



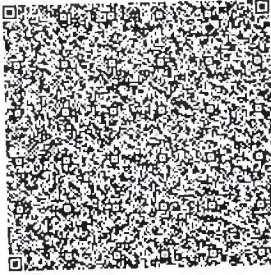
सत्यमेव जयते

## INDIA NON JUDICIAL

### Government of National Capital Territory of Delhi

#### e-Stamp

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| Certificate No.           | : IN-DL63180717218779P                 |
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| Purchased by              | : GOVERNMENT OF ARUNACHAL PRADESH      |
| Description of Document   | : Article.5 General Agreement          |
| Property Description      | : Not Applicable                       |
| Consideration Price (Rs.) | : 0<br>(Zero)                          |
| First Party               | : GOVERNMENT OF ARUNACHAL PRADESH      |
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This e-stamp forms an integral part of the Bipartite memorandum of Understanding dated 29<sup>th</sup> March, 2017 executed amongst Ministry of Power, Government of India and Government of Arunachal Pradesh at New Delhi

#### Statutory Alert:

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**BIPARTITE MEMORANDUM OF UNDERSTANDING  
AMONGST**

**Ministry of Power, Government of India**

**AND**

**Government of Arunachal Pradesh**

**For achieving improvement in operational efficiencies in  
Distribution of Power.**

This **BIPARTITE MEMORANDUM OF UNDERSTANDING** (Hereinafter referred to as the "Bipartite MOU" is made this day of 29<sup>th</sup> March, 2017.

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

The Government of India and the Government of Arunachal Pradesh is hereinafter also referred to collectively as the "**Parties**" and individually as the "**Party**"

**Definitions:**

"**Effective Date**" means the date of signing of the MOU

**Preamble:**

The Ministry of Power, Government of India and Government of Arunachal Pradesh have entered into a bipartite MOU in order to improve the operational efficiency of Department of Power, Govt. of Arunachal Pradesh to enable the operational turnaround of the department.

Department of Power, Government of Arunachal Pradesh does not have any outstanding liabilities at the end of September 2015. The Average Cost of Supply (ACS) and Average Revenue Realized (ARR) Gap stands at Rs. 3.2 per unit (on input energy basis) as on FY 2015 -16 and the AT & C losses stands at 57.74%.

The Government of India and the Government of Arunachal Pradesh have entered into a bipartite MOU in order to improve the operational parameters.

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

**1. Obligations/Commitments:**

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

- a) Facilitating through Ministry of Coal, increase in supply of domestic coal to Government of Arunachal Pradesh.
- b) Ensuring rationalization of coal linkages.
- c) Liberally allowing coal swaps from inefficient plants to efficient plants and from plant situated away from mines to pithead plants:
- d) Rationalizing coal prices based on Gross Calorific Value (GCV);
- e) Ensuring correction of coal glade slippages through re-assessment of each mine;

- f) Directing Coal India to supply 100% washed coal for G10 Grade and above by 1<sup>st</sup> October 2018.
- g) Ensuring supply of 100% crushed coal from Coal India 1<sup>st</sup> April, 2016.
- h) Faster completion of ISTN lines.
- i) Allocation linkages to State at notified price based on which the State will go for tariff based bidding. This help in getting cheaper power and revive stressed assets;
- j) Additional / Priority Funding through Deen Dayal Upadhyaya Gram Jyoti Yojana (DDUGJY), Integrated Power Development Scheme (IPDS), Power Sector Development Fund (PSDF) or other such schemes of Ministry of Power and Ministry of New and Renewable Energy, will be extended to the Government of Arunachal Pradesh, on meeting the operational milestones outlined in the Scheme.

**1.2. The Govt. of Arunachal Pradesh to take the following measures:**

- a) All outstanding dues from the State Government departments for supply of electricity shall be paid by quarter-to-quarter basis.
- b) Replacement of street lights with LEDs in all municipal towns through Arunachal Pradesh Energy Development Agency (APEDA).
- c) Improving the efficiency of State Generating Units.
- d) The Government of Arunachal Pradesh shall endeavor to ensure that tariff hikes as reflected in Annexure-B are undertaken.
- e) The Government of Arunachal Pradesh will endeavor to ensure that all operational targets as enumerated in Section(I) 1.2 are achieved.
- f) The Government of Arunachal Pradesh will endeavor to reduce the transmission losses from 4% in 2014-15 to 3.5% by 2018-19.
- g) Government of Arunachal Pradesh shall endeavor to reduce Aggregate Technical & Commercial losses (AT&C) from 57.74% in FY 2015-16 to 15% by FY 2020-21 as per the following trajectory:

| YEAR      | 2015-16 | 2016-17 | 2017-18 | 2018-19 | 2019-20 | 2020-21 |
|-----------|---------|---------|---------|---------|---------|---------|
| AT&C LOSS | 57.74%  | 52.41%  | 43%     | 39%     | 25%     | 15%     |

As per the UDAY, the AT&C losses are required to be brought down to 15% by 2018-19. However in view of late joining of the state and high level of current AT&C losses, the state has projected to bring AT&C losses to 15% by 2020-21. However efforts shall be made to bring down AT&C losses to 15% by 2018-19. If the target in a particular year is not met, then the Government of Arunachal Pradesh shall strive to achieve the targets



in the subsequent years so as to achieve the desired target of 15% AT&C losses by FY 2020-2021. The Circle wise targets have been finalized as indicated in **Annexure-A**.

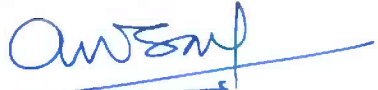

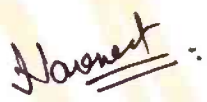

- h) Government of Arunachal Pradesh shall increase hours of power supply in areas showing reduction in AT&C losses.
- i) Government of Arunachal Pradesh shall eliminate the gap between ACS and ARR by FY 2018-19. Detailed computation of year wise ACS-ARR gap along with financial projections has been attached as **Annexure-B**.
- j) Government of Arunachal Pradesh shall submit the detailed action plan by September, 2017 to achieve the projected trajectory for AT&C loss and ACS-ARR gap.
- k) Government of Arunachal Pradesh shall achieve operational milestone as specified in DDUGJY and IPDS:
- l) Government of Arunachal Pradesh 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 as subdivisions/ divisions/ circle/zonal level and making concerned officers responsible for achieving the loss reduction targets; the loss reduction targets at the Circle level have been attached as Annexure-A 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 **31st March 2019**.
  - v. Achieving 100% feeder metering by **30th September 2018**.
  - vi. Undertaking energy audit up-to 11 KV level in rural areas by **31/03/2019**.
  - vii. Undertaking Feeder Improvement Program for network strengthening and optimization, to be completed by **31st March 2019**.
  - viii. Undertaking Physical Feeder Segregation: Government of Arunachal Pradesh does not plan to segregate agriculture feeders as the total agriculture requirement is less than 1% of total consumption of the State and such requirement is presently being met through Rural or Mixed feeders.
  - ix. Installation of Smart Meters for all consumers other than agricultural consumers consuming above 500units/month by **31st March 2019** and consumers consuming above 200units/month by **31st March 2020**
  - x. Providing electricity access to 75,128 unconnected households as per trajectory finalized in the 24x7 power for all document by **FY 19**.
  - xi. Implementing ERP system for better and effective inventory management, personnel management, accounts management etc. to reduce costs and increase efficiencies by **31st March 2019**

- m) Government of Arunachal Pradesh shall undertake the following measures for Demand Side Management and Energy Efficiency:
- Providing LED for domestic and other category consumers under DELP program through EESL;
  - Undertaking consumer awareness programs for optimum utilization of resources and to foster long term behavioral changes;
  - The State does not have such category of consumers i.e., consumers using agricultural pumps.
  - Implementing Perform Achieve and Trade (PAT) scheme of Bureau of Energy Efficiency (BEE) for improving energy efficiency in Industries.
- n) Government of Arunachal Pradesh shall undertake the following tariff measures.
- Quarterly tariff revision particularly to offset fuel price increase.
  - Timely filing of Tariff Petition before the SERC so that Tariff Order may be issued for the year as early as possible.
  - Timely preparation of annual accounts / Resource Plan of the Electricity Department which shall also enable timely filing of the Tariff Petition.
- o) Government of Arunachal Pradesh shall undertake the following measures to increase employee engagement.
- Initiating capacity building of employees to enhance technical, managerial and professional capabilities at induction level and in subsequent refresher trainings;
  - Devising Key Performance Indicators (KPIs) for each officer in charge on area of AT&C loss reduction and improvement in metering/billing/collection efficiency. The performance of officer in-charge shall be linked to KPIs achieved and will attract incentive/ penalty.
- p) Government of Arunachal Pradesh shall implement the following Consumer Service Strategy.
- Setting up of Centralized Consumer Call Centre for timely resolution of complaints related to no current and other technical complaints, harassment by official, reporting of theft and safety related complaints;
  - Introducing more avenues to consumers for bill payment, which could be in terms of e-payment through net banking, credit/debit card, kiosks at banks and post offices, village panchayats, mobile collection vans, etc.
- q) Government of Arunachal Pradesh shall procure power through the transparent process of competitive bidding.
- r) Government of Arunachal Pradesh shall identify the key personnel for implementing the scheme (UDAY).

- s) Government of Arunachal Pradesh shall devise the mechanism to motivate and encourage the staff.
- t) Review of performance of State Power department shall be done on a monthly basis at State Government level in the presence of State finance representative.
- u). Monthly monitoring formats along with the targets shall be provided by 10<sup>th</sup> of every month.
- v) The Parties agree for making this MOU available in the public domain.

Details action plan for implementation of the targeted activities is attached as **Annexure-C** of the MOU.

IN WINTNESS Whereof the Parties hereto have executed these presents the day, month and year first therein above written.

|  |   |
|--|---|
| <p>SIGNED BY DELIVERED BY<br/>(On behalf of MOP, Govt. of India)</p> <p>Signature : </p> <p><b>डा. अरुण कुमार वर्मा</b><br/><b>Dr. ARUN KUMAR VERMA</b><br/>संयुक्त सचिव / Joint Secretary<br/>विद्युत मंत्रालय / Ministry of Power<br/>भारत सरकार / Government of India<br/>नई दिल्ली-110001 / New Delhi-110001</p> <p><b>Name &amp; Designation : Dr. A.K. Verma</b><br/>Joint Secretary (Distribution)</p> <p><b>Address :</b> Ministry of Power, Shram Shakti Bhawan, Rafi Marg, Sansad Marg, New Delhi-110001.</p> | <p>In the presence of :</p> <p>Signature : </p> <p><b>Name &amp; Designation :</b> VISHAL KAPOOR<br/>DIRECTOR (DIST)<br/>MOP, GOVT OF INDIA</p> <p><b>Address :</b></p>   |
| <p>SIGNED BY DELIVERED BY<br/>(On behalf of State Government)</p> <p>Signature : </p> <p><b>Name &amp; Designation : Mr. Navneet Kr. Srivastava,</b><br/>Additional Secretary-Power<br/><b>Address:</b> Arunachal Pradesh Government,<br/>3rd Block, Civil Secretariat, Itanagar.</p>   | <p>In the presence of :</p> <p>Signature : </p> <p><b>Name &amp; Designation :</b> SUBRATA AICH.</p> <p><b>Address :</b> DGM (F&amp;A)/NEF, REC LAD.<br/>New Delhi.</p> |



## Annexure-A

| Name of Circle      | AS ON FY 15-16 (Provisional Status) |                         |        | FY 15-16 (Provisional Status) | FY 16-17 | FY 17-18 | FY-18-19 | FY-19-20 | FY-20-21 |
|---------------------|-------------------------------------|-------------------------|--------|-------------------------------|----------|----------|----------|----------|----------|
|                     | Dist. Losses %                      | % Collection efficiency | AT&C % | AT&C %                        | AT&C %   | AT&C %   | AT&C %   | AT&C %   | AT&C %   |
| APEC – I Naharlagun | 40                                  | 65.08                   | 60.95  | 60.95                         | 43       | 30       | 23       | 18       | 14       |
| APEC – II Pasighat  | 57                                  | 85.96                   | 63.04  | 63.04                         | 50       | 43       | 37       | 27       | 18       |
| APEC - III Miao     | 50                                  | 59.85                   | 70.07  | 70.07                         | 66       | 52       | 45       | 33       | 22       |
| APEC - IV Dirang    | 22                                  | 66.37                   | 48.23  | 48.23                         | 30       | 28       | 26       | 17       | 10       |
| APEC- V Ziro        | 61                                  | 43.19                   | 83.15  | 83.15                         | 67       | 53       | 45       | 33       | 20       |
| APEC – VI Aalo      | 33                                  | 88.79                   | 40.51  | 40.51                         | 32       | 30       | 27       | 18       | 11       |
| APEC – VII Tezu     | 68                                  | 45.43                   | 85.46  | 85.46                         | 69       | 54       | 45       | 32       | 20       |
| Total               | 52.82                               | 89.57                   | 57.74  | 57.74                         | 52.41    | 43       | 39       | 25       | 15       |

NB: APEC stands for Arunachal Pradesh Electrical Circle.

**ANNEXURE: B**

**FINANCIAL PROJECTIONS OF DEPARTMENT OF POWER (DoP), GOVT. OF ARUNACHAL PRADESH.**

Scenario Highlights: (No Debt take over by Arunachal Pradesh Govt.)

**Other Key Assumptions:**

**Tariff Hike:**

| FY 15-16 | FY 16-17 | FY 17-18 | FY 18-19 | FY 19-20 | FY 20-21 |
|----------|----------|----------|----------|----------|----------|
| 0%       | 0%       | 0%       | 5%       | 10%      | 10%      |

Tariff hike is subject to the approval of SERC.

Note: However, fuel and power purchase cost variation surcharge shall be automatically increased or decreased every quarter as per approved formula.

**AT&C LOSS TRAJECTORY:**

| DoP, AP     | FY 15-16 | FY 16-17 | FY 17-18 | FY 18-19 | FY 19-20 | FY 20-21 |
|-------------|----------|----------|----------|----------|----------|----------|
| AT&C losses | 57.74%   | 52.41%   | 43%      | 39%      | 25%      | 15%      |

**Billing Efficiency in%:**

| DoP, AP | FY 15-16 | FY 16-17 | FY 17-18 | FY 18-19 | FY 19-20 | FY 20-21 |
|---------|----------|----------|----------|----------|----------|----------|
|         | 47.18%   | 56.65%   | 67%      | 71%      | 80%      | 88%      |

**Collection Efficiency in %:**

| DoP, AP | FY 15-16 | FY 16-17 | FY 17-18 | FY 18-19 | FY 19-20 | FY 20-21 |
|---------|----------|----------|----------|----------|----------|----------|
|         | 89.57%   | 84%      | 85%      | 86%      | 94%      | 97%      |

## INCOME STATEMENT – DETAILED

Rs. Crores

| PARTICULARS                                 | FY – 16<br>(Provisional Status) | FY 17<br>Projected | FY 18<br>Projected | FY 19<br>Projected | FY 20<br>Projected | FY 21<br>Projected |
|---|---------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| <b>INCOME</b>                               |                                 |                    |                    |                    |                    |                    |
| Revenue from Sale of Power                  | 131.00                          | 137.56             | 144.29             | 155.61             | 167.9              | 181.2              |
| Other receipts                              | 3.12                            | 3.33               | 3.64               | 3.87               | 4.11               | 4.36               |
| Other Income including revenue from Trading | 18.24                           | 21.9               | 26.34              | 35.60              | 48.1               | 65                 |
| <b>Total Income</b>                         | 152.36                          | 162.79             | 174.27             | 195.08             | 220.11             | 250.56             |
| <b>COSTS</b>                                |                                 |                    |                    |                    |                    |                    |
| Power purchase cost                         | 213.31                          | 206.72             | 203.19             | 206.88             | 210.76             | 214.74             |
| R & M costs                                 | 22.1                            | 23.1               | 25.5               | 29                 | 29.19              | 28.88              |
| Employees costs                             | 183.2                           | 190.5              | 197.5              | 182.25             | 174.3              | 173.13             |
| Administration & General costs              | 1.05                            | 1.1                | 1.15               | 1.18               | 0.81               | 0.8                |
| Depreciation                                | 0                               | 0                  | 0                  | 0                  | 0                  | 0                  |
| Interest & Financial costs                  | 0                               | 0                  | 0                  | 0                  | 0                  | 0                  |
| Other debits                                | 0                               | 0                  | 0                  | 0                  | 0                  | 0                  |
| <b>SUB-TOTAL COSTS</b>                      | 419.66                          | 421.42             | 427.34             | 418.13             | 415.06             | 417.55             |
| less: Incidental expenses                   |                                 |                    |                    |                    |                    |                    |
| <b>TOTAL COSTS</b>                          | 419.66                          | 421.42             | 427.34             | 418.13             | 415.06             | 417.55             |
| Net income without Subsidy                  | -267.30                         | -258.63            | -253.07            | -223.05            | -195.05            | -166.99            |
| State Govt. Subsidy                         | 267.30                          | 258.63             | 253.07             | 223.05             | 195.05             | 166.99             |
| <b>NET INCOME WITH SUBSIDY</b>              | 0.00                            | 0.00               | 0.00               | 0.00               | 0.00               | 0.00               |

# ACS- ARR GAP

Rs. Per kWh

| Amount in per kWh (On Input energy basis) |                             | FY 15-16<br>(Provisional Status) | FY 16-17    | FY 17-18    | FY 18-19    | FY 19-20    | FY 20-21    |
|---|-----------------------------|----------------------------------|-------------|-------------|-------------|-------------|-------------|
| Power purchase cost                       |                             | 2.61                             | 2.60        | 2.60        | 2.60        | 2.60        | 2.60        |
| R & M costs                               |                             | 0.27                             | 0.29        | 0.33        | 0.36        | 0.36        | 0.35        |
| Administration & General costs            |                             | 0.01                             | 0.01        | 0.01        | 0.01        | 0.01        | 0.01        |
| Employee Costs                            |                             | 2.25                             | 2.40        | 2.48        | 2.30        | 2.15        | 2.10        |
| Depreciation                              |                             | -                                | -           | -           | -           | -           | -           |
| Interest & Financial costs/ Other debits  |                             | -                                | -           | -           | -           | -           | -           |
| <b>ACS</b>                                |                             | <b>5.14</b>                      | <b>5.30</b> | <b>5.47</b> | <b>5.26</b> | <b>5.12</b> | <b>5.06</b> |
| ARR                                       | By Sales                    | 1.87                             | 2.05        | 2.23        | 2.45        | 2.70        | 3.10        |
|   | By state government Subsidy | 3.27                             | 3.24        | 3.24        | 2.81        | 2.42        | 1.96        |
| <b>ARR (Subsidy received basis)</b>       |                             | <b>5.14</b>                      | <b>5.29</b> | <b>5.47</b> | <b>5.26</b> | <b>5.12</b> | <b>5.06</b> |
| <b>Gap (ACS-ARR)</b>                      |                             | <b>0.00</b>                      | <b>0.00</b> | <b>0.00</b> | <b>0.00</b> | <b>0.00</b> | <b>0.00</b> |

### Operational Indicators

| Sl. No. | Heads                                   | FY 15-16<br>(Provisional<br>Status) | FY 16-17 | FY 17-18 | FY 18-19 | FY 19-20 | FY<br>20-21 |
|---------|---|-------------------------------------|----------|----------|----------|----------|-------------|
| A.      | Total Energy Purchased (MUs)            | 816.01                              | 794.55   | 780.96   | 795.68   | 810.8    | 825.3       |
| B.      | Energy Sold Within State (MUs)          | 346.9                               | 364.25   | 382.23   | 412.23   | 444.7    | 479.76      |
| C.      | Energy Sold Outside State (MUs)         | 80.69                               | 96.21    | 114.93   | 152.70   | 202.9    | 247.6       |
|         | (I) Bilateral Sale                      | 59.96                               | 73.40    | 89.94    | 126.60   | 150.7    | 187.4       |
|         | (II) UI                                 | 20.73                               | 22.81    | 25.09    | 26.10    | 52.2     | 60.2        |
| D.      | T&D Loss (MUs)                          | 388.42                              | 334.09   | 283.80   | 230.75   | 163.2    | 99.93       |
| E.      | Total Energy Input (MUs)                | 816.01                              | 794.55   | 780.96   | 795.68   | 810.8    | 825.3       |
| F.      | Revenue Billed in State (in Rs. Cr.)    | 131.00                              | 137.56   | 144.29   | 155.61   | 167.9    | 181.2       |
| G.      | Revenue from outside State (in Rs. Cr.) | 18.24                               | 21.90    | 26.34    | 35.60    | 48.1     | 65          |
| H.      | Other Receipt                           | 3.12                                | 3.33     | 3.64     | 3.87     | 4.11     | 4.36        |
|         | (I) Sale through Energy Exchange        | 14.83                               | 18.15    | 22.22    | 31.31    | 38.7     | 42.2        |
|         | (II) Deviation Export                   | 3.41                                | 3.75     | 4.12     | 4.29     | 4.64     | 4.82        |
| I.      | Collection Efficiency                   | 89.57%                              | 84%      | 85%      | 86%      | 94%      | 97%         |



**Annexure - C**

| Clause No    | Activity   | Unit         | FY 15-16 | FY 16-17 | FY 17-18 | FY 18-19                                   | FY 19-20                     | FY 20-21 | Officer Responsible     | Resources in INR Crore.                                     |      |      |                |                         |
|--------------|--|--------------|----------|----------|----------|--|------------------------------|----------|-------------------------|---|------|------|----------------|-------------------------|
| 1.2 (g)      | AT&C loss reduction trajectory   | %            | 57.74    | 52.41    | 43       | 39   | 25                           | 15       | Chief Engineer.         | Resource Estimates are yet to be prepared by the Department |      |      |                |                         |
| 1.2 (k-v)    | 11kv Feeder metering functional  | %            | 35       | 50       | 65       | 80   | 100                          | 100      | Superintending Engineer |   |      |      |                |                         |
| 1.2 (k-vi)   | DT Metering in Rural areas   | %            | 35       | 42       | 50       | 60   | 70                           | 85       |                         |   | 100  |      |                |                         |
| 1.2 (k-vii)  | Feeder improvement Program on Feeders  | %            | 20       | 35       | 50       | 65   | 80                           | 90       |                         |   | 100  |      |                |                         |
| 1.2 (k-viii) | Feeder separation (Separation of Ag load) on feeders   | %            | Nil      |          |          |  |                              |          |                         |   |      |      |                |                         |
| 1.2 (k-ix)   | Installation of Smart meters/other than Ag. I) installation of Smart meters for consumption of more than 200 units | %            | 0        | 23       | 40       | 50   | 60                           | 70       | 80                      | 90  | 100  |      |                |                         |
|              | ii) installation of smart meters for consumption of more than 500 units.   | %            | 0        | 23       | 40       | 55   | 70                           | 85       | 100                     |   |      |      |                |                         |
| 1.2 (k-x)    | Domestic connection (in lakhs) under 24x7 PFA  | Nos          | 0        | 0        | 0.33     | 0.15                                       | 0.16                         | 0.11     | 0.12                    | 0.10  | 0.10 | 0.10 |                |                         |
| 1.2 (k-xi)   | Implementation of ERP System   | -            |          |          |          | Engaging of consultant & award of contract | Implementation & integration |          |                         |   |      |      | Chief Engineer |                         |
| 1.2 (l-a)    | Providing LED bulbs under DELP.  | Nos in thsnd | 2        | 5        | 10       | 15   | 25                           | 50       | 50                      | 50  | 50   | 50   | 50             | Superintending Engineer |

**ANNEXURE- D**

**MONTHLY MONITORING FORMAT FOR STATES PARTICIPATING IN UDAY**

**Name of State: Arunachal Pradesh**

**Status as on: 28<sup>th</sup> February 2017**

|   |  |                                  |
|---|--|----------------------------------|
| 1 | Outstanding electricity dues from the state government Departments (Rs. Crore)   | 5.00                             |
| 2 | Outstanding (Date) electricity dues from the state Government department paid on | 13 <sup>th</sup> , February 2017 |

**A. Operatio**

**1. AT&C loss (%)**

|        |                 |
|--------|-----------------|
| Target | 15 (By 2020-21) |
| Actual | 57.74           |

**2. Billing efficiency (%)**

|        |       |
|--------|-------|
| Target | 88    |
| Actual | 47.18 |

**3. Collection Efficiency (%)**

|        |       |
|--------|-------|
| Target | 97    |
| Actual | 89.57 |

**4. Gap ACS-ARR (Rs per unit)**

|                          |      |
|--------------------------|------|
| Target (Without Subsidy) | 1.96 |
| Target (With subsidy)    | 0.00 |
| Actual (Without Subsidy) | 3.27 |
| Actual (With Subsidy)    | 0.00 |