpn. Ltd., (TSECL, India), Gujarat Urja Vitran Nigam Ltd. (GUVNL, India).

Detailed experiences in key projects:***I) Technology interventions:***

1. Providing technical assistance to Assam Power Generation Corp Ltd (APGCL) for a large scale capacity building project, funded by ADB. (2023 – ongoing)
2. Providing technical assistance to Tripura State Electricity Corp Ltd (TSECL) to support the Utility Management and Govt of Tripura to manage the USD 220 million loan by ADB. (2023 – ongoing)
3. Developing ICT Strategy and ICT Roadmap for Himachal Pradesh State Load Despatch Centre and advise them on SAMAST (Scheduling, Accounting, Metering and Settlement of Transaction in Electricity) implementation, related to (2023)
4. Developing ICT Strategy and ICT Roadmap for Dept. of Power, Govt. of Arunachal Pradesh and advising them on the digitization journey by enhancing the customer experience through apps and tools. (2020-21)
5. Advising Ceylon Electricity Board (CEB), Sri Lanka in developing an IT Strategy and procurement of ERP as well as CIS (Customer Information System) solution, including development of the functional requirement of a MDMS (Meter data management system). (2017-19)
6. Developing IT Strategy for DABS, the National Power utility of Afghanistan and providing capacity building and hand holding support in implementing ERP and billing solution for the utility. (2014-16)
7. Advising Andhra Pradesh Power Distribution companies in selecting an ERP solution and customer management solution and assisting in implementing the solutions across the state in all the four Discoms. (2005-06)
8. Assisted APTransco, Hyderabad in selecting ERP solution and developing a tool for Multi Buyer Multi Seller model and advising on selecting a MDMS solution to collect meter data from multiple locations. (2003-04)
9. Advised Tata Power (NDPL, Delhi) in developing their digitization road map and providing support in forming various revenue enhancement groups in the newly privatized utility. (2003-04)
10. Developed IT Strategy and IT Roadmap for MPGenCo, MPTransco and three MPDiscoms. Assisted them in selecting ERP solution for the five utilities through a comprehensive bid process, conducting roadshows etc. (2003-05)
11. Developing IT Strategy and IT Roadmap for Andhra Pradesh Power utilities and providing support in implementing various software tools that were developed as a part of the digitalization process, such as PMRS - for monitoring and performance, TIMS – for Transformer monitoring, MATS – for monitoring and tracking, etc. (2001-02)
12. Developed the first ever Energy Billing Centre (EBC) in India in Odisha and later implemented the similar solution in Andhra Pradesh

II) Strategy, Policy & Regulatory Support

13. Advising Govt of Sri Lanka in developing their power sector reform roadmap, which would be funded by the International Financing Institutes (IFIs) as a part of the IMF bailout package. (2023)
14. Developing a report for SAGE (Strategic Advisory Group of Experts) program by Govt. of India on Nepalese Electricity Market including the research analysis covering current market scenario, potential to develop energy market, development of transmission interconnection, status of cross border electricity trading (2021).
15. As Commercial Advisor to DABS, Afghanistan in Energy Sector Improvement Investment Program funded by ADB. The work involved analyzing complex economic and commercial proposals and associated issues and support DABS to take appropriate decisions. Identifying priorities and prepare detailed Action and assist in monitoring the progress. Developing a Revenue Protection Plan to assist DABS to reduce AT&C losses. Assist in implementing Smart metering based on the latest technological intervention. (2020-2021)
16. Developing road map for Arab Union of Electricity, Jordan. The objective was to carry out a diagnosis and evaluation study to examine the achievements of the (AUE) and to establish a roadmap for strengthening its effectiveness based on best practices of the other similar global organizations and strategic orientations from country members in the context of international repositioning, restructuring and development of the Union. (2019-20)
17. Review & Implementation of long-term Strategy (Phase II) for Kahrama, Qatar - Strategy Review & Gap Analysis; and its full alignment to Qatar National Development Strategy (QNDS) 2 and Qatar National Vision (QNV) 2030; Benchmarking with World's Best utilities & standards.

18. Monitoring Support to GoI's flagship distribution reforms scheme UDAY. Led the performance improvement monitoring of 66+ distribution utilities in India under GOI's flagship UDAY Scheme across a range of aspects covering loss reduction, 100% customer metering, operational improvement, etc. (2017-19)
19. Led the team responsible for implementation of IT solutions, streamlining of policies and procedures and introducing efficiency improvement measures for AP TRANSCO and AP DISCOMs. (2001-02)
20. Advised on establishing a Regulatory Authority for the Energy Sector in Afghanistan (GIZ and MEW). (2018-19)
21. Loss Reduction in Power Distribution Systems (GIZ, Nepal Electricity Authority (NEA). Lead the implementation of best-in-class O&M practices to improve system reliability and quality of supply. (2020)
22. Capacity Building in the areas of Corporate Governance, Corporate Planning, Business Planning, Financial and Accounts Management, Procurement, and Information Technology, of DABS, power utility in Afghanistan. (2014-16)
23. As Project manager of Madhya Pradesh Power sector reform project advised the client on various policy and reform related initiatives including developing regulatory framework, MIS, loss reduction strategies and first Distribution Franchisee initiative in India. (2005-07)
24. Led the team in developing Energy Audit and Accounting processes for Andhra Pradesh Power utilities. (2007-09)

III) Project Development

25. Supported Central Bank of Nigeria (CBN) for designing and implementing the National Mass Metering Program (NMMP), the project was funded by FCDO, UK and was implemented by UKNIAF (United Kingdom Nigeria Infrastructure Advisory Facility). The objective of the program was to design the plan and monitor the implementation of NMMP through a Program Management Unit (PMU). (2021-2022)
26. Led several marquee USAID-funded engagements such as the Reverse Auction of the 10 MW Kandahar Solar Program - the first private-sector investment (USD ~20 Mn) in Afghanistan's power sector; Corporate Management Support to DABS (as Chief of Party) that streamlined DABS's procurement system (handled 20 USAID-funded procurements worth USD ~750 Mn); Power Transmission Expansion & Connectivity Commercialization Project, etc.
27. Developed bid documents and assisted MOP in the procurement of vendors for the implementation of R-APDRP
28. Conducted Diagnostic Study for the Electricity and Water Authority (EWA), Ministry of Finance, Kingdom of Bahrain and recommended interventions aimed at cost reduction and performance improvement.
29. Designed risk management strategy for PPAs and provided assistance in implementing the risk model and strategy for Central Asia-South Asia (CASA) Power Project (USD ~1.6 Bn), Sabhargan 200 MW Gas-Based Power Project, 500 KV Turkmenistan Interconnector Project, etc.
30. Bid Process Management of 100 MW Grid-Connected Renewable Energy Programme in Afghanistan (GIZ)

IV) Innovation

31. Advised Telangana South Discom in enabling Consumer Experience Transformation in Distribution Utilities under USAID's Smart Power for Advancing Reliability and Connectivity (SPARC) program. Recommend options for adoption of digital systems and processes; improving operational efficiency and ensuring adherence to the Electricity (Rights of Consumers) Rules, 2020. (2021)
32. Developed strategic plans and implemented customer-focused programs aimed at revenue and operational efficiency improvement. Involved in the implementation of the Unit Area Tax for Kolkata Municipality.
33. Developed the Power Procurement Cost Optimization Tool, a standardized tool for distribution utilities to effectively implement load management and power procurement cost optimization
34. Led an efficiency Improvement Project for Tata Power Delhi Distribution Limited; conducted a System Audit, reviewed existing billing and collection processes and established TPDDL's commercial processes.
35. Provided an unique capacity building program to Qatar Petroleum in Doha through a series of class room training with their Board of Directors, Senior Managers and Managers over a period of 7 months. Interacted with over 2500 employees having more than 37 nationalities on Corporate Governance and Procurement related fraud prevention techniques based on various real life case studies.

V) Papers presented:

1. Panelist in UDAY Scheme: Implementation Strategies and the Way forward organized by CSTEP held in April 2018 in Delhi.
2. Workshop on AT&C loss reduction at Guwahati organized by Ministry of Power, India in collaboration with DFID in January 2018
3. Workshop on Corporate Governance Best Practices in World Bank, Kabul office in May 2015.
4. Round Table discussions with Heads of the Utilities in India during the PowerLine conference in Delhi, India in November 2014.
5. Presentation on Fraud awareness organized by Rotary Salmaniya Bahrain in January 2013.
6. Presentation on how to prevent fraud and misconduct at work place organized by Institute of Chartered Accounts India's Bahrain Chapter – September 2012.
7. Presentation on Soft Controls organised by Institute of Internal Auditors, Doha Chapter – June 2012.
8. Presentation on Energy Audit at Smart Grid Middle East 2011– Dubai.
9. Conference on Transmission Distribution & Metering India (Enabling Smart Grid Smart Metering) – New Delhi - November 2010 - SMART Grid Integration Through Advance Analytic Solutions
10. Metering, Billing CRM Asia 2010 – Kuala Lumpur, Malaysia – Data Analytics: A tool for Power Distribution Utilities to ensure better Revenue Assurance and also Chaired the session on CRM.
11. Metering India 2008 – Mumbai – Loss Interventions in Distribution Utilities
12. IEEMA Conference on Metering – New Delhi – 2008 - Energy Audit methodology to control losses in Power Distribution Utilities
13. Metering India, New Delhi – October 2007 – Innovative metering solutions, also as panel members for various discussions.
14. Asian Energy Week: Bangkok, Thailand, - April 2007 - Commercial Loss Reduction through implementation AMR
15. Council of Power Utilities, New Delhi – June 2000 – Energy theft and new metering technologies.
16. Metering Asia Pacific, Bangkok – February 2000 – Revenue protection activities and automated meter reading in India.