



HARYANA DISCOMS TURNAROUND STORY

INTRODUCTION

- Two Discoms
 - ❖ Uttar Haryana Bijli Vitran Nigam (UHBVN)
 - ❖ Dakshin Haryana Bijli Vitran Nigam (DHBVN)
- Annual turnover Rs. 30,000 Cr
- Consumer Base 67.20 Lacs

INTRODUCTION CONTD

- Peak demand 11030 MW
- Annual energy sold approx. 40000 MUs
- Annual Capex approx. 1500 crores
- Manpower 28 thousand

KEY CHALLENGES

- ❖ Accumulated losses of Rs. 34500 crores as on 30th September 2015
- ❖ Low billing efficiency ~ 70%
- ❖ High AT&C Losses ~ 30%
- ❖ Poor power supply position especially in villages
- ❖ Culture of Theft of electricity in the State

UDAY

A SUCCESS STORY

UDAY

- Launched in March 2016
- Debt was Rs 34,600 Cr
- Rs. 25,950 Cr taken over by State Govt and converted into grant/equity

AT&C LOSS TARGETS

DISCOM	2015-16	2016-17	2017-18	2018-19
UHBVN	31.61%	25.94%	21.64%	15.01%
DHBVN	25.22%	22.48%	18.76%	15.00%
STATE	28.05%	24.02%	20.04%	15.00%

AT&C LOSS ACHIEVEMENT

Discoms	2015-16	2016-17		2017-18		2018-19	
	Actual	Target	Actual	Target	Actual	Target	Actual
UHBVN	33.88%	25.94%	30.71%	21.64%	25.46%	20.80%	21.12%
DHBVN	26.93%	22.48%	21.39%	18.76%	16.63%	15.00%	14.86%
STATE	30.02%	24.02%	25.43%	20.04%	20.29%	17.47%	17.45%

- Actual Base year loss level turned out to be 30.02% against the estimated 28.05%.
- Nevertheless Significant **reduction of 4.59%, 5.14% and 2.84%** respectively **in the last three years** achieved.

FINANCIAL TURNAROUND

- Financial turnaround achieved two years ahead of target
- Profit of **Rs. 412 Crores** reported in FY 2017-18 after a gap of 15 years
- Profit of **Rs 280.94 Crores*** in FY18-19

*This does not include pending AP subsidy of Rs. 606 Crores.

TURN AROUND

Year	Profit (Rs. crores)
2012-13	-3649.25
2013-14	-3553.66
2014-15	-2116.73
2015-16	-807.95
2016-17	-193.05
2017-18	413.35
2018-19	280.94

ANNUAL INTEGRATED RATING

Rating	Particulars	Marks scored	Category
5 th Annual Integrated Rating (FY 2015-16)	UHBVNL	44.10	B
	DHBVNL	47.80	B
6 th Annual Integrated Rating (FY 2016-17)	UHBVNL	62.29	B+
	DHBVNL	58.50	B+
7 th Annual Integrated Rating (FY 2017-18)	UHBVNL	65.50	A
	DHBVNL	72.90	A

EFFICIENCY GAIN

- Saving of **Rs. 5778 Cr** approx. due to reduction in AT&C losses during the last three financial years:

➤ FY2016-17	902 Cr
➤ FY2017-18	2020 Cr
➤ FY2018-19	2856 Cr
TOTAL	5778 Cr

SAVINGS IN INTEREST

- ❖ Interest Saving of **Rs. 3318 Cr** on account of take over of loans by the State Govt.
- ❖ Out of this, **Rs. 2525 Cr** is the net interest benefit to the State because of substitution of bank loans with cheaper Govt. bonds.
- ❖ Saving on account of avoidance of Loss financing **Rs. 437 Cr.**

Key Initiatives

HR MANAGEMENT

- Performance Based Transparent Transfer Policy
- Every AE and Executive Engineer interviewed by CMD and Directors personally for Annual Performance assessment
- Transfers decided on the basis of marks and five choices given by the officers
- Extensive touring and regular interaction with field staff up to Lineman, Assistant Lineman to instill sense of ownership

HR MANAGEMENT CONTD

- Concept of Reward introduced
- Zero tolerance against corruption
- Compensation policy introduced
- Safety kits provided to every technical hand
- ‘Pension on the day of retirement’ is an important priority
- Workers Unions

THEFT DETECTION CAMPAIGN

- New SOP issued for Theft Detection
- Incentive scheme introduced
- Checking started in rural areas
- Practice of theft detection between sunset and sunrise was started

THEFT DETECTION PROGRESS

FY	Thefts detected	Penalty imposed (Cr)	%age of 2014-15
2014-15	27316	82.10	-
2015-16	45968	168.63	205.4%
2016-17	75839	203.92	248.4%
2017-18	96449	309.12	376.5%
2018-19	42285	162.67	198.1%

THEFT DETECTION

- ❖ 6,64,706 cases of theft of electricity detected country wide in FY 2017-18
- ❖ 96,449 cases detected in Haryana
- ❖ That is more than 1 case in every 7

Source: Reply to Lok Sabha Question no. 277 dt.11th July, 2019

MHARA GAON JAGMAG GAON

- Power supply schedule on rural feeders in the state was 12 hours
- MGJG launched in July 2015 with the aim to bring rural feeders on 24x7 mode
- Works include cabling, meter relocation, meter replacement and release of new connections
- 4,222 villages out of 7045 have been brought on 24x7 supply as on date
- 9 districts have 100% villages on 24x7 schedule

MGJG PROGRESS

As on	24x7 Villages
1st January, 2016	105
1st January, 2017	405
1st January, 2018	1722
1st January, 2019	2707
15 th September, 2019	4222

KEY INITIATIVES CONTD

- IT enablement of Sub-divisional offices
- Automation in Meter Reading & Spot Billing
- Establishment of Commercial Back office
- More than 60% revenue is online
- Functional Toll free Number 1912

KEY INITIATIVES CONTD

- Online delivery of citizen services
- 15 lakh new connections released
- Installation of 10 lakh smart meters started
- Tender issued for another 20 lakh
- Feedback Cell created

REDUCTION IN TIME-UHBVN

Sr. No.	Services	Average time of delivery January-June	
		2018	2019
1	New Connection (General)	57	16
2	New Connection (Industrial)	87	31
3	Extension of Load (General)	60	13
4	Extension of Load (Industrial)	113	39
5	Reduction of Load (General)	56	11
6	Reduction of Load (Industrial)	69	11
7	Change of Name (General)	52	9
8	Change of Name (Industrial)	64	9

REDUCTION IN TIME-DHBVN

Sr. No.	Services	Average time of delivery January-June	
		2018	2019
1	New Connection (General)	101	16
2	New Connection (Industrial)	103	27
3	Extension of Load (General)	100	13
4	Extension of Load (Industrial)	126	33
5	Reduction of Load (General)	96	9
6	Reduction of Load (Industrial)	108	15
7	Change of Name (General)	101	9
8	Change of Name (Industrial)	82	8

CONSUMER SATISFACTION RATE FOR NEW CONNECTIONS

DISCOM	FY 2018 - 19			Apr' 19 to Jun'19		
	Feedback Taken	Satisfied	Satisfaction Rate	Feedback Taken	Satisfied	Satisfaction Rate
UHBVN	10,626	9,411	89%	4,237	4,010	95%
DHBVN	11,964	10,404	87%	4,517	4,074	90%
Total	22,590	19,815	88%	8,754	8,084	92%

THANK YOU !!

RE CAPACITY ADDITION

- Installed Capacity – 491 MW
- Long Term contracts signed-
 - Wind power - 1190 MW
 - Solar power - 940 MW
 - Biomass - 73 MW
- PPAs for 1118 MWs are in the pipeline
- Projected RE Capacity by year 2022 ~ 3612 MW or 23.00% of total contracted capacity from all sources, which was only 2.10% till 2016

RE GENERATION

By FY2021-22

➤ Solar	~	4,450 MUs (10.50%)
➤ Non-Solar	~	4,700 MUs (11%)
Total	~	9,150 MUs (21.50%)

*Solar Roof Top generation/banking is not included

AT&C LOSS - OTHER STATES

Sr. No.	State	Base Year Losses (%)	Current Losses (%)
1	Jammu & Kashmir	61.00	49.80
2	Bihar	43.74	36.34
3	Madhya Pradesh	23.96	31.90
4	Jharkhand	34.71	29.08
5	Goa	17.12	26.00
6	Uttar Pradesh	32.36	24.64
7	Manipur	44.21	22.50
8	Chhattisgarh	21.79	22.66

AT&C LOSS - OTHER STATES

Sr. No.	State	Base Year Losses (%)	Current Losses (%)
9	Rajasthan	30.40	21.30
10	Assam	25.50	21.12
11	Haryana	30.02	17.45
12	Maharashtra	19.07	17.34
13	Karnataka	14.94	13.92
14	Gujarat	14.85	12.34
15	Punjab	15.95	12.04

THANK YOU !!