

Chapter I

1. Overview of State Public Sector Undertakings

Introduction

1.1 The State Public Sector Undertakings (PSUs) consist of State Government companies and Statutory corporations. The State PSUs are established to carry out activities of commercial nature while keeping in view the welfare of people. In Haryana, the State PSUs occupy an important place in the State economy. The working State PSUs registered a turnover of ₹ 15,934.48 crore for 2009-10 as per their latest finalised accounts as of 30 September 2010. This turnover was equal to 7.61 *per cent* of State Gross Domestic Product (GDP) for 2009-10. Major activities of Haryana State PSUs are concentrated in power sector. The working State PSUs incurred a loss of ₹ 1612.37 crore in the aggregate for 2009-10 as *per* their latest finalised accounts. They had employed 0.35 lakh* employees as of 31 March 2010. The State PSUs do not include five prominent Departmental Undertakings (DUs) which carry out commercial operations but are a part of Government Departments. Audit findings of these DUs are incorporated in the Civil Audit Report for the State.

1.2 As on 31 March 2010, there were 28 PSUs as *per* the details given below.

Type of PSUs	Working PSUs	Non-working PSUs ^ψ	Total
Government Companies [♦]	19	7 [⊕]	26
Statutory Corporations	2	-	2
Total	21	7	28

Audit Mandate

1.3 Audit of Government companies is governed by Section 619 of the Companies Act, 1956. According to Section 617, a Government company is one in which not less than 51 *per cent* of the paid up capital is held by Government(s). A Government company includes a subsidiary of a Government company. Further, a company in which 51 *per cent* of the

* As per the details provided by 28 PSUs.

^ψ Non-working PSUs are those which have ceased to carry on their operations.

[♦] Includes Yamuna Coal Company Private Limited registered under section 619 B of the Companies Act 1956.

[⊕] During the year, one Company Haryana Minerals Limited (HML) has been transferred to the list of non-working PSUs.

paid up capital is held in any combination by Government(s), Government companies and corporations controlled by Government(s) is treated as if it were a Government company (deemed Government company) as per Section 619-B of the Companies Act.

1.4 The accounts of the State Government companies (as defined in Section 617 of the Companies Act, 1956) are audited by Statutory Auditors, who are appointed by CAG as per the provisions of Section 619(2) of the Companies Act, 1956. These accounts are also subject to supplementary audit conducted by CAG as per the provisions of Section 619 of the Companies Act, 1956.

1.5 Audit of Statutory corporations is governed by their respective legislations. In respect of State Warehousing Corporation and State Financial Corporation, the audit is conducted by Chartered Accountants and supplementary audit by CAG.

Investment in State PSUs

1.6 As on 31 March 2010, the investment (capital and long-term loans) in 28 PSUs (including one 619-B Company) was ₹ 24,307.45 crore as per details given below.

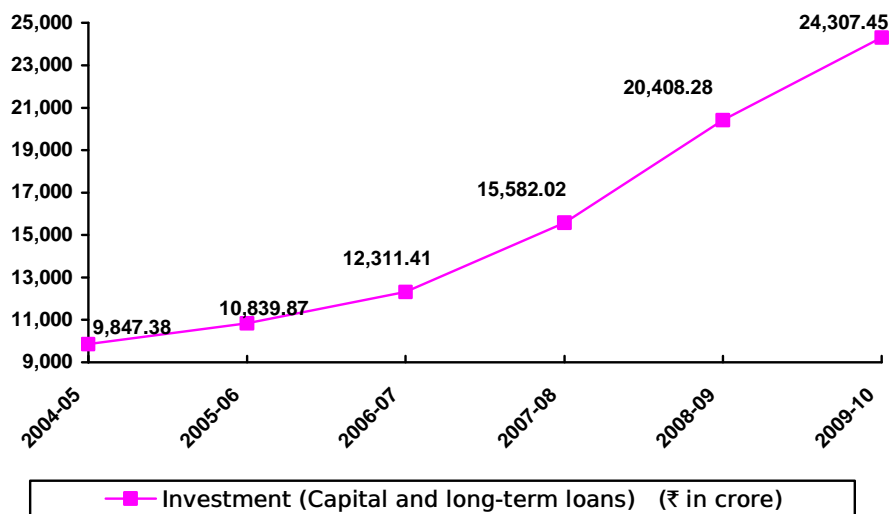
(Amount: ₹ in crore)

Type of PSUs	Government companies			Statutory corporations			Grand Total
	Capital	Long Term Loans	Total	Capital	Long Term Loans	Total	
Working PSUs	6650.91	16991.58	23642.49	192.84	241.67	434.51	24077.00
Non-working PSUs	24.19	206.26	230.45	-	-	-	230.45
Total	6675.10	17197.84	23872.94	192.84	241.67	434.51	24307.45

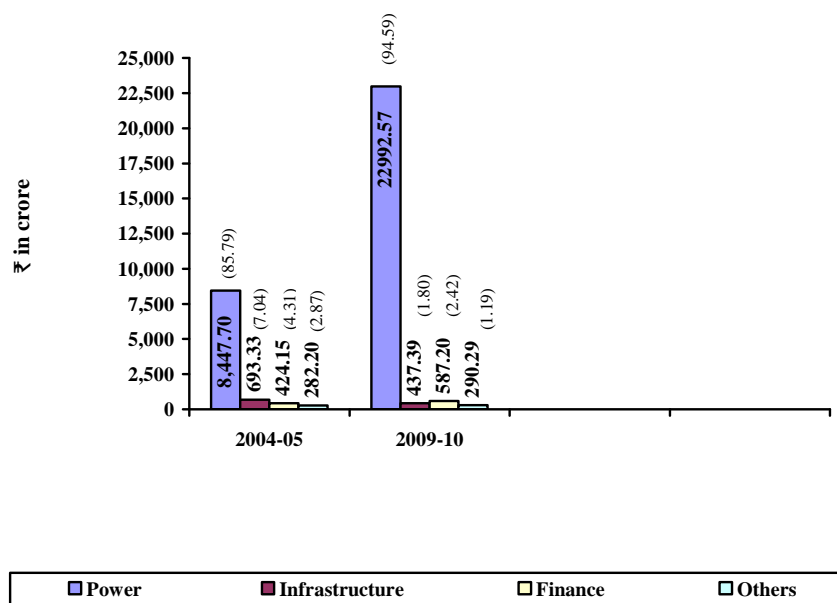
A summarised position of Government investment in State PSUs is detailed in **Annexure 1**.

1.7 As on 31 March 2010, of the total investment in State PSUs, 99.05 per cent was in working PSUs and the remaining 0.95 per cent in non-working PSUs. This total investment consisted of 28.25 per cent towards capital and 71.75 per cent in long-term loans. The investment has grown by 146.84 per cent from ₹ 9,847.38 crore in 2004-05 to ₹ 24,307.45 crore in 2009-10 as

shown in the graph below.



1.8 The investment in various important sectors and percentage thereof at the end of 31 March 2005 and 31 March 2010 are indicated below in the bar chart.



(Figures in brackets show the percentage of total investment)

As may be seen from the above chart, major investment by the State Government in PSUs was in power sector which increased from ₹ 8,447.70 crore during 2004-05 to ₹ 22,992.57 crore during 2009-10.

Budgetary outgo, grants/subsidies, guarantees and loans

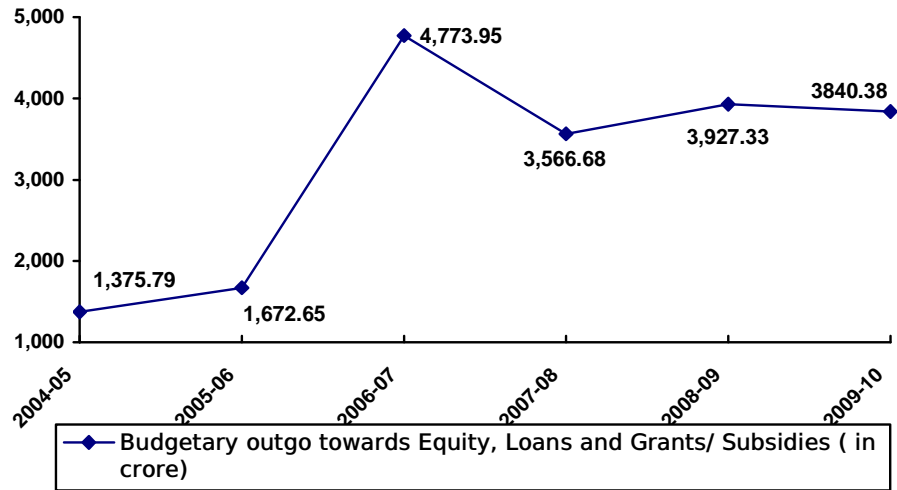
1.9 The details regarding budgetary outgo by the State Government towards equity, loans, grants/subsidies, guarantees issued, loans written off,

loans converted into equity and interest waived in respect of State PSUs are given in **Annexure 3**. The summarised details are given below for three years ended 2009-10.

(Amount: ₹ in crore)

Sl. No.	Particulars	2007-08		2008-09		2009-10	
		No. of PSUs	Amount	No. of PSUs	Amount	No. of PSUs	Amount
1.	Equity Capital outgo from budget	11	920.97	11	951.64	10	903.79
2.	Loans given from budget	2	2.51	-	-	1	123.54
3.	Grants/Subsidy received	11	2,643.20	13	2,975.69	12	2813.05
4.	Total Outgo (1+2+3)		3,566.68		3,927.33		3840.38
5.	Guarantees issued	4	187.10	4	524.51	2	881.59
6.	Guarantee Commitment	12	2,656.43	13	2,779.36	12	2714.40

1.10 The details regarding budgetary outgo towards equity, loans and grants/subsidies for past six years are given in the graph below.



Budgetary outgo towards equity, loan and grant/subsidy by the State Government increased by 179.14 per cent from ₹ 1,375.79 crore during 2004-05 to ₹ 3,840.38 crore during 2009-10.

1.11 The Guarantee received during 2009-10 was ₹ 881.59 crore and outstanding as on 31 March 2010 was ₹ 2,714.40 crore. The State Government levied guarantee fee at the rate of two per cent on all the borrowings of PSUs to be raised against State Government guarantee with effect from 1 August 2001. The guarantee fee paid/payable by the State PSUs during 2009-10 was ₹ 18.56 crore.

Reconciliation with Finance Accounts

1.12 The figures in respect of equity, loans and guarantees outstanding as per records of State PSUs should agree with that of the figures appearing in the Finance Accounts of the State. In case the figures do not agree, the concerned PSUs and the Finance Department should carry out reconciliation of differences. The position in this regard as at 31 March 2010 is stated below.

(₹ in crore)

Outstanding in respect of	Amount as per Finance Accounts	Amount as per records of PSUs	Difference
Equity	5123.26	5699.36	576.10
Loans	430.50	464.22	33.72
Guarantees	2714.40	2714.40	-

1.13 We observed that the differences occurred in respect of 13 PSUs and some of the differences were pending reconciliation prior to 2004-05. Letters/reminders have been issued to State Government regarding reconciling the differences at an early date. The Government and the PSUs should take concrete steps to reconcile the differences in a time-bound manner.

Performance of PSUs

1.14 The financial results of PSUs, financial position and working results of working Statutory corporations are detailed in *Annexures 2, 5 and 6* respectively. A ratio of PSU turnover to State GDP shows the extent of PSU activities in the State economy. The table below provides the details of working PSUs turnover and State GDP for the period 2004-05 to 2009-10.

(₹ in crore)

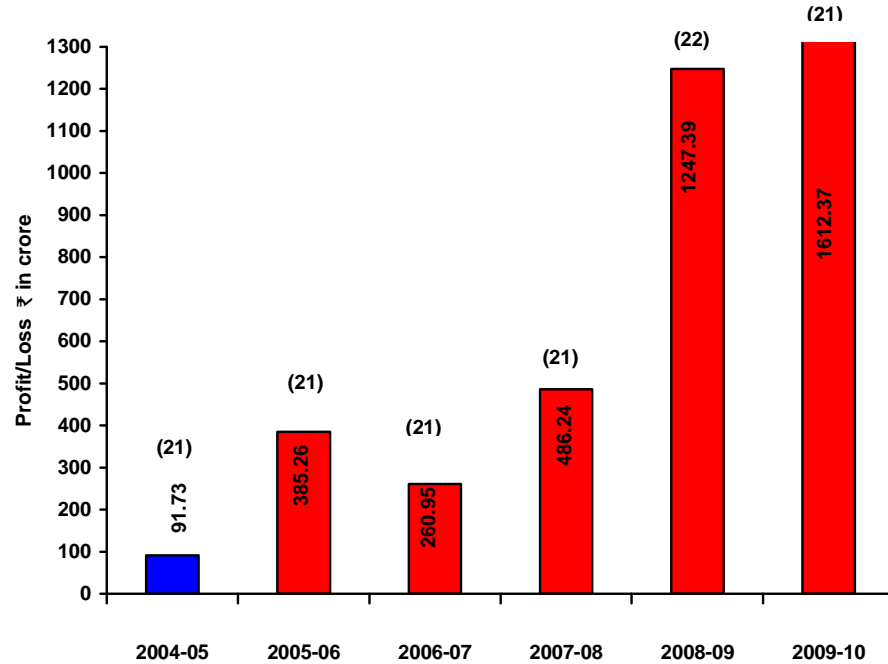
Particulars	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10
Turnover [∞]	11,727.66	7,629.44	8,251.11	14,668.00	18,424.04	15,934.48
State GDP [*]	93,804.00	1,06,732.00	1,30,033.00	1,53,087.00	1,80,494.00	209,510.00
Percentage of Turnover to State GDP	12.50	7.15	6.35	9.58	10.21	7.61

The turnover of PSUs decreased from ₹ 11,727.66 crore in 2004-05 to ₹ 7,629.44 crore in 2005-06 mainly due to decrease in turnover of power sector. It increased gradually in subsequent years due to addition of generating capacity in power sector and reached at ₹ 18,424.04 crore. However, during 2009-10, turnover of PSUs again declined and stood at ₹ 15,934.48 crore.

[∞] Turnover for 2004-05 to 2009-10 is as per latest accounts finalised as of 30 September 2010.

^{*} Figures for 2006-07 to 2007-08 are provisional estimates, figures for 2008-09 are quick estimates and figures for 2009-10 are advance estimates.

1.15 Profit earned/losses incurred by State working PSUs during 2004-05 to 2009-10 are given below in a bar chart.



(Figures in blue represent profits and in red are losses and figures in brackets show the number of working PSUs in respective years)

During the year 2009-10, out of 21 working PSUs, 14 PSUs earned profit of ₹ 293.52 crore and seven PSUs incurred loss of ₹ 1,905.89 crore as per their latest finalised accounts. The major contributors to profit were Haryana State Industrial and Infrastructure Development Corporation Limited (₹ 60.70 crore), Haryana Power Generation Corporation Limited (₹ 66.22 crore) and Haryana Vidyut Prasaran Nigam Limited (₹ 127.30 crore). The heavy losses were incurred by Uttar Haryana Bijli Vitran Nigam Limited (₹ 1,107.54 crore) and Dakshin Haryana Bijli Vitran Nigam Limited (₹ 779.01 crore).

1.16 The losses of working PSUs are mainly attributable to deficiencies in financial management, planning, implementation of project, running their operations and monitoring. A review of latest Audit Reports of CAG shows that the working State PSUs incurred losses to the tune of ₹ 821.66 crore and infructuous investments of ₹ 44.83 crore which were controllable with better management. Year wise details from Audit Reports are stated below.

(₹ in crore)

Particulars	2007-08	2008-09	2009-10	Total
Net Profit/loss (-) of working PSUs	(-)486.24	(-)1,247.39	(-)1,612.37	(-)3,346.00
Controllable losses as per CAG's Audit Report	203.02	105.61	513.03	821.66
Infructuous Investment	6.30	12.57	25.96	44.83

1.17 The above losses pointed out by Audit Reports of CAG are based on test check of records of PSUs. The actual controllable losses would be much more. The above table shows that with better management, the losses can be minimised/eliminated. The PSUs can discharge their role efficiently only if they are financially self-reliant. The above situation points towards a need for professionalism and accountability in the functioning of PSUs.

1.18 Some other key parameters pertaining to State PSUs are given below.

(₹ in crore)

Particulars	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10
Return on Capital Employed (Per cent)	9.35	1.59	2.53	2.44	-	-
Debt	7,195.64	7,770.87	8,449.84	10,651.62	14,446.13	17,439.51
Turnover ^r	11,727.66	7,629.44	8,251.11	14,668.00	18,424.04	15,934.48
Debt/Turnover Ratio	0.61:1	1.02:1	1.02:1	0.73:1	0.78:1	1.09:1
Interest Payments	699.48	540.48	590.94	837.23	1,200.19	1,306.27
Accumulated Profits (losses)	(-)1,027.67	(-)1,583.67	(-)2,022.95	(-)2,678.33	(-)4,543.71	(-)5,086.93

(Above figures pertain to all PSUs except for turnover which is for working PSUs).

1.19 The turnover of State working PSUs increased by 35.87 per cent from ₹. 11,727.66 crore during 2004-05 to ₹ 15,934.48 crore in 2009-10. During the corresponding period debts also increased by 142.36 per cent from ₹ 7,195.64 crore (2004-05) to ₹ 17,439.51 crore (2009-10) causing deterioration in the debt/turnover ratio over the periods. Rapid increase in the debts in comparison to the turnover has consequently caused pressure on the profitability of State PSUs due to increased liability towards interest.

1.20 The State Government had formulated (October 2003) a dividend policy under which all PSUs are required to pay a minimum return of four per cent on the paid up share capital contributed by the State Government. As per their latest finalised accounts, 14 PSUs earned an aggregate profit of ₹ 293.52 crore but only one PSU[^] declared dividend of ₹ 0.88 crore.

Arrears in finalisation of accounts

1.21 The accounts of the Companies for every financial year are required to be finalised within six months from the end of the relevant financial year under Sections 166, 210, 230, 619 and 619-B of the Companies Act, 1956. Similarly, in case of Statutory corporations, their accounts are finalised, audited and presented to the Legislature as per the provisions of their respective Acts. The table below provides the details of progress made by

^r Turnover of working PSUs as per their latest finalised accounts (2004-05 to 2009-10) as on 30 September 2010.

[^] Haryana Warehousing Corporation.

working PSUs in finalisation of accounts by 30 September 2010.

Sl. No.	Particulars	2005-06	2006-07	2007-08	2008-09	2009-10
1.	Number of Working PSUs	21	21	21	22 ^r	21
2.	Number of accounts finalised during the year	27	22	22	23	17
3.	Number of accounts in arrears	31	30	29	27	29 ³
4.	Average arrears per PSU (3/1)	1.48	1.43	1.38	1.23	1.38
5.	Number of Working PSUs with arrears in accounts	13	14	15	12	16
6.	Extent of arrears	1 to 7 years	1 to 6 years	1 to 5 years	1 to 5 years	1 to 6 years

1.22 From the above table it would be seen that number of accounts finalised during the year decreased from 23 to 17. The extent of arrears has also increased from 5 to 6 years indicating that no concrete steps were taken to clear the arrears completely. The main reasons as stated by the Companies for delay in finalisation of accounts are:

- lack of trained staff; and
- non computerisation in the accounts section.

1.23 In addition to above, there were arrears in finalisation of accounts by non-working PSUs. Out of seven non-working PSUs, two[#] had gone into liquidation process. The remaining five non-working PSUs had arrears of accounts for one to three years.

1.24 The State Government had invested ₹ 2,139.35 crore (Equity: ₹ 439.23 crore, grants: ₹ 51.19 crore and others: ₹ 1,648.93 crore) in 13 PSUs during the years for which accounts have not been finalised as detailed in **Annexure 4**. Delay in finalisation of accounts may also result in risk of fraud and leakage of public money apart from violation of the provisions of the Companies Act, 1956.

1.25 The administrative departments have the responsibility to oversee the activities of these entities and to ensure that the accounts are finalised and adopted by these PSUs within the prescribed period. Though we informed the concerned administrative departments and officials of the Government every quarter of the arrears in finalisation of accounts, no remedial measures were taken. As a result of this we could not assess the net worth of these PSUs. We had also taken up (July 2010) the matter of arrears in accounts with the Chief Secretary to expedite the backlog of arrears in accounts in a time bound manner. A meeting with the management was held under the chairmanship of

^r Including one company (Yamuna Coal Company Limited) incorporated on 15 January 2009.

³ During 2009-10, one Company (Haryana Minerals Limited), which had two accounts in arrears (during 2008-09) was transferred to non-working PSUs.

[#] Haryana State Housing Finance Corporation Limited and Haryana Concast Limited.

Finance Secretary in April 2010 and again with the statutory auditors of the companies and management in August 2010 for clearance of accounts.

1.26 In view of above state of arrears, it is recommended that:

- **The Government may set up a cell to oversee the clearance of arrears and set the targets for individual Companies which would be monitored by the cell.**
- **The Government may consider outsourcing the work relating to preparation of accounts wherever the staff is inadequate or lacks expertise.**

Winding up of non-working PSUs

1.27 There were seven non-working PSUs (all Companies) as on 31 March 2010. Of these, two PSUs* are under liquidation/winding up. The number of non-working Companies at the end of each year during past five years are given below.

Particulars	2005-06	2006-07	2007-08	2008-09	2009-10
Number of non-working Companies	7	7	6	6	7

The non-working PSUs are required to be closed down as their existence is not going to serve any purpose. During 2009-10, two non-working PSUs incurred an expenditure of ₹ 0.23 crore towards establishment. This expenditure was met through recoveries (₹ 0.22 crore) and interest received from banks (₹ 0.01 crore).

1.28 The stages of closure in respect of non-working PSUs (all companies) are given below.

Sl. No.	Particulars	Companies
1.	Total No. of non-working PSUs	7
2.	Of (1) above, the No. under	
(a)	liquidation by Court (liquidator appointed)	-
(b)	Voluntary winding up (liquidator appointed)	-
(c)	Closure, i.e. closing orders/ instructions issued but liquidation process not yet started.	2

1.29 The process of voluntary winding up under the Companies Act is much faster and needs to be adopted /pursued vigorously. The Government may make a decision regarding winding up of five non-working PSUs where no decision about their continuation or otherwise has been taken after they became non-working. The Government may consider setting up a cell to expedite closing down the non-working companies.

* Haryana State Housing Finance Corporation Limited and Haryana Concast Limited.

Accounts Comments and Internal Audit

1.30 Fourteen working companies forwarded their fifteen audited accounts to Principal Accountant General (Audit), Haryana (PAG) during the year 2009-10. All of these were selected for supplementary audit. The audit reports of statutory auditors appointed by the Comptroller and Auditor General of India (CAG) and the supplementary audit of CAG indicate that the quality of maintenance of accounts needs to be improved substantially. The details of aggregate money value of comments of statutory auditors and CAG are given below.

(Amount: ₹ in crore)

Sl. No.	Particulars	2007-08		2008-09		2009-10	
		No. of accounts	Amount	No. of accounts	Amount	No. of accounts	Amount
1.	Decrease in profit	8	91.85	7	133.25	7	582.21
2.	Increase in loss	5	781.46	3	441.69	3	97.34
3.	Non-disclosure of material facts	4	129.43	4	30.05	3	40.94
4.	Errors of classification	5	414.29	1	41.42	6	669.85
	Total		1,417.03		646.41		1,390.34

An analysis of the money value of the comments with the number of accounts audited revealed that the money value of comments per account finalised increased from ₹ 64.41 crore (2007-08) to ₹ 81.78 crore (2009-10).

1.31 During the year, the statutory auditors had given qualified certificates for fourteen accounts. The compliance of companies with the Accounting Standards (AS) remained poor as there were 31 instances of non-compliance with the AS in 13 accounts during the year.

1.32 Some of the important comments in respect of accounts of Companies are stated below.

Haryana Vidyut Prasaran Nigam Limited (2008-09)

- Non provision for diminution in the value of investment resulted in overstatement of profit by ₹ 453.08 crore.
- Wrong booking of income earned by way of liquidated damages, interest on advance, etc. against profits instead of adjusting against cost of works resulted in overstatement of profits by ₹ 29.78 crore.

Haryana Power Generation Corporation Limited (2008-09)

- Non provision of estimated value of the future payments to be made to the dependents of the deceased employees as per AS-15 read with AS-29 resulted in understatement of employees cost and overstatement of profit by ₹ 4.90 crore.

Dakshin Haryana Bijli Vitran Nigam Limited (2008-09)

- Losses were understated by ₹ 69.75 crore due to non provision of arrear of pay on account of revision of pay scales.

Uttar Haryana Bijli Vitran Nigam Limited (2008-09)

- The loss was understated by ₹ 18.80 crore due to wrong credit of income relating to execution of capital works (viz. liquidated damages and discount on early payments).

Haryana Roadways Engineering Corporation Limited (2007-08)

- Cash and bank balances do not include ₹ 16.95 crore kept in the personal name of Managing Director of the Company as on 31 March 2008. The bank transactions routed through this bank account were not accounted in books of accounts of the Company leaving the scope of misappropriation of cash.

Haryana State Industrial and Infrastructure Development Corporation Limited (2008-09)

- Profit was overstated by ₹ 1.56 crore due to non provision of pay arrears and Contributory Provident Fund.
- Non provision for doubtful investment of ₹ 3.60 crore resulted in overstatement of investment and profit to that extent.

Haryana State Roads and Bridges Development Corporation Limited (2007-08)

- The loss was understated by ₹ 1.16 crore due to non provision of doubtful debts shown as recoverable from a contractor who has expired.

Haryana Women Development Corporation Limited (2007-08)

- The loss was understated by ₹ 2.21 crore due to non provision of doubtful debts outstanding for more than four to 18 years.

Haryana State Handloom and Handicrafts Corporation Limited (2007-08)

- Net loss was understated by ₹ 2.28 crore due to non provision for doubtful debts (₹ 2.20 crore) and advances (₹ 0.08 crore).

1.33 Similarly, out of two working Statutory corporations, one corporation forwarded its accounts for the year 2008-09 and one for the year 2009-10 to PAG during 2009-10 and 2010-11 respectively and both were selected for supplementary audit. Comments of one Statutory Corporation viz. Haryana Warehousing Corporation for the year 2008-09 were finalised during 2009-10. The Audit Report of statutory auditors and the supplementary audit of CAG indicate that the quality of maintenance of accounts needs to be improved. The details of aggregate money value of comments of statutory auditors and CAG are given below.

(Amount: ₹ in crore)

Sl. No.	Particulars	2007-08		2008-09		2009-10	
		No. of accounts	Amount	No. of accounts	Amount	No. of accounts	Amount
1.	Decrease in profit	2	41.37	1	2.77	1	4.62
2.	Non-disclosure of material facts	2	70.36	1	2.60	1	147.23
	Total		111.73		5.37		151.85

1.34 During the year October 2009 to September 2010, the Statutory Auditors had given qualified certificate to the accounts of the Statutory corporation audited during 2009-10 and 2010-11. There were eight instances of non-compliance with AS in the said accounts.

1.35 Some of the important comments in respect of accounts of Statutory corporations are stated below.

Haryana Financial Corporation (2008-09)

- Material fact regarding investment of ₹ 145.00 crore made by the Corporation in unquoted shares of Haryana Power Generation Corporation Limited from funds provided by Government had not been disclosed in the accounts.

Haryana Warehousing Corporation (2008-09)

- Profit was overstated by ₹ 3.29 crore due to short provision (₹ 3.15 crore) towards depreciation and non provision against deferred revenue assets (₹ 0.14 crore).
- Profit was overstated by ₹ 0.70 crore due to non provision of estimated value of future payments in respect of deceased employees.

1.36 The Statutory Auditors (Chartered Accountants) are required to furnish a detailed report upon various aspects including internal control/ internal audit systems in the companies audited in accordance with the directions issued by the CAG to them under Section 619(3)(a) of the Companies Act, 1956 and to identify areas which needed improvement. An illustrative resume of major comments made by the Statutory Auditors on possible improvement in the internal audit/ internal control system in respect of one Company* for the year 2005-06, one Company^r for the year 2006-07, two Companies^u for the year 2007-08, one Company^v for the year 2008-09 and three companies[⊕] for the year 2009-10 are given below.

Sl. No.	Nature of comments made by Statutory Auditors	Number of Companies where recommendations were made	Reference to serial number of the Companies as per Annexure 2
1.	Non-fixation of minimum/ maximum limits of store and spares	2	A3, A11
2.	Absence of internal audit system commensurate with the nature and size of business of the Company	4	A4, A5, A7, A10
3.	Non maintenance of proper records showing full particulars including quantitative details, identity number, date of acquisition, depreciated value of fixed assets and their locations	3	A4, A5, A10
4.	Lack of internal control over purchase of material	1	A11
5.	Inadequate/non existence of Internal Audit System	5	A5, A7, A10, A11, A12
6.	Non use of Computer System(EDP)	3	A5, A7, A10

* Sr. No. A5 in Annexure – 2.

^r Sr. No. A4 in Annexure – 2.

^u Sr. No. A7 and A10 in Annexure – 2.

^v Sr. No. A11 in Annexure-2.

[⊕] Sr. No. A3, A4 and A12 in Annexure-2.

Recoveries at the instance of audit

1.37 During the course of audit in 2009-10, recoveries of ₹ 2.37 crore were pointed out to the Management of various PSUs, which were admitted by PSUs and recovered during the year 2009-10.

Status of placement of Separate Audit Reports

1.38 The following table shows the status of placement of various Separate Audit Reports (SARs) issued by the CAG on the accounts of Statutory corporations in the Legislature by the Government.

Sl. No.	Name of Statutory corporation	Year up to which SARs placed in Legislature	Year for which SARs not placed in Legislature		
			Year of SAR	Date of issue to the Government	Reasons for delay in placement in Legislature
1.	Haryana Financial Corporation	2008-09	NA	NA	NA
2.	Haryana Warehousing Corporation	2006-07	2007-08	Under process	-

Disinvestment, Privatisation and Restructuring of PSUs

1.39 The State Government did not undertake the exercise of disinvestment, privatisation and restructuring of any of its PSUs during 2009-10.

Reforms in Power Sector

1.40 The State has Haryana Electricity Regulatory Commission (HERC) formed on 17 August 1998 under the Haryana Electricity Reforms Act, 1997 with the objective of rationalisation of electricity tariff, advising in matters relating to electricity generation, transmission and distribution in the State and issue of licences. During 2009-10, HERC issued 14 orders (eight on annual revenue requirements and six on others).

1.41 Memorandum of Understanding (MOU) was signed on 13 February 2001 between the Union Ministry of Power and the State Government as a joint commitment for implementation of reforms programme in power sector with identified milestones. The progress achieved so far in respect of

important milestones is stated below.

Sl. No.	Milestone	Targeted completion schedule	Status (As on 31 March 2010)
Commitment made by State Government			
1.	Reduction in transmission and distribution losses to 15.50 <i>per cent</i> by 2007-08.	-	The T & D losses for the year 2009-10 were 29.18 <i>per cent</i> .
2.	100 <i>per cent</i> metering of all distribution feeders	31 March 2001	Metering of all distribution feeders completed in March 2001.
3.	100 <i>per cent</i> metering of all consumers	31 December 2001	Metering of all consumers has been completed.
4.	Haryana Electricity Regulatory Commission (HERC)		
(a)	Establishment of HERC	-	Already established in August 1998.
(b)	Implementation of tariff orders issued by HERC during 2005-06	-	Implemented.
General			
5	Monitoring of MOU	Quarterly	Being monitored regularly.