**Annexure I: KPIs as per monthly / quarterly reports**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Key Performance Indicators** | **Reporting Freq.** | **UNIT** | **Baseline 2023** | **Target 2024** | **Target 2025** | **Target 2026** | **Target 2027** |
| **Operational Indicators** |  |  |  |  |  |  |  |
| km of network rehabilitated ( Project under - SIN0+CASA-1000+KHALON+RURAL ELECTRIFICATION-KHALON+KHATLON LOT-1+ STB Autumn winter plan) | **MONTHLY** | **KM** | **As per the project plan** | **5095** | **1414** | **612** | **35** |
| Number of meters installed ( STB+SINO+RE\_KHALON+CASA-100+KHATLON LOT-1+ New connections) | **MONTHLY** | **NO** | **As per the project plan + New connections** | **400140** | **172519** | **165600** | **10600** |
| **Commercial Indicators** |  |  |  |  |  |  |  |
| System Average Interruption Frequency Index (SAIFI) - average number of sustained interruptions per consumer during the year, or the ratio of the annual number of interruptions to the number of consumers | **MONTHLY** | **NO** | **Not calculated in CY 2023** | **Baseline will be established** | 5% improvement YOY | 5% improvement YOY | 5% improvement YOY |
| System Average Interruption Duration Index (SAIDI) - average duration of interruptions per consumer during the year, or the ratio of the annual duration of sustained interruptions to the number of consumers. | **MONTHLY** | **MINUTES** | **Not calculated in CY 2023** | **Baseline will be established** | 5% improvement YOY | 5% improvement YOY | 5% improvement YOY |
| Current Revenue Collection Rate - Current collection rate of revenue billed during a reporting period | **MONTHLY** | **%** | **88.8** (without 505 Mn offset) | **94.5** | **95.2** | **95.64** | **96.31** |
| **Financial Indicators** |  |  |  |  |  |  |  |
| Unit Operational Cost - Operational cost per kWh of electricity distributed to consumers (TJD/KWH) | **MONTHLY** | **TJD** | **19.79** | **22.40** | **24.90** | **27.70** | **30.54** |
| Sales per Unit of Product Sold (TJS/kW) - Average revenue from 1 kWh of electricity sold ( All projections are indicative based on tariff trajectory indicated by the Ministry, not under the control of MC) | **MONTHLY** | **TJD** | **26.7** | **31.2** | **35.5** | **40.70** | **45.6** |
| **Safety Indicators** |  |  |  |  |  |  |  |
| Number of accidents involving workers | **MONTHLY** | **NO** | **6** | **4** | **3** | **2** | **1** |
| Number of accidents involving the public | **MONTHLY** | **NO** | **1** | **0** | **0** | **0** | **0** |

**Annexure II: KPIs list as per the MC contract, not currently included in the monthly / quarterly reports.**

| **Sr. no.** | **Key Performance Indicators** | **FREQUENCY** | **UNIT** | **Reply / Schedule** | **Baseline-2023** | **Target 2024** | **Target 2025** | **Target 2026** | **Target 2027** |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| i | **Average System Availability Index (ASAI)** - ratio of the total customer minutes that service was available to the total customer minutes demanded in a period | **QTR** | **RATIO** | The ASAI ratio depends on system availability. MC has started to calculate it. The same shall be included quarterly report from December 2024 | Not calculated in CY 2023 | Baseline will be established in 2024 | 5% improvement from the previous year | 5% improvement from the previous year | 5% improvement from the previous year |
| ii | **Technical Distribution Losses** - Electricity losses in distribution lines in % | **YEARLY** | **%** | Presently, STB is calculating the distribution losses (a combination of commercial and technical losses) on a monthly basis and submitting the same in the monthly report. This matter was discussed and agreed upon with the former Chairman-SB during the finalization of the monthly report format to cover the performance indicators at the beginning of MC due to the following reasons:  - STB does not have energy balance meters on each distribution transformer and feeder, making it impossible to calculate technical and commercial losses separately. | Power Loss (incl Technical & Commercial losses) Baseline Sep 22- Dec 23 provided in the Baseline Report | 19.02 | 16.21 | 15.16 | 14.08 |
| vii | **Commercial (Non-Technical) Distribution Losses** - The difference between total distribution losses and technical distribution losses | **MONTH** |  |
| iii | Number and description of modern information systems introduced (over the life of the Contract to date) | **QTR** | **NO** | Initiatives like website updation to provide customer portal with billing details, new connection services etc, email configuration including mail server & domain, and usage of the full version of 1C software are proposed. Details of such initiatives shall be shared quarterly from Dec-2024 | NIL | 1  Email system for STB | 2  Customer portal on Website | 3  Combined billing system | 4  ERP – 1C  n HR / Store / Purchase |
|  | **Commercial Indicators** |  |  |  |  |  |  |  |  |
| iv | Average Age of Receivables - Accounts Receivable (by period) X 365 / Sales Revenue (by period) | **QTR** | **DAYS** | Details of AAOR shall be shared quarterly from Sep-2024 | 388.4\* | 262.3\* | 216.3\* | 163.3\* | 147.1\* |
| \*Includes old/ disputed arrears from Barki Tojik, estimated at 2.1 Bn TJS at end of 2023 | | | | | | | | | |
| v | Staff to Customer Ratio - Number of Commercial Staff per period / Number of Residential Customers per period | **QTR** | **RATIO (Per 1000 customers)** | Detail shall be shared quarterly from Sep-2024 | 1.687 | 1.653 | 1.620 | 1.587 | 1.556 |
| vi | Complaint to Customer Ratio - Number of Complaints filed per period / Number of Residential Customers per period | **QTR** | **RATIO (Per 1000 customers)** | Detail shall be shared quarterly from Sep-2024 | Not Applicable | Baseline to be established basis new Call Centers in SINO/ Khatlon | 2% improvement over previous year | 2% improvement over previous year | 2% improvement over previous year |
|  | **Financial Indicators** |  |  |  |  |  |  |  |  |
| iii | Current Liquidity Ratio - Effectiveness of working capital management | **YEARLY** | **RATIO** | Calculated on annual basis and will be shared on December report-2024 | 0.95 | 0.72 | 0.99 | 1.81 | 2.11 |
| iv | Debt Service Coverage Ratio - Financial capacity of the Company to pay both principal and interest | **YEARLY** | **RATIO** | Calculated on annual basis and will be shared on December report-2024 | Not calculated | 5.12 | 6.12 | 14.32 | 14.93 |
| v | Scrapped Damaged and Redundant Equipment Ratio - Value of equipment scrapped divided by total estimated value of damaged and redundant equipment | **YEARLY** | **RATIO** | All scrapped & damaged equipment is disposed of as per order no. 184 dated 30 April 2012 for a write-up of assets and out of scope of MC. | Done as per government order, not under MC | Not  Applicable | Not Applicable | Not Applicable | Not Applicable |
| vi | Sold Non-Core Asset Ratio - Value of non-core assets sold divided by total estimated value of non-core assets | **YEARLY** | **TJS** | STB has no non-core assets in their books | Zero non- core asset | Not  Applicable | Not Applicable | Not Applicable | Not Applicable |
| vii | Net Operating Income - Revenue adjusted for expenses and associated deductions EBITDA | **YEARLY** | **TJS** | Annual EBITDA will be reported in the Dec 2024 report | -47,218 | 511,784 | 934,291 | 1,542,741 | 1,986,668 |
|  | **Staff Development Indicators** |  |  |  |  |  |  |  |  |
| i | Modern System Planning Ratio - Percentage of system planning work conducted using modern software tools | **QTR** | **NO** | Awareness of existing Digisilent Power Factory software is very limited. Training for technical staff has been proposed for the next quarter. Working on software tools shall start from the first quarter of next year. | Nil | Training shall be provided to staff on the software | Mapping of networks on software | Network study and planning | Network- loss calculation |
| ii | % Certified Technical Staff - Ratio of certified technical personnel to technical positions requiring certification | **QTR** | **%** | Detail Shall be included in the quarterly report from Sep 2024 | 100% | 100% | 100% | 100% | 100% |
|  | **Energy Efficiency Indicators** |  |  |  |  |  |  |  |  |
|  | DSM Energy Savings (kWh) - kWh saved over the period due 10 energy efficiency initiatives | **QTR** | **NO** | DSM initiatives include awareness programs, training, and the use of energy-efficient equipment like LED lights, ACs, and other appliances | Total Events planned -  4 no’s | Total Events planned -  12 no’s | Total Events planned -  12 no’s | Total Events planned -  12 no’s | Total Events planned -  12 no’s |