



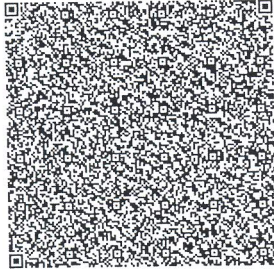
सत्यमेव जयते

## INDIA NON JUDICIAL

### Government of National Capital Territory of Delhi

#### e-Stamp

Certificate No.	: IN-DL08260994070033O
Certificate Issued Date	: 27-Jan-2016 11:47 AM
Account Reference	: IMPACC (IV)/ dl889403/ DELHI/ DL-DLH
Unique Doc. Reference	: SUBIN-DL88940315060451335069O
Purchased by	: MINISTRY OF POWER GOI
Description of Document	: Article 5 General Agreement
Property Description	: Not Applicable
Consideration Price (Rs.)	: 0 (Zero)
First Party	: MINISTRY OF POWER GOI
Second Party	: AJMER VIDYUT VITRAN NIGAM LTD AND G O RAJASTHAN
Stamp Duty Paid By	: MINISTRY OF POWER GOI
Stamp Duty Amount(Rs.)	: 150 (One Hundred And Fifty only)



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This e-Stamp forms an integral part of the Tripartite Memorandum of Understanding dated 27<sup>th</sup> January, 2016 executed amongst Ministry of Power, Government of India, Government of Rajasthan and Ajmer Vidyut Vitram Nigam Limited.

#### Statutory Alert:

1. The authenticity of this Stamp Certificate should be verified at "www.shcilestamp.com". Any discrepancy in the details on this Certificate and as available on the website renders it invalid.
2. The onus of checking the legitimacy is on the users of the certificate.
3. In case of any discrepancy please inform the Competent Authority.

**TRIPARTITE MEMORANDUM OF UNDERSTANDING  
AMONGST**

**Ministry of Power, Government of India**

**AND**

**Government of Rajasthan,**

**AND**

**Ajmer Vidyut Vitran Nigam Limited**

**For achieving turnaround of Ajmer Vidyut Vitran Nigam Limited**

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**This TRIPARTITE MEMORANDUM OF UNDERSTANDING** (hereinafter referred to as the **“Tripartite MOU”**) is made this 27<sup>th</sup> day of January 2016

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**BY AND AMONGST**

Ministry of Power, Government of India, having its Office at Rafi Marg, Sansad Marg Area, New Delhi - 110001 which expression shall unless it be repugnant to the subject or context thereof, include its successors and assigns, of the **FIRST PART**;

**AND**

Government of Rajasthan (hereinafter referred to as “GoR”) which expression shall unless it be repugnant to the subject or context thereof, include its successors and assigns, of the **SECOND PART**

**AND**

Ajmer Vidyut Vitran Nigam Limited (hereinafter referred to as “Ajmer DISCOM” or “AVVNL” which expression shall unless repugnant to the context or meaning thereof includes its successors and assigns) of the **THIRD PART**.

The Government of India, the Government of Rajasthan and Ajmer DISCOM are hereinafter also referred to collectively as the “Parties” and individually as the “Party”.

**Definitions:**

“Effective Date” means the date of signing of the MOU

“Cut-off Date” means 30<sup>th</sup> September 2015

“Bonds” mean the bonds issued by the Ajmer DISCOM under the Central FRP Scheme- 2012 and UDAY.

“Outstanding Debt” means the debt of the Ajmer DISCOM including Bonds and capex as well as short term loans of Banks and FIs

**Preamble:**

The Ajmer DISCOM has been reeling under severe financial stress. The DISCOM had the revenue deficit during FY 2013-14 of Rs 4,843 Crores and revenue deficit of Rs 3,593 Crore in FY 2014-15. The accumulated losses have reached to the level of Rs. 26,844 Crore at the end of FY 2014-15. The outstanding debt level of the DISCOM has reached Rs. 26,597 Crore at the end of September 2015. Also, the interest and finance cost burden of nearly Rs 2.01 per unit during FY 2014-15 was significantly higher than the national average of Rs 0.44 per unit only. The ARR is insufficient to meet the ACS, with a cost recovery of only 70%.

The Government of India, GoR and the Ajmer DISCOM have decided to enter into a tripartite MoU in order to improve the operational and financial efficiency of the Ajmer DISCOM to enable financial turnaround of the DISCOM.



NOW IT IS HEREBY AGREED BY AND AMONG THE PARTIES HERETO as follows:

**1. Obligations/ Commitments:**

**1.1. The Ministry of Power, Government of India to take following measures:**

- a) Facilitating GoR to take over Rs. 13,298.28 Crore (50% of the outstanding debt) of the DISCOM as on 30<sup>th</sup> September, 2015 in the year 2015-16 and Rs. 6,649.23 Crore (25% of the outstanding debt) in the year 2016-17. The lender-wise loan details are attached as **Annexure-A**;
- b) Facilitating Banks/FIs not to levy any prepayment charge on the DISCOM's debt. Banks/FIs shall waive off any unpaid overdue interest and penal interest on the DISCOM's debt and refund/adjust any such overdue / penal interest paid since 1<sup>st</sup> October 2013. 50% of DISCOM's debt as on 30<sup>th</sup> September 2015, as reduced by any waivers by Banks/FIs shall be converted by the Banks/FIs into loans or bonds with interest rate not more than bank's base rate plus 0.1%. Alternately, this debt may be fully or partly issued by the DISCOM as state guaranteed DISCOM bonds at the prevailing market rates which shall be equal to or less than bank base rate plus 0.1%;
- c) Facilitating through Ministry of Coal, increase in supply of domestic coal to Rajasthan Rajya Vidyut Utpadan Nigam Ltd (RVUN);
- d) Ensuring rationalization of coal linkages;
- e) Liberally allowing coal swaps from inefficient plants to efficient plants and from plant situated away from mines to pithead plants;
- f) Rationalizing coal prices based on Gross Calorific Value (GCV);
- g) Ensuring correction of coal grade slippages through re-assessment of each mine;
- h) Directing Coal India to supply 100% washed coal for G10 grade and above by 1<sup>st</sup> October 2018;
- i) Ensuring supply of 100% crushed coal from Coal India by 1<sup>st</sup> April 2016;
- j) Faster completion of ISTN Lines;
- k) Allocating linkages to States at notified price based on which the State shall go for tariff based bidding. This will help in getting cheaper power and revive stressed assets;
- l) Facilitating NTPC to provide handholding support for improving operational efficiencies of the State generating units;



- m) Devising a suitable review mechanism with representation from the Ministry of Finance (MoF) to ensure a close monitoring of performance on the monthly basis to prevent any slippage; and
- n) Facilitating timely permission from Department of Expenditure, Ministry of Finance, over and above the borrowing limit of the GoR (3% of the GSDP) required under Article 293 (3) of the Constitution of India to raise non-SLR Bonds through RBI, in order to enable the GoR to takeover DISCOM debt.

**1.2. The Government of Rajasthan (GoR) to take the following measures:**

- a) Taking over of Rs. 19,947.51 Crores (75% of the debt of the DISCOM as on 30<sup>th</sup> September, 2015);
- b) Rs. 13,298.28 Crores (50% of the outstanding debt) shall be taken over in the financial year 2015-16 while Rs. 6,649.23 Crores (25% of the outstanding debt) shall be taken over in the financial year 2016-17;
- c) The GoR shall take over the debt according to the following timelines:
  - i. Year 2015-16: Last Quarter of the financial year-50% of the outstanding debt as on 30.9.2015
  - ii. Year 2016-17: Second Quarter of the financial year- 25% of the outstanding debt as on 30.9.2015
- d) The borrowings made by the state to takeover DISCOM debt during 2015-16 and 2016-17 shall be utilized by Government of Rajasthan solely for the purpose of discharging the DISCOM debt and transfer to DISCOM as a mix of grant, loan or equity. The breakup of the amount into loan, equity and grant to be given to the DISCOM in FY 2015-16 and FY 2016-17 would be provided after the approval of Budget by the Legislative Assembly;
- e) For the borrowings made by the State to takeover DISCOM debt, Government of Rajasthan shall take prior permission of Department of Expenditure, Ministry of Finance under Article 293 of the Constitution of India before approaching Reserve Bank of India to raise loans, over and above the permissible borrowing limit of the State (3% of the GSDP);
- f) The borrowings made by the state to take over DISCOM debt during 2015-16 and 2016-17 shall be over and above the normal permissible net borrowings ceiling of the state determined by Department of Expenditure, Ministry of Finance under the recommendations of 14th Finance Commission.
- g) The GoR shall issue non-SLR bonds to raise funds for providing grant / loan / equity to the DISCOM;

- h) The takeover of the debt shall be in the order of debt already due, followed by debt with highest cost;
- i) The GoR shall take over the future losses of the DISCOM in a graded manner and shall fund the losses as follows:

Year	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21
Previous year's DISCOM's loss to be taken over by GoR	0% of the loss of FY 2014-15	0% of the loss of FY 2015-16	5% of the loss of FY 2016-17	10% of the loss of FY 2017-18	25% of the loss of FY 2018-19	50% of the loss of FY 2019-20

The previous year's actual losses will be used for calculation for each year instead of using current year's estimated losses.

- j) All outstanding dues from the State Government Departments to DISCOM for supply of electricity shall be paid by 30.03.2016;
- k) GoR shall guarantee repayment of principal and payment of interest for the balance debt remaining with DISCOM/ bonds issued by DISCOM;
- l) Henceforth, Banks/FIs shall not advance short term debt for financing losses; current losses after 1<sup>st</sup> October, 2015, if any, shall be financed only upto the extent of loss trajectory finalized by Mop with the State, and such financing will be done through bonds issued by Discoms backed State guarantee, to keep borrowing within limits and cost of borrowing low. In case Discoms fail to raise the bonds to meet their requirements then, GoR will arrange remaining funds after considering the fiscal space available with State Government.
- m) GoR shall ensure replacement of street lights with LEDs in all municipal towns through urban local bodies;
- n) GoR shall take steps for improving efficiency of generating plants of RVUNL, for which NTPC would handhold;
- o) GoR shall endeavor that all operational targets as enumerated in Section 1.3 are achieved;
- p) GoR shall endeavour to reduce transmission losses from 4.2% (FY 2014-15) to 3.5% (FY 2018-19);
- q) GoR shall review the performance of DISCOM on monthly basis at State Government level in the presence of representative of the Finance Department; and
- r) GoR shall take measures to promote the PAT (Perform, Achieve, Trade) scheme of BEE for improving energy efficiency in industries;

### 1.3. The Ajmer DISCOM to take the following measures:

- a) For the 50% of the debt remaining with it as on 31<sup>st</sup> March, 2016, DISCOM shall fully/ partially issue state government guaranteed bonds or get them converted by



Banks/FIs into loans or bonds with interest not more than the Banks base rate plus 0.1%. DISCOM to ensure timely payment of lender's dues towards principal/interest for the balance debt remaining with them.

- b) The DISCOM shall pay interest to the GoR on the outstanding GoR loan in a financial year at the rate at which GoR issued non-SLR Bonds (if asked for by GoR);
- c) The DISCOM shall endeavour to reduce AT&C losses from 26.8% in FY 2014-15 to 15% by FY 2018-19 as per the following trajectory:

Year	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19
AT&C loss	24%	20%	17.5%	15%

However, if the target in a particular year is not met, then the DISCOM shall strive to achieve the targets in the subsequent years so as to achieve the desired target of 15% AT&C losses by FY 2018-19.

- d) DISCOM shall restrict power supply in areas with high or increasing AT&C losses from 1<sup>st</sup> April 2016;
- e) The DISCOM shall endeavour to eliminate the gap between ACS and ARR by FY 2018-19. Detailed computation of year wise ACS-ARR gap along with financial projections have been attached as **Annexure-B**;
- f) The DISCOM shall achieve operational milestones as specified in DDUGJY & IPDS;
- g) The DISCOM shall take the following measures for loss reduction:
  - (i) Undertaking 'name and shame' campaign to control power theft from time to time;
  - (ii) Preparing loss reduction targets at division/ circle/ zonal level and making concerned officers responsible for achieving the loss reduction targets; the loss reduction targets at the division level have been attached as **Annexure-C** of MOU;
  - (iii) Implementing performance monitoring and management system (MIS) for tracking the meter replacement, loss reduction and day to day progress for reporting to top management;
  - (iv) Achieving 100% Distribution Transformer (DT) metering by June 2018, as per DISCOM policy;
  - (v) Achieving 100% feeder metering by 30<sup>th</sup> June 2016;



- (vi) Undertaking energy audit up to 11kV level in rural areas by September 2016;
  - (vii) Undertaking Feeder Improvement Program for network strengthening and optimization, to be completed by March 2017;
  - (viii) Undertaking Physical Feeder Segregation by March 2018 based on availability of funds sanctioned for the purpose under relevant schemes;
  - (ix) Installation of AMR for all consumers with consumption above 500 units/month by June 2018 and for other consumers with consumption above 200 units/month by June 2020, subject to cost benefit analysis;
  - (x) Providing electricity access to 30 lakh unconnected households as per trajectory finalized in the '24x7 Power for All' document by FY 19; and
  - (xi) Implementing ERP systems for better and effective inventory management, personnel management, accounts management etc. to reduce costs and increase efficiencies by March 2018;
- h) The DISCOM shall undertake various measures for Demand Side Management and Energy Efficiency such as:
- (i) Providing LED for domestic consumers under DELP Programme through EESL;
  - (ii) Undertaking consumer awareness programmes for optimum utilization of resources and to foster long-term behavioural changes; and
  - (iii) Replacing at least 10% of existing agriculture pumps with energy efficient pumps by March 2019.
- i) The DISCOM shall undertake the following tariff measures:
- (i) Quarterly tariff revision particularly to offset fuel price increase;
  - (ii) Timely filing of Tariff Petition before the RERC so that Tariff Order may be issued for the year as early as possible; and
  - (iii) Timely preparation of annual accounts of the DISCOM, which shall also enable timely filing of the Tariff Petition;

j) The DISCOM shall undertake the following measures to increase employee engagement:

(i) Initiating capacity building of employees to enhance technical, managerial and professional capabilities at induction level and in subsequent refresher trainings; and

(ii) Devising Key Performance Indicators (KPIs) for each officer in-charge on areas of AT&C loss reduction and improvement in meter/billing/ collection efficiency. The performance of officer in-charge shall be linked to KPIs achieved and will attract incentive/ penalty.

k) The DISCOM shall implement the following Customer Service Strategy:

(i) Setting up of Centralized Customer Call Center for timely resolution of complaints related to no current and other technical complaints, harassment by official, reporting of theft and safety related complaints; and

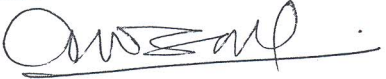
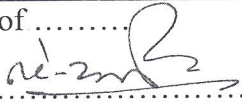
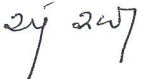


(ii) Introducing more avenues to consumers for bill payment, which could be in terms of e-payment through net banking, credit/ debit card etc.

l) The DISCOM shall procure power through transparent process of competitive bidding; and

m) CMD/MD of DISCOM shall monitor the performance of DISCOM on monthly basis.

Detailed action plan for implementation of the targeted activities in order to improve financial viability and achieve turnaround is attached as **Annexure-D** of the MOU.

IN WITNESS whereof the Parties hereto have executed these presents the day, month and year first herein above written.

<p>SIGNED AND DELIVERED BY (on behalf of <b>MOP, Govt. of India</b>)</p> <p>Signature </p> <p>Name &amp; Designation <b>डॉ. अरुण कुमार वर्मा</b> <b>Dr. Arun Kumar Verma, Joint Secretary</b> (Distribution), <b>संयुक्त सचिव / Joint Secretary</b> <b>विद्युत विभाग / Ministry of Power,</b> <b>Government of India / Government of India</b> <b>नई दिल्ली-110001 / New Delhi-110001</b></p>	<p>in the presence of .....</p> <p>Signature </p> <p>Name &amp; Designation <b>Narinder Singh</b></p> <p>Address..... <b>UT- MOP</b></p>
<p>SIGNED AND DELIVERED BY (on behalf of <b>Govt. of Rajasthan</b>)</p> <p>Signature </p> <p>Name &amp; Designation Sanjay Malhotra, Principal Secretary (Energy) Government of Rajasthan</p>	<p>in the presence of .....</p> <p>Signature .....</p> <p>Name &amp; Designation .....</p> <p>Address.....</p>
<p>SIGNED AND DELIVERED BY <b>Ajmer Vidyut Vitran Nigam Limited</b></p> <p>Signature  <b>(D. K. Sharma)</b> <b>Director(Tech.)</b> <b>AVVNL; Ajmer</b></p> <p>Name &amp; Designation <b>D K Sharma</b> <b>Director (Technical)</b> <b>Ajmer Vidyut Vitran Nigam Limited</b> <b>(AVVNL), Jaipur</b></p>	<p>in the presence of .....</p> <p>Signature </p> <p>Name &amp; Designation <b>D.K. Jaiswal CTO</b></p> <p>Address..... <b>Jaipur Discom</b></p>



**Annexure-A: Lender wise loan details:-**

**(A) Details of 50% debts to be taken over by GoR in FY 2015-16**

S. No.	Name of Bank/FIs	Outstanding Loan Amount as on 30.09.2015	Present ROI	Nature of Loan	Repayment start year	50% (2015-16)
1	Dena Bank	100.00	15.81%	WCTL	2015-16	100.00
2	Dena Bank	66.67	15.60%	WCTL	2015-16	66.67
3	Catholic Syrian Bank Ltd.	25.00	14.85%	WCTL	2015-16	25.00
4	Corporation Bank	50.00	14.40%	WCTL	2015-16	50.00
5	ICICI	16.67	14.35%	WCTL	2015-16	16.67
6	Syndicate Bank	50.00	14.30%	WCTL	2015-16	50.00
7	The Federal Bank Ltd.	8.33	14.30%	WCTL	2015-16	8.33
8	The Federal Bank Ltd.	50.00	14.30%	WCTL	2015-16	50.00
9	The Federal Bank Ltd.	50.00	14.30%	WCTL	2015-16	50.00
10	Corporation Bank	66.67	14.30%	WCTL	2015-16	66.67
11	Oriental Bank of Com.	33.34	13.90%	WCTL	2015-16	33.34
12	SBBJ	50.00	13.75%	WCTL	2015-16	50.00
13	SBBJ	50.00	13.75%	WCTL	2015-16	50.00
14	Dena Bank	50.00	13.67%	WCTL	2015-16	50.00
15	Indian Bank	75.00	13.61%	WCTL	2015-16	75.00
16	Vijaya Bank	33.34	13.60%	WCTL	2015-16	33.34
17	Indian Overseas Bank	16.66	13.45%	WCTL	2015-16	16.66
18	Corporation Bank	100.00	13.35%	WCTL	2015-16	100.00
19	Vijaya Bank	16.67	13.35%	WCTL	2015-16	16.67
20	Vijaya Bank	66.67	13.35%	WCTL	2015-16	66.67
21	The South Indian Bank	16.67	13.35%	WCTL	2015-16	16.67
22	The South Indian Bank	50.00	13.35%	WCTL	2015-16	50.00
23	Catholic Syrian Bank Ltd.	25.00	13.25%	WCTL	2015-16	25.00
24	Bank of Baroda	33.33	13.21%	WCTL	2015-16	33.33
25	Indian Overseas Bank	37.84	13.20%	WCTL	2015-16	37.84
26	Allahabad Bank	16.66	13.15%	WCTL	2015-16	16.66
27	Andhra Bank	100.00	13.15%	WCTL	2015-16	100.00
28	Karur Vysya Bank	25.00	13.10%	WCTL	2015-16	25.00



S. No.	Name of Bank/FIs	Outstanding Loan Amount as on 30.09.2015	Present ROI	Nature of Loan	Repayment start year	50% (2015-16)
29	The South Indian Bank	25.00	13.10%	WCTL	2015-16	25.00
30	Oriental Bank of Com.	150.63	12.95%	WCTL	2015-16	150.63
31	Oriental Bank of Com.	92.04	12.95%	WCTL	2015-16	92.04
32	UCO Bank	180.06	12.95%	WCTL	2015-16	180.06
33	UCO Bank	66.67	12.95%	WCTL	2015-16	66.67
34	UCO Bank Ajmer	100.00	12.95%	WCTL	2015-16	100.00
35	UCO Bank	71.42	12.95%	WCTL	2015-16	71.42
36	Allahabad Bank	50.00	12.87%	WCTL	2015-16	50.00
37	UCO Bank	66.67	12.85%	WCTL	2015-16	66.67
38	Punjab & Sind Bank	150.00	12.77%	WCTL	2015-16	150.00
39	Punjab & Sind Bank	100.00	12.77%	WCTL	2015-16	100.00
40	Karur Vysya Bank	5.68	12.75%	WCTL	2015-16	5.68
41	The Karnataka Bank Ltd.	50.00	12.75%	WCTL	2015-16	50.00
42	The Karnataka Bank Ltd.	50.00	12.75%	WCTL	2015-16	50.00
43	Catholic Syrian Bank Ltd.	5.35	12.75%	WCTL	2015-16	5.35
44	PFC (TFL 1500)	750.00	12.75%	WCTL	2015-16	750.00
45	REC(TFL1500)	750.00	12.75%	WCTL	2015-16	750.00
46	Bank of Baroda	33.33	12.67%	WCTL	2015-16	33.33
47	Bank of Baroda Ajmer	16.66	12.67%	WCTL	2015-16	16.66
48	Union Bank of India	50.00	12.65%	WCTL	2015-16	50.00
49	Syndicate Bank	100.00	12.65%	WCTL	2015-16	100.00
50	Canara Bank	115.00	12.65%	WCTL	2015-16	115.00
51	Punjab National Bank	200.00	12.52%	WCTL	2015-16	200.00
52	Bank of Baroda	100.00	12.52%	WCTL	2015-16	100.00
53	PFC (TFL 1500)	750.00	12.50%	WCTL	2015-16	750.00
54	REC(TFL1500)	675.00	12.50%	WCTL	2017-18	675.00
55	Bank of Maharashtra	50.00	12.45%	WCTL	2015-16	50.00
56	Bank of Maharashtra	16.67	12.45%	WCTL	2015-16	16.67
57	Bank of Maharashtra	50.00	12.45%	WCTL	2015-16	50.00
58	Bank of Maharashtra	50.00	12.45%	WCTL	2015-16	50.00
59	Bank of Maharashtra	100.00	12.45%	WCTL	2015-16	100.00
60	Central Bank of India	200.00	12.25%	WCTL	2015-16	200.00



S. No.	Name of Bank/FIs	Outstanding Loan Amount as on 30.09.2015	Present ROI	Nature of Loan	Repayment start year	50% (2015-16)
61	Andhra Bank	99.30	12.25%	WCTL	2015-16	99.30
62	REC(TFL1500)	75.00	12.25%	WCTL	2017-18	75.00
63	Union Bank of India	100.00	12.20%	WCTL	2015-16	100.00
64	Bank of India	133.00	12.20%	WCTL	2015-16	133.00
65	Bank of India	100.00	12.20%	WCTL	2015-16	100.00
66	Bank of India	200.00	12.20%	WCTL	2015-16	200.00
67	Canara Bank	100.00	12.15%	WCTL	2015-16	100.00
68	SBBJ	11.70	12.05%	WCTL	2015-16	11.70
69	The Federal Bank Ltd.	12.30	12.05%	WCTL	2015-16	12.30
70	Vijaya Bank	100.00	12.00%	WCTL	2015-16	100.00
71	SIDBI	85.75	11.95%	WCTL	2015-16	85.75
72	SIDBI	85.75	11.95%	WCTL	2015-16	85.75
73	SIDBI	102.75	11.95%	WCTL	2015-16	102.75
74	SBBJ	45.46	11.95%	WCTL	2016-17	45.46
75	Punjab & Sind Bank	100.00	11.94%	WCTL	2015-16	100.00
76	UCO Bank Ajmer	50.00	11.85%	WCTL	2015-16	50.00
77	Bank of Maharashtra	30.27	11.85%	WCTL	2015-16	30.27
78	Bank of Baroda	75.00	11.84%	WCTL	2015-16	75.00
79	Dena Bank	24.60	11.75%	WCTL	2015-16	24.60
80	Dena Bank	98.49	11.75%	WCTL	2015-16	98.49
81	Punjab & Sind Bank	79.46	11.75%	WCTL	2015-16	79.46
82	Central Bank of India	50.00	11.70%	WCTL	2015-16	50.00
83	Central Bank of India	60.70	11.70%	WCTL	2015-16	60.70
84	UCO Bank	64.49	11.70%	WCTL	2015-16	64.49
85	Syndicate Bank	51.18	11.70%	WCTL	2015-16	51.18
86	Indian Overseas Bank	100.00	11.70%	WCTL	2015-16	100.00
87	Indian Overseas Bank	23.18	11.70%	WCTL	2015-16	23.18
88	Indian Overseas Bank Ajmer	50.00	11.70%	WCTL	2015-16	50.00
89	Vijaya Bank	35.95	11.70%	WCTL	2015-16	35.95
90	Karur Vysya Bank	11.36	11.65%	WCTL	2015-16	11.36
91	Oriental Bank of Com.	32.17	11.65%	WCTL	2015-16	32.17
92	Oriental Bank of Com.	128.79	11.65%	WCTL	2015-16	128.79



S. No.	Name of Bank/FIs	Outstanding Loan Amount as on 30.09.2015	Present ROI	Nature of Loan	Repayment start year	50% (2015-16)
93	Central Bank of India	200.00	11.65%	WCTL	2015-16	200.00
94	Central Bank of India	442.00	11.65%	WCTL	2015-16	442.00
95	Punjab National Bank	197.47	11.65%	WCTL	2015-16	197.47
96	The Karnataka Bank Ltd.	11.35	11.65%	WCTL	2015-16	11.35
97	The Karnataka Bank Ltd.	45.46	11.65%	WCTL	2015-16	45.46
98	ICICI	7.58	11.65%	WCTL	2015-16	7.58
99	UCO Bank	258.24	11.65%	WCTL	2015-16	258.24
100	Union Bank of India	17.06	11.65%	WCTL	2015-16	17.06
101	Union Bank of India	68.18	11.65%	WCTL	2015-16	68.18
102	Bank of India	174.69	11.65%	WCTL	2015-16	174.69
103	Bank of Baroda	40.75	11.65%	WCTL	2015-16	40.75
104	Bank of Baroda	163.00	11.65%	WCTL	2015-16	163.00
105	Bank of Maharashtra	121.22	11.65%	WCTL	2015-16	121.22
106	Punjab & Sind Bank	159.10	11.65%	WCTL	2015-16	159.10
107	Allahabad Bank	47.40	11.65%	WCTL	2015-16	47.40
108	Syndicate Bank	34.05	11.65%	WCTL	2015-16	34.05
109	The Federal Bank Ltd.	49.25	11.65%	WCTL	2015-16	49.25
110	Canara Bank	38.81	11.65%	WCTL	2015-16	38.81
111	Canara Bank	97.73	11.65%	WCTL	2015-16	97.73
112	Corporation Bank	24.86	11.65%	WCTL	2015-16	24.86
113	Corporation Bank	98.49	11.65%	WCTL	2015-16	98.49
114	Andhra Bank	77.28	11.65%	WCTL	2015-16	77.28
115	Vijaya Bank	143.95	11.65%	WCTL	2015-16	143.95
116	Indian Bank	86.37	11.65%	WCTL	2015-16	86.37
117	The South Indian Bank	11.36	11.65%	WCTL	2015-16	11.36
118	The South Indian Bank	45.46	11.65%	WCTL	2015-16	45.46
119	Catholic Syrian Bank Ltd.	22.73	11.65%	WCTL	2015-16	22.73
120	Indian Overseas Bank	92.81	11.65%	WCTL	2015-16	92.81
121	ICICI	3.78	11.65%	WCTL	2015-16	3.78
122	Karur Vysya Bank	10.96	11.65%	WCTL	2016-17	10.96
123	Vijaya Bank	141.79	11.65%	WCTL	2016-17	141.79
124	Indian Bank	83.43	11.65%	WCTL	2016-17	83.43



S. No.	Name of Bank/FIs	Outstanding Loan Amount as on 30.09.2015	Present ROI	Nature of Loan	Repayment start year	50% (2015-16)
125	Punjab National Bank	191.73	11.65%	WCTL	2016-17	191.73
126	ICICI	7.22	11.65%	WCTL	2016-17	7.22
127	Bank of India	170.33	11.65%	WCTL	2016-17	170.33
128	Bank of Baroda	157.23	11.65%	WCTL	2016-17	157.23
129	Karur Vysya Bank	2.24	11.65%	WCTL	2017-18	2.24
130	Catholic Syrian Bank Ltd.	21.93	11.65%	WCTL	2017-18	21.93
131	ICICI	1.49	11.65%	WCTL	2017-18	1.49
132	Bank of Maharashtra	116.85	11.65%	WCTL	2017-18	116.85
133	Bank of India	34.78	11.65%	WCTL	2017-18	34.78
134	Indian Bank	150.00	11.64%	WCTL	2015-16	150.00
135	Punjab National Bank	200.00	11.61%	WCTL	2015-16	200.00
136	Bank of Baroda	100.00	11.61%	WCTL	2015-16	100.00
137	Punjab National Bank	11.00	11.60%	WCTL	2015-16	11.00
138	Central Bank of India	150.00	11.50%	WCTL	2015-16	150.00
139	Allahabad Bank	100.00	11.27%	WCTL	2015-16	100.00
140	Vijaya Bank	100.00	11.20%	WCTL	2015-16	100.00
141	RSPFCL	0.50	11.00%	WCTL	2015-16	0.50
<b>Total</b>		<b>13298.28</b>				<b>13298.28</b>

**(B) Details of 25% debt to be taken over by GoR in FY 2016-17**

S. No.	Name of Bank/FIs	Outstanding Loan Amount as on 30.09.2015	Present ROI	Nature of Loan	Repayment start year	Amount
1	PFC (TFL 1400)	1050.00	12.40%	WCTL	2020-21	1050.00
2	REC(TFL 1400)	1050.00	12.25%	WCTL	2019-20	1050.00
3	REC T&D	2266.67	12.10%	Capex	2015-16	2266.67
4	Allahabad Bank	62.36	11.65%	WCTL	2017-18	62.36
5	Indian Overseas Bank	89.56	11.65%	WCTL	2017-18	89.56
6	The Federal Bank Ltd.	47.60	11.65%	WCTL	2017-18	47.60
7	Canara Bank	94.31	11.65%	WCTL	2017-18	94.31
8	Corporation Bank	94.93	11.65%	WCTL	2017-18	94.93



S. No.	Name of Bank/FIs	Outstanding Loan Amount as on 30.09.2015	Present ROI	Nature of Loan	Repayment start year	Amount
9	The South Indian Bank	43.85	11.65%	WCTL	2017-18	43.85
10	Oriental Bank of Com.	124.34	11.65%	WCTL	2017-18	124.34
11	Central Bank of India	426.64	11.65%	WCTL	2017-18	426.64
12	Punjab National Bank	39.17	11.65%	WCTL	2017-18	39.17
13	Vijaya Bank	28.34	11.65%	WCTL	2017-18	28.34
14	Andhra Bank	74.57	11.65%	WCTL	2017-18	74.57
15	Oriental Bank of Com.	25.39	11.65%	WCTL	2018-19	25.39
16	Dena Bank	19.38	11.65%	WCTL	2018-19	19.38
17	Central Bank of India	87.12	11.65%	WCTL	2018-19	87.12
18	SBBJ	8.96	11.65%	WCTL	2018-19	8.96
19	The Karnataka Bank Ltd.	8.96	11.65%	WCTL	2018-19	8.96
20	UCO Bank	50.89	11.65%	WCTL	2018-19	50.89
21	Union Bank of India	13.43	11.65%	WCTL	2018-19	13.43
22	Bank of Maharashtra	23.86	11.65%	WCTL	2018-19	23.86
35	Punjab & Sind Bank	31.35	11.65%	WCTL	2018-19	31.35
36	Allahabad Bank	12.73	11.65%	WCTL	2018-19	12.73
37	Syndicate Bank	13.43	11.65%	WCTL	2018-19	13.43
38	Indian Overseas Bank	18.29	11.65%	WCTL	2018-19	18.29
39	The Federal Bank Ltd.	9.72	11.65%	WCTL	2018-19	9.72
40	Canara Bank	19.26	11.65%	WCTL	2018-19	19.26
41	Corporation Bank	19.41	11.65%	WCTL	2018-19	19.41
42	Andhra Bank	15.23	11.65%	WCTL	2018-19	15.23
43	The South Indian Bank	8.96	11.65%	WCTL	2018-19	8.96
44	Catholic Syrian Bank Ltd.	4.48	11.65%	WCTL	2018-19	4.48
45	Dena Bank	94.93	11.65%	WCTL	2017-18	94.93
46	SBBJ	43.85	11.65%	WCTL	2017-18	43.85
47	The Karnataka Bank Ltd.	43.86	11.65%	WCTL	2017-18	43.86
48	UCO Bank	249.22	11.65%	WCTL	2017-18	249.22
49	Union Bank of India	65.78	11.65%	WCTL	2017-18	65.78
51	Indian Bank	17.04	11.65%	WCTL	2017-18	17.04
52	Punjab & Sind Bank	153.49	11.65%	WCTL	2017-18	153.49
53	Syndicate Bank	65.78	11.65%	WCTL	2017-18	65.78



S. No.	Name of Bank/FIs	Outstanding Loan Amount as on 30.09.2015	Present ROI	Nature of Loan	Repayment start year	Amount
54	Bank of Baroda	32.09	11.65%	WCTL	2017-18	32.09
<b>Total</b>		<b>6,649.23</b>				<b>6,649.23</b>

**(C) Details of 25% residual debt to remain with Discoms**

S. No.	Name of Bank/FIs	Outstanding Loan Amount as on 30.09.2015	Present ROI	Nature of Loan	Repayment start year	Residual Debts
1	Punjab National Bank	49.92	13.10%	Capex	2015-16	49.92
2	PFC	54.36	13.00%	Capex	2015-16	54.36
3	PFC	14.29	12.75%	Capex	2015-16	14.29
4	PFC	60.10	12.75%	Capex	2015-16	60.10
5	PFC	8.23	12.75%	Capex	2016-17	8.23
6	PFC	8.20	12.75%	Capex	2015-16	8.20
7	PFC	241.07	12.75%	Capex	2015-16	241.07
8	PFC	32.13	12.40%	Capex	2016-17	32.13
9	HUDCO	9.14	12.25%	Capex	2015-16	9.14
10	HUDCO	12.36	12.25%	Capex	2015-16	12.36
11	HUDCO	55.27	12.25%	Capex	2015-16	55.27
12	REC T&D	649.90	12.10%	Capex	2015-16	649.90
13	Central Bank of India	224.29	12.05%	Capex	2015-16	224.29
14	Central Bank of India	258.84	11.50%	Capex	2015-16	258.84
15	Central Bank of India	277.91	11.45%	Capex	2015-16	277.91
16	<b>9.95% AVVNL Bonds</b>	3770.12	9.95%	Bonds		3770.12
<b>Total (A)</b>		<b>5726.13</b>				<b>5726.13</b>
1	World Bank PPF Adv.	0.01	13.00%	Capex	2015-16	0.01
2	World Bank PPF Adv.	0.03	13.00%	Capex	2015-16	0.03
3	World Bank	6.86	12.50%	Capex	2015-16	6.86
4	World Bank PPF Adv.	0.04	12.50%	Capex	2015-16	0.04
5	World Bank PPF Adv.	0.18	12.50%	Capex	2015-16	0.18
6	World Bank PPF Adv.	0.18	12.50%	Capex	2015-16	0.18
7	APDRP	0.97	12.50%	Capex	2015-16	0.97

S. No.	Name of Bank/FIs	Outstanding Loan Amount as on 30.09.2015	Present ROI	Nature of Loan	Repayment start year	Residual Debts
8	World Bank	1.21	12.00%	Capex	2015-16	1.21
9	APDRP	1.95	12.00%	Capex	2015-16	1.95
10	REC RGGVY	32.31	11.80%	Capex	2015-16	32.31
11	REC RAPDRP Part-B	119.39	11.75%	Capex	2016-17	119.39
12	World Bank	13.71	11.50%	Capex	2015-16	13.71
13	APDRP	7.12	11.50%	Capex	2015-16	7.12
14	World Bank	33.23	10.50%	Capex	2015-16	33.23
15	World Bank	6.04	10.50%	Capex	2015-16	6.04
16	APDRP	8.73	10.50%	Capex	2015-16	8.73
17	LIC	54.63	10.00%	Capex	2015-16	54.63
18	LIC	67.80	10.00%	Capex	2015-16	67.80
19	LIC	91.64	10.00%	Capex	2015-16	91.64
20	LIC	21.36	9.60%	Capex	2015-16	21.36
21	PFC-RAPDRP Part-A	21.48	9.00%	Capex		21.48
22	PFC-RAPDRP Part-B	58.66	9.00%	Capex		58.66
23	World Bank	10.14	9.00%	Capex	2015-16	10.14
24	World Bank	19.39	9.00%	Capex	2015-16	19.39
25	World Bank	21.47	9.00%	Capex	2015-16	21.47
26	World Bank	0.27	9.00%	Capex	2015-16	0.27
27	APDRP	5.01	9.00%	Capex	2015-16	5.01
28	LIC	5.16	8.50%	Capex	2015-16	5.16
29	LIC	8.00	8.50%	Capex	2015-16	8.00
30	LIC	9.12	8.50%	Capex	2015-16	9.12
31	LIC	15.42	8.50%	Capex	2015-16	15.42
32	LIC	17.16	8.50%	Capex	2015-16	17.16
33	LIC	23.34	8.50%	Capex	2015-16	23.34
34	Interest free loan -GOR	241.26				241.26
<b>Total (B)</b>		<b>923.27</b>				<b>923.27</b>
<b>G. Total (A+B)</b>		<b>6649.40</b>				<b>6649.40</b>



## **Annexure-B: Financial Projections of Ajmer Discom**

### **Scenario Highlights:**

- No interest burden on the Discoms of the taken over debt i.e. transfer to the Discoms from the State shall be as a mix of equity, grant and interest free loan
- Debt takeover assumed in Q4 of FY 2015-16 ( 31<sup>st</sup> March 2016) and Q2 of FY 2016-17 ( 1<sup>st</sup> July 2016)
- OFR to be provided by the State Govt. in the form of grant/interest free loan.
- Outstanding bonds issued under FRP 2012 i.e. Rs 3,770 Crore not to be taken over by GoR
- No equity for capital investment to be provided by the State Govt.
- Rate of interest on residual debt (25% of the outstanding debt) to be reduced to 9.70% from 1<sup>st</sup> July 2016.
- **No cash support and loss subsidy from FY 17 onwards.**

## Other Key Assumptions:

- **Tariff Hike:**

<b>FY16</b>	<b>FY17</b>	<b>FY18</b>	<b>FY19</b>
0%	10%	8%	0%

- **Distribution Loss Trajectory:**

<b>FY 16</b>	<b>FY17</b>	<b>FY18</b>	<b>FY19</b>
23.5 %	20.0%	17.5%	15.0%

- **Billing Efficiency:**

<b>FY 16</b>	<b>FY17</b>	<b>FY18</b>	<b>FY19</b>
76.5 %	80.0%	82.5%	85.0%

- **Collection Efficiency:**

<b>FY 16</b>	<b>FY17</b>	<b>FY18</b>	<b>FY19</b>
99.5%	100.0%	100.0%	100.0%



## Income Statement- Summary

Amount in Rs. Crore	FY16	FY17	FY18	FY19
<b>TOTAL INCOME</b>	8,855	10,396	12,059	13,173
<b>TOTAL COSTS</b>	12,658	11,495	12,398	13,543
<b>NET INCOME w/o Subsidy</b>	(3,802)	(1,099)	(339)	(369)
<b>Committed GoR subsidy</b>	621	528	571	622
<b>NET INCOME with Subsidy</b>	(3,181)	(571)	240	256

## Operational Funding Requirement- Summary

Particulars	FY 16	FY 17	FY 18	FY 19
<b>OFR Requirement from GoR</b>	<b>3,650</b>	<b>643</b>	<b>0</b>	<b>0</b>
<i>Less: Upfront ED support from SPV</i>	758	758		
<b>Net OFR Requirement from GoR (if SPV formed)</b>	<b>2,892</b>	<b>(114)</b>	<b>0</b>	<b>0</b>

## Income Statement

Amount in Rs. Crore	FY16	FY17	FY18	FY19
<b>INCOME</b>				
Revenue from Sale of Power	8,456	9,920	11,461	12,373
Other receipts	133	196	303	489
Other Income (Including Revenue from trading)	266	280	295	311
<b>TOTAL INCOME</b>	<b>8,855</b>	<b>10,396</b>	<b>12,059</b>	<b>13,173</b>
<b>COSTS</b>				
Power Purchase Costs	7,860	8,224	9,245	10,217
R & M Costs	109	117	126	135
Employees Costs	1,097	1,485	1,449	1,490
Administration & General Costs	88	97	107	117
Depreciation	409	443	459	473
Interest & Finance Costs	3,091	1,137	1,018	1,118
Other debits	33	35	37	38
<b>Sub-total costs</b>	<b>12,688</b>	<b>11,537</b>	<b>12,440</b>	<b>13,589</b>
Less: Incidental expenses	30	42	42	46
<b>TOTAL COSTS</b>	<b>12,658</b>	<b>11,495</b>	<b>12,398</b>	<b>13,543</b>
<b>NET INCOME w/o Subsidy</b>	<b>(3,802)</b>	<b>(1,099)</b>	<b>(339)</b>	<b>(369)</b>
<b>Committed GoR Subsidy</b>				
Electricity Duty Retention/ Stamp Duty	473	519	570	618
Interest Subsidy on IBRD loan	4	3	3	2
Cash subsidy	139	0	0	0
Others (Compounding charges)	6	6	6	6
<b>Total subsidy available</b>	<b>621</b>	<b>528</b>	<b>571</b>	<b>622</b>
<b>NET INCOME with Subsidy</b>	<b>(3,181)</b>	<b>(571)</b>	<b>240</b>	<b>256</b>



## Operational Funding Requirement

Particulars	FY 16	FY 17	FY 18	FY 19
Revenue (excluding Cash Support & ED Retention)	8,855	10,396	12,059	13,173
Expenditure	12,658	11,495	12,398	13,543
<b>Book Loss (+)/Profit(-)</b>	<b>3,802</b>	<b>1,099</b>	<b>339</b>	<b>369</b>
Add: Depreciation	409	443	459	473
<b>Cash Loss (+)/Profit(-)</b>	<b>3,393</b>	<b>656</b>	<b>(120)</b>	<b>(104)</b>
Increase in net current liabilities	2,689	164	(65)	(162)
<b>Less: Inc. in Current Liabilities (incl. Misc Exp)</b>	<b>6,083</b>	<b>820</b>	<b>(185)</b>	<b>(265)</b>
<b>Less: Support from Govt. of Rajasthan</b>				
Cash Support from State Govt.	139	0	0	0
Support on Reimbursement of Losses	243	0	0	0
ED retention	473	174	174	174
Interest Subsidy on IBRD Loan	4	3	3	2
<b>Total Support from State Govt.</b>	<b>858</b>	<b>177</b>	<b>177</b>	<b>176</b>
<b>Net Cash Gap (OFR requirement)</b>	<b>5,225</b>	<b>643</b>	<b>(362)</b>	<b>(441)</b>
Less: WCTL from PFC/REC	1,575			
<b>OFR Requirement from GoR</b>	<b>3,650</b>	<b>643</b>	<b>(362)</b>	<b>(441)</b>
<i>Less: Upfront ED support from SPV</i>	<i>758</i>	<i>758</i>		
<b>Net OFR Requirement from GoR (if SPV formed)</b>	<b>2,892</b>	<b>(114)</b>	<b>(362)</b>	<b>(441)</b>

ACS- ARR Gap

Amount in Rs. Crore	FY16	FY17	FY18	FY19
<b>Cost Components</b>				
<i>Power Purchase Cost</i>	4.18	4.34	4.58	4.75
<i>Cost of Energy Lost</i>	1.63	1.30	1.29	1.19
PP per unit sold	5.81	5.64	5.87	5.94
O&M and Estt. Cost	0.94	1.14	1.04	0.99
Depreciation Cost	0.30	0.30	0.29	0.27
Interest Cost	2.29	0.78	0.65	0.65
Other Debits	0.02	0.02	0.02	0.02
<b>ACS</b>	<b>9.36</b>	<b>7.89</b>	<b>7.87</b>	<b>7.87</b>
<b>ARR</b>	<b>7.01</b>	<b>7.50</b>	<b>8.02</b>	<b>8.02</b>
<b>Gap</b>	<b>(2.35)</b>	<b>(0.39)</b>	<b>0.15</b>	<b>0.15</b>



### Annexure C: AT&C Loss Reduction Targets at the Division Level (in %)

Division	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19
<b><i>Ajmer City Circle</i></b>				
CD-I	13.2%	12.5%	11.5%	9.5%
CD-II	14.5%	13.8%	12.8%	10.8%
DD	19.3%	18.3%	16.7%	14.7%
<b>Total ACC</b>	<b>15.9%</b>	<b>15.1%</b>	<b>13.9%</b>	<b>11.9%</b>
<b><i>Ajmer District</i></b>				
BWR	13.3%	12.6%	12.1%	10.1%
KSG	7.9%	7.7%	7.4%	7.2%
NSD	15.0%	14.2%	13.5%	11.5%
Kekri Devi	10.0%	9.7%	9.5%	9.2%
<b>Total Ajmer District</b>	<b>10.9%</b>	<b>10.5%</b>	<b>10.1%</b>	<b>9.0%</b>
<b><i>Bhilwara</i></b>				
DD-I	9.6%	9.4%	9.1%	8.9%
SHP	22.2%	20.7%	18.7%	15.7%
DD-II	13.4%	12.7%	12.2%	11.2%
Mandal	13.8%	13.0%	12.3%	11.3%
<b>Total Bhilwara</b>	<b>14.0%</b>	<b>13.2%</b>	<b>12.5%</b>	<b>11.3%</b>
<b><i>Nagaur</i></b>				
Makrana Division	30.5%	26.0%	22.0%	18.0%
Merta Division	27.7%	23.2%	19.2%	15.2%
Nagaur Division	42.4%	35.4%	28.4%	23.4%
K.City Division	31.0%	26.5%	23.0%	19.0%
Didwana Division	29.9%	25.4%	21.9%	17.9%
<b>Total Nagaur</b>	<b>33.2%</b>	<b>28.0%</b>	<b>23.2%</b>	<b>18.9%</b>
<b><i>Banswara</i></b>				
Banswara	19.4%	17.8%	16.3%	13.3%
Bagidora	32.8%	25.8%	22.8%	17.8%
<b>Total Banswara</b>	<b>25.8%</b>	<b>21.6%</b>	<b>19.4%</b>	<b>15.4%</b>
<b><i>Dungerpur</i></b>				
Dungerpur Division	22.9%	21.4%	19.3%	16.3%
Aspur Division	14.9%	14.2%	13.5%	12.5%
<b>Total Dungerpur</b>	<b>19.6%</b>	<b>18.4%</b>	<b>16.9%</b>	<b>14.7%</b>
<b><i>Chittorgarh</i></b>				
Chittorgarh Division	25.6%	22.6%	19.9%	16.4%

Division	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19
Nibahera Division	24.8%	21.8%	19.7%	16.2%
Kapasan Division	35.3%	28.3%	24.9%	21.4%
<b>Total Chittorgarh</b>	<b>26.5%</b>	<b>23.0%</b>	<b>20.4%</b>	<b>16.9%</b>
<b>Pratapgarh</b>				
DD Pratapgarh	22.8%	20.7%	18.6%	15.1%
O&M Pratapgarh	22.7%	20.6%	18.5%	15.0%
<b>Total Pratapgarh</b>	<b>22.7%</b>	<b>20.6%</b>	<b>18.5%</b>	<b>15.0%</b>
<b>Rajsamand</b>				
Div 1	18.2%	16.2%	15.0%	13.0%
Div 2	9.1%	8.8%	8.6%	8.3%
Div 3	18.6%	16.6%	15.5%	13.0%
<b>Total Rajsamand</b>	<b>12.7%</b>	<b>11.8%</b>	<b>11.2%</b>	<b>10.2%</b>
<b>Udaipur</b>				
Bhinder Division	31.6%	24.6%	21.9%	18.9%
Salumber Division	24.9%	22.9%	20.2%	17.2%
CD-I Division	10.0%	9.5%	9.3%	9.0%
DD-I Division	19.9%	18.4%	16.9%	15.3%
DD-II Division	19.4%	17.9%	16.3%	14.8%
CD-II Division	5.9%	5.7%	5.4%	5.2%
<b>Total Udaipur</b>	<b>16.2%</b>	<b>14.6%</b>	<b>13.3%</b>	<b>12.0%</b>
<b>Jhunjhunu</b>				
Chirawa Division	30.1%	23.1%	20.4%	17.4%
Jhunjhunu	15.2%	13.2%	12.5%	11.5%
Nawalgarh	28.5%	23.5%	20.8%	17.8%
Jhunjhunu - R	22.7%	20.7%	18.6%	17.0%
Khetrinagar Division	35.8%	28.8%	23.8%	20.4%
<b>Total Jhunjhunu</b>	<b>28.8%</b>	<b>23.3%</b>	<b>20.4%</b>	<b>17.6%</b>
<b>Sikar</b>				
Dantaramgarh	20.2%	18.2%	15.7%	13.7%
Laxmangarh	19.9%	17.9%	15.4%	13.4%
NMK	34.1%	27.1%	23.1%	19.1%
Reengus	25.9%	21.9%	18.9%	16.2%
Sikar (O&M)	20.8%	19.5%	17.5%	16.0%
Sikar - R	29.4%	27.4%	22.4%	19.4%
<b>Total Sikar</b>	<b>25.9%</b>	<b>22.7%</b>	<b>19.4%</b>	<b>16.7%</b>
<b>Total Ajmer</b>	<b>24%</b>	<b>20.0%</b>	<b>17.5%</b>	<b>15.0%</b>



**Annexure D: Summary of the Action plan for implementation of targeted activities**

Activity	FY 16		FY 17		FY 18		FY 19		Officer Responsible
	H 1	H 2	H 1	H 2	H 1	H 2	H 1	H 2	
11 kV feeder metering	88	92	100	100	100	100	100	100	SE (M&P)
11 kV feeder audit in rural areas	0	50	100	100	100	100	100	100	SE (M&P)
DT metering	0	0	20	40	60	80	100	100	SE (M&P)
Feeder Improvement Program	65	75	85	100	100	100	100	100	SE (Plan)
Feeder Segregation for >3000 population	0	0	0	40	80	100	100	100	SE (DDUGJY)
AMR metering for consumption above 500 units/month	0	0	0	25	50	75	100	100	SE (M&P)
AMR metering for consumption above 200 units/month	0	0	0	0	20	30	40	50	SE (M&P)
Domestic Connections (in lakhs) under 24*7 PFA**	2.5	6.0	8.5	12.5	16	19	22.0	25.5	SE (RE)
Providing LED bulbs under DELP(3 LED per DL Consumer) (in lakhs)**	25	40	50	100	150	200	200	200	SE (PPM)
Implementation of ERP systems	-	Contract to be awarded	Customisation		Customisation	Implementation	Regular Updation		SE (IT)

**\*\*The numbers are indicative of the status of the Rajasthan Discoms as a whole**

## Monthly monitoring format for States participating in UDAY

Name of the State:

Status as on:

### A Financial Parameters

1	Total outstanding debt of DISCOMs as on 30.09.2015 (Rs crore)	
2	Amount of unpaid overdue interest and penal interest waived off by Banks / FIs (Rs Crore)	
3	Eligible outstanding debt of DISCOMs as on 30.09.2015 (Rs crore)	
4	50% of the outstanding debt to be taken over in 2015-16 (Rs Crore)	
5	25% of the outstanding debt to be taken over in 2016-17 (Rs crore)	
6	Bonds Issued by the State (Rs crore)	
7	Bonds issue date	
8	Rate of Interest on bonds (%)	
9	Debt taken over by State transferred to DISCOMs in form of Grant (Rs crore)	
10	Debt taken over by State transferred to DISCOMs in form of Loan (Rs crore)	
11	Debt taken over by State transferred to DISCOMs in form of equity (Rs crore)	
12	Operational (crore) Funding Requirement (OFR) support provided to DISCOMs (Rs	
13	Outstanding electricity dues from the State Government departments to DISCOMs (Rs Crore)	
14	Outstanding (Date) electricity dues from the State Government departments paid on	
15	Previous Year's DISCOM losses taken over by State (Rs crore)	



## Monthly monitoring format for States participating in UDAY

Name of the State:

Status as on:

### B Operational Parameters

1 AT&C loss (%)

Target

Actual

2 Billing efficiency (%)

Target

Actual

3 Collection Efficiency (%)

Target

Actual

4 Gap ACS - ARR (Rs per unit)

Target

Actual

5 Distribution loss (%)

Target

Actual

6 Total number of un metered Feeders

7 Number of Feeders metered in the current month

8 Total number of un metered Distribution Transformers (DTs)

9 Number of Distribution Transformers (DTs) metered in the current month

10 Total Number of Smart Meters to be installed

11 Number of Smart Meters installed in the current month

12 Total number of LED Lamps to be replaced

13 Number of LED Lamps replaced in the current month

14 Total number of Ag pumps to be replaced

15 Number of Ag pumps replaced in the current month

### Monthly monitoring format for States participating in UDAY

Name of the State:

Status as on:

C Other Managerial / monitoring activities

1	Detailed action plan achieve the projected trajectory for AT&C loss and ACS-ARR gap submitted or not?
2	Energy audit at 11 KV level started or not?
3	Key person for implementing UDAY identified or not?
4	No of awareness campaigns done for energy efficiency and theft prevention
5	Date of Review taken by CMS / MD of DISCOMs
6	Date of Review taken at State level



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# **Ajmer Discom** Action Plan for Efficiency Improvement

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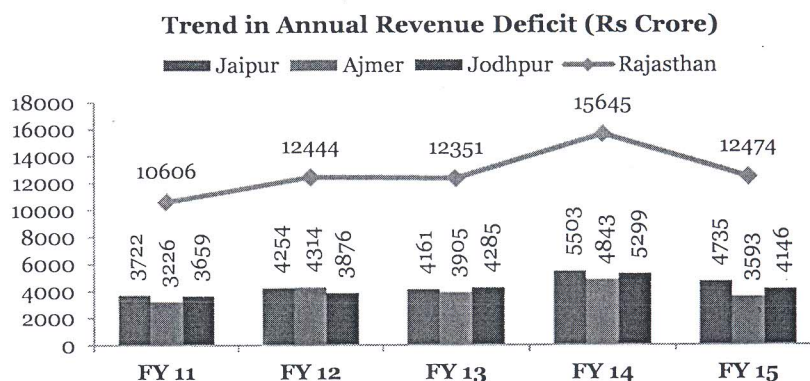
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# 1. Background

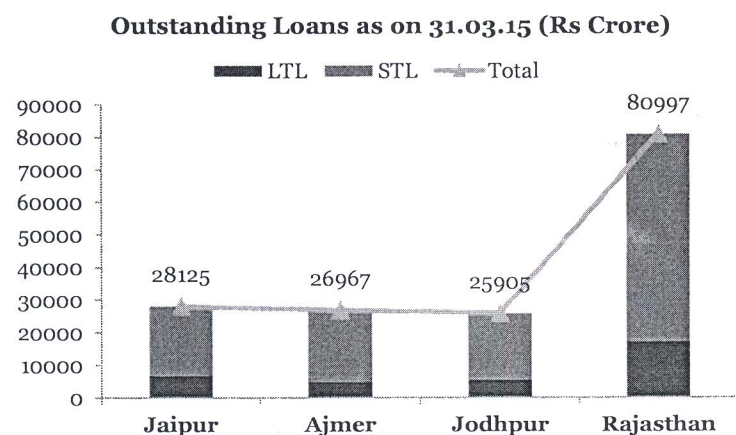
Rajasthan was one of the first states in India to initiate the reforms in the power sector. Since 2004, Government of Rajasthan brought about comprehensive reforms in the power sector to facilitate and attract investments, bring about improvements in the efficiency of delivery system and create an environment for growth for the overall benefit of the people of the state. As a result of these initiatives, the power sector in the state of Rajasthan has made significant progress over the last decade in terms of increased generation capacity and strengthening of network infrastructure leading to an improved power supply position. Most consumers are already being provided 21-22 hours of average daily supply and the State intends to connect the remaining 29% households and provide 24X7 supply to all consumers in the state by FY 19 as per its 'Power for All' Roadmap. However, from year 2009 onwards, the performance of the Power sector in Rajasthan did not keep pace with other sectors due to several operational and financial constraints.

Rajasthan Discoms together reported an annual revenue deficit of Rs. 12,474 Crore in FY 2014-15. Jaipur Discom reported the highest revenue deficit during FY 2014-15 of Rs. 4735 Crore, while that reported by Ajmer and Jodhpur Discoms was Rs. 3593 Crore and Rs. 4146 Crore, respectively.



The accumulated revenue deficit as on 31<sup>st</sup> March 2015 reached Rs. 81,411 Crore and for meeting the past liabilities, the Discoms raised large amount of debts - total outstanding debt of Rajasthan Discoms at end of FY 2014-15 was about Rs. 81000 Crore.

As can be seen, about 80% of total debt of the Discoms is raised through short term loans from Banks/FIs. The Discoms are paying very high rate of interest on short term debts - 15-18% p.a. in some cases. Total interest paid by Rajasthan Discoms during FY 2014-15 was Rs. 8045 Crore which was about Rs. 1.74 per unit of energy sold. Jaipur Discom paid Rs. 2771 Cr, Ajmer Discom paid Rs. 2598 Cr and Jodhpur Discom paid Rs. 2677 Cr as interest cost during FY 2014-15.

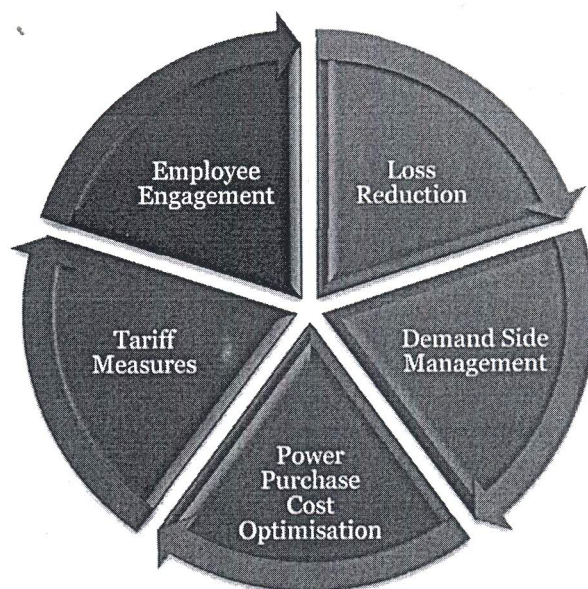


The above financial position is result of several issues and challenges faced by the Rajasthan Discoms such as increasing AT&C loss, high power purchase costs, deficit funding through short debt, lack of effective communication systems and overall monitoring framework.

## 2. Action Plan for Efficiency Improvement

In order to tide over the critical financial position and to improve the viability of the sector, GoR and the Discom have been working over the last 12 months, including interacting with different utilities in the country, to understand the best practices in different areas. The Discoms have come up with a 6-pronged strategy to turnaround the situation.

The main features of the strategy are:

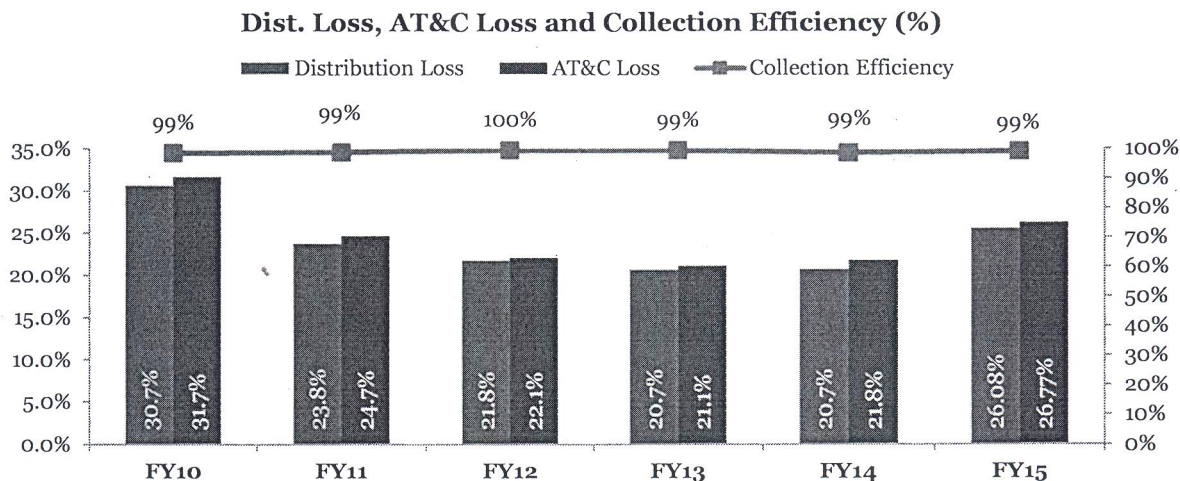


The following sections highlight the strategy/ various initiatives adopted by the Ajmer Discom, including the resources required and implementation schedule of each initiative, in order to improve operational efficiencies and achieve financial turnaround.



## 1. Loss Reduction

Ajmer Discom had AT&C loss of 26.77% in FY15, which is an increase of about 5% over previous year's loss level. Even though the Discom reported 99% collection efficiency in FY15, high distribution losses (26.08%) resulted in high AT&C loss.



The high AT&C losses remain a concern as the Discom loses Rs 1.79 per unit of energy sold because of this. It is pertinent to note that every 1% reduction in AT&C loss will result in savings of Rs. 300 Crore per annum (for Rajasthan Discom as a whole). Thus, reducing AT&C losses to 15% by FY 2018-19 (target as per UDAY scheme) will result in additional cost savings of about Rs. 4,200 Crore for the Rajasthan Discoms during this period. To achieve this cost savings, a robust plan for energy management, energy accounting and loss reduction has been developed.

Before embarking on the journey of loss reduction, establishing baseline AT&C losses is a sine qua non for any Discom. The Discom plans to take up 100% feeder & customer metering along with regular updation of asset & consumer mapping. These initiatives will provide reliable and accurate data about the actual AT&C loss level for each feeder. This will not only help in accurate portrayal of the performance of the Discom regarding loss reduction but also allow identification of high-loss areas and targeted approach to loss reduction.

### a) Energy Audit

#### Feeder/DT Metering

To identify feeder-wise losses, all feeders are planned to be equipped with three phase electronic meters at sub-stations from where the feeders originate. This will enable comparison of energy sent into the feeder and the energy billed thereby helping in better estimation of AT&C losses in each feeder. 100% metering of feeders will also assist in identification of 'high-loss' feeders which will subsequently help in implementation of Discom's plan to do more load shedding on high loss feeders so as to dis-incentivize theft.

By mid-December, 2015, meters had been provided on all the identified 7,292 number of feeders.

The feeder meters are being read using a hand-held Common Meter Reading Instrument (CMRI) which downloads meter data. This data is uploaded into a server for further processing. This system has been operationalized on all feeders of the Discom. Going forward, the meter reading process is planned to be

automated by acquiring the meter data remotely and processing it. The bidding documents for procurement of the required MDAS system are under preparation.

Going forward, the Discom also plans to capture information regarding the distribution transformer and pole to which the consumer is connected. To keep the consumer indexing information current, the utility has initiated a system of updating the consumer index when new connections are released or the network is modified.

The status of feeder metering and energy audit along with the timelines is summarized in the following table:

**Table 1: Status of feeder metering and energy audit**

Initiative	Target	Achieved upto Dec'15	Timeline
Feeder Metering (R+U)	7,292	7,292	Sept'15
Feeders with energy audit started (Rural)	6,435	3,389	Jun'16

As on 15<sup>th</sup> December, 2015, the Discom had started energy audit for 3,116 feeders out of 4,943 rural feeders (11 kV). The Discom plans to undertake energy audit upto 11 kV level in rural areas by September 2016. SE (M&P) has been assigned the overall responsibility of this initiative. The implementation schedule for this activity is as below:

**Table 2: Implementation Schedule for feeder audit upto 11 kV in rural areas (%)**

FY 16		FY 17		FY 18	
H 1	H 2	H 1	H 2	H 1	H 2
0	50	100	100	100	100

Identification of exact pockets where loss is taking place on a particular feeder would be facilitated better once metering of Distribution Transformers is also carried out, which the Discom plans to complete by June 2018. The responsibility of DT metering has been assigned to SE (M&P). The implementation schedule for this activity is as below:

**Table 3: Implementation Schedule for DT metering (%)**

FY 16		FY 17		FY 18		FY 19	
H 1	H 2	H 1	H 2	H 1	H 2	H 1	H 2
0	0	20	40	60	80	100	100

### **b) Loss based load shedding**

The Discom also plans to initiate loss-based load scheduling. This essentially means that power would be supplied for a lesser number of hours on feeders where AT&C losses are high. Discom shall restrict power supply in areas with high or increasing AT&C losses from 1<sup>st</sup> April 2016. For this, it is essential to complete feeder metering and consumer indexing which would lead to reliable data regarding feeder wise losses.

### **c) Feeder Segregation**

For better power management, it is desirable to have agricultural and non-agricultural consumers in rural areas on separate feeders. At present, the distribution network in rural areas is only virtually segregated which limits three phase supply to non-agricultural consumers also. If the rural feeders are physically segregated, three phase supply can be provided to domestic consumers throughout the day while limiting agricultural consumers to the



block hours. Therefore, the Discom aims to physically segregate the feeders. This will also help in better identification of areas of AT&C losses, enabling the Discom to take a targeted approach to AT&C loss reduction.

Discom plans to complete physical feeder segregation for villages with population greater than 3000 by March 2018 based on availability of funds sanctioned for the purpose under DDUGJY. The GoI has sanctioned schemes for feeder segregation under DDUGJY for a total amount of Rs. 665 crores for three Discoms out of which Rs. 163 Crores has been sanctioned for Ajmer Discom. The responsibility of ensuring that targets and timelines are met has been handed over to SE (TW). The implementation schedule for this activity is as below:

**Table 4: Implementation Schedule for feeder segregation (%)**

FY 16		FY 17		FY 18		FY 19	
H 1	H 2	H 1	H 2	H 1	H 2	H 1	H 2
0	0	0	40	80	100	100	100

#### **d) AMR Metering**

AMR metering reduces human intervention. It is another measure being taken for proper billing and revenue realization. In the first phase, AMR metering at DT level and high value consumers has been planned. The Discom has completed AMR metering for 1,489 LIP consumers out of the total 3,688 consumers (as on 30.11.2015). Similarly, AMR meters are to be installed for the 11,286 consumers of MIP category.

As mandated in the UDAY scheme, Discom plans to install AMR meters for all consumers with consumption above 500 units / month by June 2018 and for other consumers with consumption above 200 units / month by June 2020, subject to cost benefit analysis.

The implementation schedule for this activity is as below:

**Table 5: Implementation Schedule for AMR meter installation (%)**

Particulars	FY 16		FY 17		FY 18		FY 19	
	H 1	H 2	H 1	H 2	H 1	H 2	H 1	H 2
For consumption above 500 units/month	0	0	0	25	50	75	100	100
For consumption above 200 units/month	0	0	0	0	20	30	40	50

#### **e) Network Strengthening**

To reduce technical losses and frequency of shutdowns and tripping, feeder and substation improvement programs are being implemented in the State. Under Feeder Improvement Program, sag correction, reduction in long spans and re-conditioning of transformers is being undertaken while Substation Improvement Program entails replacing defective feeder meters, circuit breakers and roster switches. The Discom has also taken up strengthening and augmentation of existing distribution infrastructure by constructing more 33 kV substations and load balancing on 33kV network.

Under FIP and SIP, the Discom has completed tightening of 117,800 loose wires and straightening of 78,000 tilted poles upto 15th December, 2015. Also, 57% of single phase transformers and 34% of three phase transformers have been reconditioned and it is expected to complete 100% reconditioning by 31st September 2016. Total investment of Rs. 79.71 Cr. for FIP and Rs. 92.02 Cr. for SIP has been estimated with SE (Plan) being assigned as the nodal officer for this initiative.

Table 6: Status of network strengthening initiative

Initiative	Target	Achieved upto 15 <sup>th</sup> Dec'15	Timeline
<b>Feeder Improvement Program</b>			
Tightening of loose wires	121,000	117,800	Mar'16
Straightening of tilted poles	78,000	78,000	Mar'16
Insertion of poles in long span	50,000	50,000	Jun'16
Reconditioning of Single Phase transformer	40,000	22,900	Sep'16
Reconditioning of Three Phase transformer	125,000	44,000	Sep'16
<b>Sub-station Improvement Program</b>			
Installation of new feeder meters	1824	1824	Oct'15
Installation of new circuit breakers	2238	2238	Mar'16
Installation of new roster switches	2913	2913	Mar'16

Discom is making all out efforts to ensure a shift from breakdown maintenance to preventive maintenance. Feeder Managers have been appointed to monitor the condition of feeders. Proper log books are maintained to ensure maintenance schedule is adhered to.

In order to keep the distribution network robust, the Discom has also taken several other steps to ensure distribution network remains robust. These steps include the following:

- Review and updating of technical specifications, qualifying requirements of suppliers and warranty conditions;
- Notifying norms for technical staff for grid sub-stations;
- Enforce warranty obligations to replace defective equipment;
- Repair of equipment not under warranty within a specified time frame

These measures shall be continued with renewed thrust in the coming months.

### ***f) Private Sector Participation***

Encouraging private sector participation in the distribution segment was one of the mandatory conditions of the Central FRP scheme, 2012. Further, the aggressive targets for efficiency improvement measures mandated by the UDAY scheme also necessitate adoption of this route for achieving the desired results in a time bound manner. The GoR has planned for private sector participation in distribution through **input based distribution franchise** model in 7-8 towns/areas in the state over two phases. The indicative list of these areas is:

- Kota City -Phase –I (Jaipur Discom)
- Bharatpur City -Phase –I(Jaipur Discom)
- Ajmer City -Phase –I (Ajmer Discom)
- Bikaner- Phase –II(Jodhpur Discom)
- Nagor -Phase –II (Ajmer Discom)
- Alwar- Phase- II (Jaipur Discom)
- Jodhpur (Rural)- Phase-II (Jodhpur Discom)



### g) Vigilance Drives

As part of the Discom's efforts to reduce commercial losses, aggressive vigilance and anti-theft drives are being undertaken. A significant increase in revenue realized from vigilance has been seen as compared to the previous year as substantiated in the following table:

**Table 7: Vigilance activities statistics of Ajmer Discom**

Vigilance activities	Up to Nov'14	Up to Nov'15
No. of checking	59,213	84,386
No. of theft detected	22,863	40,092
Amount Assessed (Rs Lac)	4,530	7,657
Amount Realized (Rs Lac)	2,006	2,718
FIR lodged	1,622	3,070

Field officers have been directed for targeting high value consumers and complete checking by 31<sup>st</sup> January 2016. In future, vigilance drives have been proposed wherein every circle will form one team per division. Such checkings will result in disconnections in case an instance of theft is identified. Based on these drives, each circle will identify two worst performing subdivisions in terms of AT&C losses and two worst affected patches will be identified in each subdivision. These identified patches will be checked by external teams who'll be supported by District Level Vigilance Drive Monitoring Committee. Implementation and outcome of these drives will be monitored by State Level Vigilance Drive Monitoring Committee.

While electricity theft is a criminal offence, most of such cases in the past have been compounded and prosecution is hardly pursued. This is one of the primary challenges being faced by the Discom as far as vigilance is concerned. The Discom is trying to address this challenge and in current FY, till November 2015, more than 40,000 cases of theft have been detected (compared to around 22,800 cases in the same period last FY) and FIRs have been lodged in more than 3,000 cases (compared to around 1,600 cases in the same period last FY).

### h) Implementing ERP systems

In addition, the utility is also planning to implement Enterprise Resource Planning (ERP) systems for better and effective inventory management, personnel management, accounts management etc. to reduce costs and increase efficiencies by March 2018 with SE (IT) in charge of the initiative. Board Resolution for implementation of the same was passed on 28<sup>th</sup> September 2015. Areas under ERP shall include HR, Payroll, Employee Self Service (ESS), Customer Service, Materials Management (with inventory management), Finance, Accounts, and Project Management. The implementation schedule for this activity is as below:

**Table 8: Schedule for implementation of ERP system**

FY 16		FY 17		FY 18		FY 19	
H 1	H 2	H 1	H 2	H 1	H 2	H 1	H 2
-	Contract to be awarded	Customisation	Customisation	Customisation	Implementation	Regular Updation	

## 2. Demand Side Management

The cheapest and more viable option to overcome energy deficit and reduction in power procurement costs is Demand Side Management and implementation of energy efficiency measures in various sectors- domestic, agriculture, street lighting etc.

### **a) Domestic Efficient Lighting Programme (DELP)**

GoI has launched Domestic Efficient Lighting Program (DELP) and GoR is a key participant in this. As part of initiatives taken by GoR and Discoms to conserve energy as well as save on power purchase costs, replacement of incandescent/CFL lamps with energy efficient LED lamps are being undertaken under this program. About 200 lakh LED bulbs are planned to be distributed under DELP by FY 18 in the state of Rajasthan.

Ajmer Discom launched LED lighting program on 4<sup>th</sup> May 2015, in order to encourage consumers to replace incandescent bulbs by LEDs and copper chokes by electronic chokes which results in voltage stabilization and energy efficiency thereby helping in reduction of power purchase. Under this program, upto three 7W LED bulbs to every interested consumer is provided at an initial expense of only Rs.10 and the rest of the cost of the bulb is recovered in 12 equal installments as part of the consumers' electricity bill.

Against the target of 87 lakh LEDs, more than 15 lakh LEDs have been distributed by the Discom so far under this program. The plan is to cover the entire state having 12.6 million households for replacement of incandescent bulbs by LEDs. It is likely to save a total of 2100 MUs by FY 2018-19 leading to a savings of Rs 850 Cr (considering FY 15 power purchase cost level of Rs 4.04/ unit) for the Rajasthan Discoms.

### **b) Street Lighting Programme**

The State has also launched Energy Efficient Street Lighting program under which all the urban municipal bodies are being covered.

### **c) Agriculture Pump Sets**

For introducing DSM in the agriculture sector, the Discom will explore possibilities of replacement of inefficient agriculture pumps with energy efficient pumps. Out of the total 10.91 lakhs agriculture pumps in the State, the Ajmer Discom has 3,86,679 pumps. The present subsidy burden for supply of electricity to these pumps is very high. A 25- 30% reduction in energy consumption is possible by replacing existing pumps with energy efficient ones. The cost benefit analysis is being done in this regard and based on the analysis, a programme will be chalked out. Discoms aims to replace at least 10% of existing agriculture pumps with energy efficient pumps by March 2019.

## **3. Power Purchase Cost Optimization**

Since, the power purchase costs form bulk of the Utility's cost of supply, immediate measures need to be taken for optimization of power purchase costs.

### **a) Power Purchase Management**

In FY 14, Rajasthan reported energy deficit of 0.3% only and was energy surplus in FY 15. It is also expected to stay energy surplus in the future with the quantum of surplus energy only on the rise. In such a scenario, it is essential to devise power sale/power purchase management strategy to benefit from surplus energy availability. Presently, all the functions related to power purchase and trading are carried out by a common cell - Rajasthan Discoms Power Procurement Cell (RDPPC), for the three Discoms of Rajasthan. However, to streamline and bring together all the processes related to power purchases including PPA management and power trading (for effectively managing surplus energy) and to increase the focus on power purchase efficiencies, better institutional arrangements through long term staffing arrangements and enabling hiring of external experts, a new corporation- Rajasthan Urja Vikas Nigam Ltd. has been formed. It is planned to make it operational from the beginning of FY 17.

### **b) Purchase of short term power**



The Discom is actively working on improving its efficiency of power procurement especially to take advantage of cheaper short term power available at exchanges or through bilateral deals. RDPPC, on a daily and monthly basis, evaluates the power needs and the market trends in order to purchase power, even resorting to under-drawing power available through long term PPAs when its variable cost is higher than what is available bilaterally or through exchanges.

### ***c) Better forecasting and load management***

Discom is also undertaking measures for accurate load forecasting so that impact of over drawl and under drawl on power purchase cost can be minimized. As on 30<sup>th</sup> September 2015, Rs. 105 Crores and Rs. 7 Crores were saved in comparison to last year in over drawl and under drawl respectively for Rajasthan as whole.

### ***d) Strict enforcement of merit order***

Merit order, based on variable cost of power available from various sources through long term PPAs has been prepared and is being followed for backing-down and boxing-up of power plants. No special dispensation has been given to the state owned power plants, which have also been included and placed in the merit order. RVUNL has been asked to prepare variable cost for each unit separately rather than the whole of power plant so that inefficient units are lower in the merit order.

## ***4. Customer Service Strategy***

Rajasthan was one of the first states in India to initiate reforms in the power sector. Since 2004, Government of Rajasthan brought about comprehensive reforms in the power sector to bring about improvements in the efficiency of delivery system and create an environment for growth for the overall benefit of the people of the state. As a result of these initiatives, most consumers are already being provided 21-22 hours of average daily supply of quality power.

In today's times it is of utmost importance to build trust with the consumers and provide service of superior quality. The quality of services provided has to match the expectations of the customers and no business can run successfully if the match is not established. Moreover, moving forward to a scenario where there will be segregation of wire and supply business and with presence of multiple distribution licensees in one area, keeping focus on customer service is of prime importance to retain customers.

### ***a) Access to Power***

The first and foremost area of concern for any consumer is access to power supply. As per the Discoms, access measured in terms of hours of supply of electricity has been consistently good in Rajasthan – rural domestic supply hours have averaged between 21 to 22 hours in each of the three distribution companies against a target of 23 hours, over the period from April 2015 to September 2015. Average agricultural supply has also averaged close to 6 hours and 30 minutes over the same period.

However, as per the Power for All document for Rajasthan, there are 3.7 million un-electrified households in the state, of which 3.5 million are in rural areas and 0.2 million in urban areas. Of these, GoR plans to extend grid supply to around 3 million consumers by FY19 (balance consumers are either in far flung/forest/remote areas or are in agri-fields or will be covered through off-grid schemes). In the roadmap prepared for Power for All, GoR has set a target of providing electricity to 6 lakh consumers each year till FY 19.

At present, the un-electrified households are being electrified under DDUGJY (erstwhile RGGVY) scheme of Govt of India. Under this scheme, electricity connections are being provided to rural households in habitations with population of more than 100. Under the 12<sup>th</sup> plan RGGVY, GoI has approved 28 schemes, covering 27 districts, at an estimated cost of Rs. 1453.19 Crores. Electricity connection to 13.36 lakhs households including 4.43 lakhs BPL households will be provided under these schemes.



Recently (in August 2015), GoI has sanctioned 33 schemes of Rs 2,819 Crores under DDUGJY. 7.31 lakh rural households including 2.30 lacs BPL families in the habitations with population less than 100 will be provided electricity under these schemes. Around 10 lakh connections will be released in the existing electrified areas for which distribution network is available - 5 lakh in rural areas and an equal number in the towns. To expedite release of connections, electrification camps called '*Discom Aapke Dwar*' were organized.

Metric	Camp 1 30 Aug	Camp 2 13 Sep	Camp 3 27 Sep	Camp 4 11 Oct	Total
Applications Received	39,096	55,501	52,905	76,362	2,23,864

Over 2.24 lakh applications were received by the three Discoms of Rajasthan and more than 92,000 same day connections have been released.

Metric	On same day	Subsequently	Total from camps	Pre Camp	Total
Connections Released	93,453	1,36,147	2,29,600	53,949	2,83,549

Over 2.83 lakh connections have been released in just a period of three months i.e. a seven times increase over the normal rate of release of connections. Survey of sarpanchs conducted by DoIT indicated that approximately 75% of sarpanchs are satisfied with the way in which the camps have been organized.

Similar initiatives are proposed to be taken to provide electricity connections.

### ***b) Quality and Reliable Supply***

The successful implementation of Power for All hinges on providing quality and reliable supply. To provide quality 24x7 power supply to rural areas, there is an urgent need to augment/strengthen the electricity distribution infrastructure.

In order to improve reliability of supply, as discussed in previous sections, the Discom is strengthening the network and plans to provide separate direct three phase feeders from 33 kV substation in villages having population above 3000. Preventive maintenance is being focused upon rather than shut down maintenance.

Constant monitoring of tripping on various feeders is being done in order to improve power supply quality and increase consumer satisfaction.

### ***c) Centralised Customer Care Centers***

Centralized customer care and call centers have been established with defined service levels and online monitoring and escalation mechanism. These centers have a 24 hour central toll free number to register consumer complaints. The consumers can register their complaints regarding no current, theft, burning of transformers, misbehavior by Discom employees and other technical issues including safety issues also.

Awareness about the Call Center is planned to be increased especially in rural areas. The scope is also planned to be increased to include other sources like applying for new connections etc.

### ***d) Customer Engagement***

Apart from the call centers, engagement with consumers will be increased through print and electronic means. The Discoms have already started collecting/compiling mobile numbers of consumers for providing information related to billing, due date, receiving feedback from consumers etc. As of November 2015, out of a total 3808375

consumers, mobile number of 1201710 consumers have been collected out of which 841197 mobile numbers have been fed in the billing system. These shall be used for a two-way communication with the consumers.

Discom also plans to introduce more avenues to consumers for bill payment, which could be in terms of e-payment through net banking, credit/ debit card etc.

## 5. *Tariff Measures*

As per Central FRP scheme, 2012, filing of tariff petitions on time was a mandatory condition as gradual tariff hike till the full recovery of total cost of power supply from revenue to pave the way for turnaround. Further, as per the recently launched UDAY scheme, Discom plans to eliminate the gap between ACS & ARR by FY 2018-19. For this endeavor to be successful, timely revision of tariff is of utmost importance.

Discom is committed to timely filing of tariff petitions. The Discoms had submitted petitions on Annual Revenue Requirement (ARR) and tariff revision for FY 2015-16 to the Rajasthan Electricity Regulatory Commission (RERC) in August 2015. RERC had raised request for additional information as information gaps in the petition, which the Discoms have replied to. RERC has issued public notice inviting objections and the process is expected to be completed by FY 16.

Along with petition for tariff revision, regular pass through of fuel cost adjustment is also being done and attention is being paid to timely preparation and finalization of accounts.

## 6. *Employee Engagement*

### a) *Communication*

Successful implementation of planned initiatives requires clear communication among all the stakeholders across the value chain, including employees. In order to avoid potential roadblocks in implementation due to poor communication and flow of information, Discom is using multiple internal channel of communication to reach out to employees including SMS blasts, whatsapp groups, video conferences, departmental newsletters, etc. as part of its **Internal Communication Strategy**. This would ensure that employees are well aware of the targets and progress of various initiatives along with their role and responsibility to help achieve the same.

### b) *Better accountability through KPIs*

Along with proper communication, Key Performance Indicators (KPIs) are also being devised for each officer in-charge on areas of AT&C loss reduction and improvement in meter/billing/ collection efficiency. The performance of officer in-charge shall be linked to KPIs achieved and will attract incentive/ penalty.

### c) *Incentive Scheme*

In order to incentivize its employees to work towards AT&C loss reduction, GoR has recently (November 2015) approved the Discoms' proposal for an **Employee Financial Incentive Scheme**. Under this scheme, all the employees of the O&M sub-divisions are eligible for a financial incentive based on their performance on a single parameter of AT&C loss reduction in their respective sub-divisions. Maximum incentive would be 1 month basic pay (Running pay band pay + Grade pay). Further, 10 outstanding achievers from each Discom would be awarded 'Urja Chakra'.



# Summary

The following table summarizes the implementation schedule of various initiatives being undertaken by the Ajmer Discom:

**Table 9: Implementation Schedule of various initiatives (%)**

Activity	FY 16		FY 17		FY 18		FY 19	
	H 1	H 2	H 1	H 2	H 1	H 2	H 1	H 2
11 kV feeder audit in rural areas	0	50	100	100	100	100	100	100
DT metering	0	0	20	40	60	80	100	100
Feeder Segregation	0	0	0	40	80	100	100	100
AMR metering (For consumption above 500 units/month)	0	0	0	25	50	75	100	100
AMR metering (For consumption above 200 units/month)	0	0	0	0	20	30	40	50