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Task Order No 804

Contract No PCE-1-00-96-00002-00

Support for Restructuring Workshop-Financial Organization

Prepared By
International Resources Group
New Delhi-Washington D C

May 17, 1998

For
USAID/India
Mr N V Seshadri

Environmental Policy and Institutional Strengthening Indefinite Quantity Contract (EPIQ)
Partners International Resources Group Winrock International
and Harvard Institute for International Development

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THE UNITED STATES AGENCY FOR INTERNATIONAL DEVELOPMENT

INTERNATIONAL RESOURECS GROUP

EMCAT REGULATORY REFORM AND RESTRUCTURING THE POWER
SECTOR

TASK ORDER 21

SUPPORT FOR RESTRUCTURING WORKSHOP – FINANCIAL
ORGANISATIONS

HARYANA STATE ELECTRICITY BOARD (HSEB)

PANCHKULA

SUNDAY, 17TH MAY 1998

HARYANA STATE ELECTRICITY BOARD – PANCHKULA

WORKSHOP ON “UNDERSTANDING THE RESTRUCTURING PROCESS”

HELD ON 17TH MAY AT THE RED BISHOP TOURIST COMPLEX, PANCHKULA

A successful Workshop was conducted at Panchkula with 61 members of senior management and staff in attendance

Following is a Summary Memorandum of the proceedings, a discussion on some of the questions raised, and recommendations for additional Workshops

The core of the presentations is found in the following Annexes

- 1 The programme of the Workshop**
- 2 Opening talk by Mrs Baljit Bains, Member Finance, representing the Chairman of the HSEB**
- 3 Hard Copies of the slide presentation by Mr R K Jain, Director EDP**
- 4 List of commonly posed questions by staff of the HSEB along with answers prepared by Mr Jain**
- 5 Hard Copies of the slide presentation by Mrs Mary Clark Webster on the Regulatory Process**
- 6 A list of the attendees at the Workshop**

1 SUMMARY OF PROCEEDINGS

A copy of the Programme is attached as Annex 1 USAID and CIDA had to back out at the last minute but the programme was full and the day well spent There were 61 participants from HSEB, a full-house

The Workshop was opened by Mrs Baljit Bains, Member Finance, representing Chairman Issar She was the first of the day's speakers to address the question as to why restructure the HSEB Her statement was very succinct and was echoed in greater detail by later speakers "it is to ensure that, by the year 2007, the power requirements for the State's (Haryana) economic growth and its population are met, that consumers are provided with reliable, high quality cost-effective electricity services by creditworthy, commercially operated power utilities, functioning in a competitive and appropriately regulated power market" A copy of Mrs Bains remarks is attached as Annex 2

Mr R K Jain made the major presentation, accompanied by 36 slides All of these are included in Attachment 3 as they graphically present the seriousness of the financial situation at HSEB as well as reflecting the many technical problems being faced by the utility in delivering good power to its customers It was apparently the first time that this presentation had been made to this particular audience The presentation reinforced the need for change and, further, the need for the financial staff of the HSEB to understand and support the restructuring process

Mr Jain had also prepared a list of the most frequently posed questions by staff on the proposed reforms along with his replies This list is included as Annex 4

It was agreed to hold questions until after all presentations had been made

Next Mary Clark Webster made a slide presentation on regulatory issues as related to the reform process These are found in Annex 5 Her presentation created considerable interest as the staff are concerned as to how the consumer, especially the poor and the farmers, will be protected from exploitation by a commercialised and, eventually privatised utility She was interrupted a couple of times with questions along this line Her main response was the need to have good people on the commission with a minimum of government interference

John Andrews closed the official presentation with comments related to what the HSEB had accomplished in the past how they had overcome many obstacles and have still managed to maintain a reasonably run utility He congratulated them and urged them to carry on in the same manner and to support the tasks needed to implement the reform process

2 THE QUESTION PERIOD

Unfortunately the question period was dominated by four or five individuals and a lot of their questioning was not germane to the subject under discussion but more on personnel and staffing/compensation/ job level issues R K Jain took the questions very ably and tried to keep to the subject

On the broader issue, points were raised as to why "bifurcate into multiple entities" as you are just increasing administration costs You are making three out of one The standard reply was " to gain efficiency and improved customer services thus increase income " The audience seemed unconvinced!

This lack of conviction was increased when they understood that the first step in reform is to transfer the assets of the HSEB back to the State Government Only after this action will the new corporatised entities (GENCO, TRANSCO/DISCO) be officially formed There was a loud and general outcry that government interference will be unavoidable

Mary Webster entered into the discussion at this point to reiterate the importance of a regulatory commission and that its members must be carefully chosen for professional ability and independence In reply to a question as to who pays the commission, she answered that in most instances the utilities paid through a fee but that this was not always the case

There was a lot of concern expressed over how you distribute electricity charges amongst the various customers especially if you have more than one generating company or are buying power from generators out of the State Again the role of the regulator was discussed

The question period showed there was some understanding of the reform process but a lot of unanswered questions remain in the minds of the financial staff The devotion of so much of the question period to personnel issues was understandable but the venue was not appropriate, and the broader issues were not sufficiently addressed

It had been hoped to break the audience up into different groups which the various speakers could visit in turn to answer more specific questions This is the best method of getting dialogue going in a workshop atmosphere, especially when, as is often usual, only a few people dominate the question period However the hall was too small there had been a dropout of some speakers and the time was not sufficient This method should be considered in future workshops

4. COMMENTS

The Workshop, as long as its goal and purpose are clearly stated, is a good means of imparting information and establishing dialogue. It is especially useful in introducing changes in the way activities have been carried out or in introducing new actions or procedures. The reform process at HSEB covers both aspects.

The goal of the Workshop was to improve the understanding by mid-level staff of the reform process. The purpose was to use such a forum to make the staff feel more involved and comfortable with the process. It was hoped to give them a greater understanding of the major issues regarding the future of the organisation and its stand on meeting the "social" needs of the community as well as the commercial imperatives required to operate a viable utility.

To a large extent these goals were met. The Workshop addressed the basic problem: HSEB revenues are not expenditure based. Thus there is ever increasing need for government and foreign donor support to keep the utility operating. Reform is essential as the graphic presentation by R. K. Jain showed.

The financial staff of the HSEB, especially as the unbundling takes place, will play a key role in the success of the new entities. They perform well in the accounting and bookkeeping sectors as is proven by their being far ahead of most SEB's in presenting their financial statements. However, financial management experience is lacking. This lack should be addressed through internal training courses, which are now lacking, as well as external experts providing specialised course work.

A Workshop only for the financial staff was a chance to recognise the importance of their work and helped to make them feel involved in the reform process. Momentum has been created that should be carried forward in more such Workshops, but with provision being made for more small group discussions with expert presenters.

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ANNEX 1.

PROGRAMME FOR THE WORKSHOP

**To the staff of the Haryana State Electricity Board participating in the
"Understanding the Restructuring Process" Workshop, WELCOME'**

- 1 We ask that you read carefully the programme which outlines the Goal Purpose, Outputs and Expected Benefits of the Workshop
- 2 The attached one page paper summarises the reasons for restructuring and actions that will be undertaken during the implementation process that will have direct financial implications
- 3 There will be plenty of time allotted for questions Your active participation in the discussions will help you better understand the reform process thus assist in its smooth implementation

FINANCIAL IMPLICATIONS IN UNDERSTANDING THE RESTRUCTURING PROCESS: HARYANA STATE ELECTRICITY BOARD (HSEB)

OBJECTIVES OF RESTRUCTURING

IMPROVE CAPACITY TO RAISE FUNDS

IMPROVE EFFICIENCY THROUGH COMPETITION, ACCOUNTABILITY
MANAGEMENT AUTONOMY AND PROFIT INCENTIVES

RATIONALISE PRICES AND SOCIAL SUBSIDIES WHILE MAINTAINING
CERTAIN SOCIALLY DESIRABLE POLICIES

TIMING

Corporatising a state-owned electric utility is a complex, difficult and lengthy process that requires political leadership, dedication of resources and continuity of effort.

The first step is to separate generation, transmission and distribution into discrete profit centres which should be established as distinct corporate entities.

Only when these distinct entities have operated long enough to have a commercial track record and have taken steps to make themselves attractive to private investors will their value be maximised for potential sale to private investors.

ASPECTS OF CORPORATISATION AND COMMERCIALISATION HAVING FINANCIAL IMPLICATIONS

Conduct Asset Evaluation

Develop Cost of Service Model

Establish Regulatory System

Formulate Subsidy System

Establish Initial rates

Transfer Assets

Develop Forecasting and Setting Capabilities

Haryana State Electricity Board

Understanding the Restructuring Process

Workshop and Dialogue to Address Issues and Answer Questions

17 May 1998

Red Bishop Tourist Complex
Panchkula

HSEB Haryana State Electricity Board

USAID United States Agency for International Development

IRG International Resources Group

(Page two)

EXPECTED BENEFITS

- 1 Participants become familiar with the reasons for the reforms of the HSEB and feel they are an integral part of the process
 - 2 Participants better understand what is happening thus give stronger support to the process
 - 3 Participants are comfortable on major issues such as
 - a their future in the new separate utilities
 - b that the "social" needs of the community are not to be sacrificed during the corporatisation and privatisation process
-

GOAL:

That the outcome of the Workshop should create a better understanding of the Reform Process which in turn will generate better support for the actions being taken

PURPOSE:

Create an atmosphere of corporate thinking in the operation and management of the new utilities

OUTPUTS

- 1 A well attended Workshop that results in a good interchange of ideas and comments
- 2 Improved communications amongst management and staff
- 3 Improved staff initiative to assume additional responsibilities and increase the chance for advancement

(Page three)

WORKSHOP PROGRAM

- 0900 Registration
- 0930 Opening Remarks by Chairman, HSEB
- 1000 Workshop Objective and Program (Workshop Facilitator)
- 1030 HSEB Restucturing and Reform- R K Jain
- 1100 Tea
- 1130 Regulatory Control in Utility Restucturing – Ms Mary Clark Webster
- 1200 How to apply the Training Exercise to Practical Experience- Dr John Andrews
- 1230 USAID , and its role –Mr Sandeep Tandon
- 1300 Lunch
- 1400 Reassemble for informal group discussion
- 1600 Workshop Review and Evaluation (Facilitator)

(Back Page)

Guest Speakers

Ms Mary Clark Webster. Director Energy Group
IRG/Washington

Dr John Andrews, Energy Training Consultant
IRG/Washington

Mr Sandeep Tandon. Project Management Specialist,
Office of Energy, Environment & Enterprise
USAID/New Delhi

Workshop Facilitator Ken Lussier. IRG/New Delhi

ANNEX 2

OPENING REMARKS BY
MS BALJIT BAINS, MEMBER FINANCE

Subject: Workshop on Power Sector Restructuring
Process-Opening Remarks

Attention
Mr. Jean Lussier
Consultant, IRG

I welcome you all to this one day Workshop on Power Sector Reform and Restructuring Process for which initiative has been taken by IRG and particularly by Mr Lussier. As all of you must be aware that the State of Haryana is leading in the Reform and Restructuring Programme in the Power Sector in the whole of the country. The State of Orissa was the first State to initiate the reform process in the Power Sector and the State of Haryana soon followed. The thought process started a few years back but it crystallised into actual plans in the last year only. The year 1997-98 would always be considered a historical year as far as Power Sector in Haryana is concerned. It is in this year that a dynamic decision was taken by the State Government to disaggregate the Power Sector into different corporations/companies and to bring other reforms when to give concrete shape to the reform process. Haryana State Electricity Reform Bill was passed by the State Legislature in July, 1997 which finally received the assent of the President on 2nd March 1998.

A question which must be agitating your minds would be that what is the objective of the Haryana Power Sector Restructuring and Reform Programme. Well it is to ensure that by the year 2007, the power requirements for the State's economic growth and its population are met that consumers are provided with reliable high quality cost effective electricity services by creditworthy commercially operated power utilities functioning in a competitive

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and appropriately regulated power market
In short quality power to all consumers at
economically competent tariff

This leads to the issue that why
this objective could not be achieved without
resorting to Reform & Restructuring programme
Well Power Sector is characterised by inadequate
and inefficient power supply There are energy
supply shortages ranging from 15 to 20% depending
upon whether it is peak capacity period, or
normal load period The Sector is plagued
by major revenue shortfalls due to low tariffs
cross Subsidies and lower collection performances
The Power Sector's heavy reliance on increasing
tight budget resources has constrained power
expansions and system Upgradations There
are simply no funds either for efficient operation
of the system or to keep the supply in position
or for capital investment for capacity additions
Therefore it became more and more evident that
in the absence of major structural and regulatory
reform in the power sector notably at the
State level no revenue enhancement and investment
mobilisation would be possible The resources
had to be mobilised from other sources for
which commercially, viable and efficient power
sector is a pre-requisite

The Haryana Power Sector Reform Programme
is designed to address such issues So far
in the Power Sector, there has been HSEB handling
all activities relating to electricity supply
be it generation transmission or Distribution
of electric supply Before embarking upon

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reform programme, Haryana has made number of strategic choices relating to structure, regulation and ownership of the Power Industry and the implementation approach. It has been decided to unbundle power industry into separate Generation Transmission and Distribution activities. The new structure of the industry is expected to facilitate functional specialisation, efficient regulation of the sector, transparency, autonomy and accountability in governance of the sector and also to create competition in the power industry. A decision has also been taken to provide an independent regulation of the sector through Haryana Electricity Regulatory Commission to minimise the interference of the State Government. Just to give an overview, initially two corporations will be created out of HSEB. Generation functions will be transferred to Haryana Generation Company (GENCO). Transmission and Distribution and system operation functions will be transferred to Haryana Transmission Company (TRANSCO). GENCO & TRANSCO will be established as state owned Corporations. Transco will subsequently transfer Distribution functions to a number of Distribution Companies which will initially be state owned Corporations. There will be HERC to regulate the tariff structure and other related matters.

On the investment side, the total investment of about Rs.7000 crore would be made in the next 10 years. The World Bank has already approved 600 million dollar loan out of which 60 million dollar loan has already been sanctioned under APL-1. A part of this loan has already

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been drawn Appraisal missions from other agencies have been here to finalise the commitment of funds The investment programme would focus on the rehabilitation and modernisation of the existing Power Stations Rehabilitation and expansions of the transmission and distribution systems, DSM and energy efficiency measures The detailed plans have already been made The programme implementation is being monitored by the Reform Project Directorate

However such type of reform process cannot be implemented in isolation It is the reorganization of the HSPB itself which is a very tedious and difficult process Each & every Member of the Organization has a role to play in the success of the process and in achieving the desired objectives This requires change in work culture atmosphere and above all a shift towards corporate thinking The operation and management of the new utilities or Corporations is going to throw many challenges for which each member of the organisation has to be prepared The actions and decision of the State Government in this regard need wholehearted support and commitment It is, with this in view that this workshop has been organized to apprise you all of the ongoing reform programme I hope all of you would get a better understanding of Restructuring process enabling you to involve in the ongoing programme which in turn would generate better support for the new utilities I sincerely wish that this workshop achieves desired objectives

RAJ K. BISHNIS
17.11.11
(MANAGER (MARKET))

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ANNEX 3

SLIDE PRESENTATION BY MR R K JAIN,
DIRECTOR - EDP

HARYANA POWER SECTOR REFORM & RESTRUCTURING PROJECT

PROJECT OVERVIEW

by

R.K.JAIN

17 05.1998

OVERVIEW OF THE POWER SECTOR IN HARYANA

- ◆ HARYANA STATE ELECTRICITY BOARD WAS CONSTITUTED ON 01.04.1967
- ◆ HSEB IS THE SOLE LICENCEE FOR THE POWER GENERATION, TRANSMISSION AND DISTRIBUTION
- ◆ TOTAL INSTALLED CAPACITY 2392 MW
 - WITHIN THE STATE 36%
 - OUTSIDE THE STATE 64%
- ◆ CONNECTED LOAD (31.12.1997) 6863 MW
- ◆ PEAK LOAD RECORDED (20.09.1997) 2272 MW
- ◆ ENERGY HANDLED (1997-98) 12690 MU
- ◆ NUMBER OF CONSUMERS (31.12.1997) 3.36 MILLION
- ◆ NUMBER OF EMPLOYEES (01.01.1998) 46,597

10/11/97

10/11/97

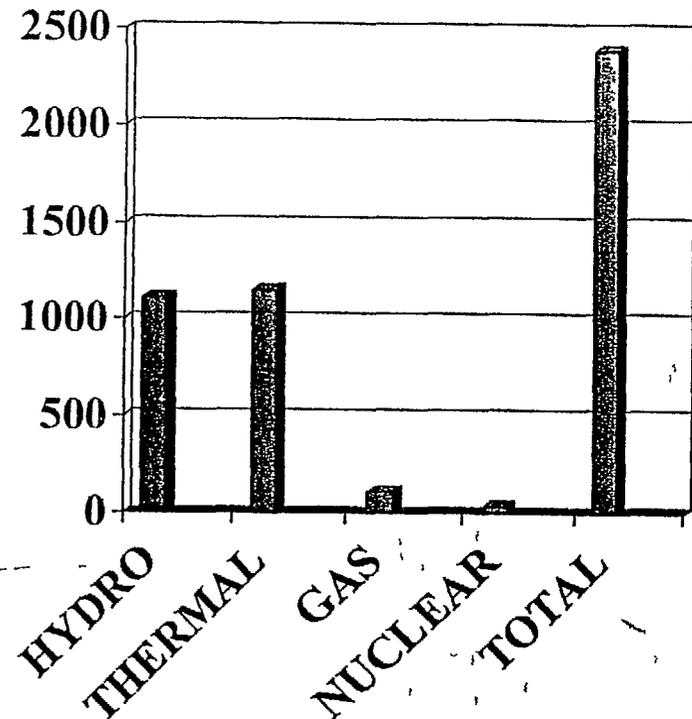
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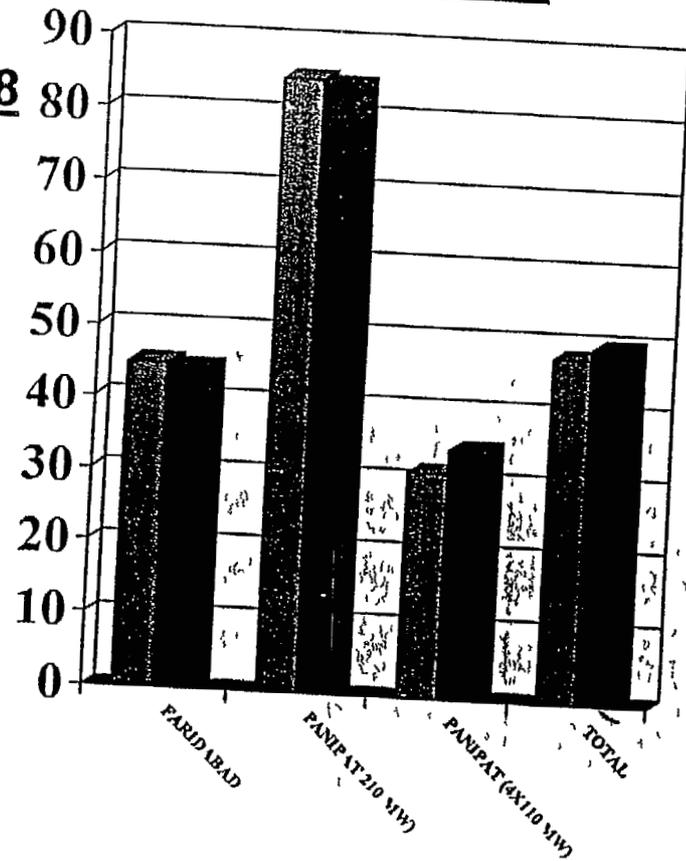
SOURCES OF POWER

◆ OWN SOURCES	
– THERMAL	815.0
– HYDRO	48.0
◆ JOINT PROJECTS	
– HYDRO	854.0
– THERMAL	62.5
◆ PURCHASES	
– HYDRO	204.3
– THERMAL/GAS	380.1
– NUCLEAR	28.1
◆ TOTAL	2392.0



PLANT LOAD FACTOR OF THERMAL PLANTS

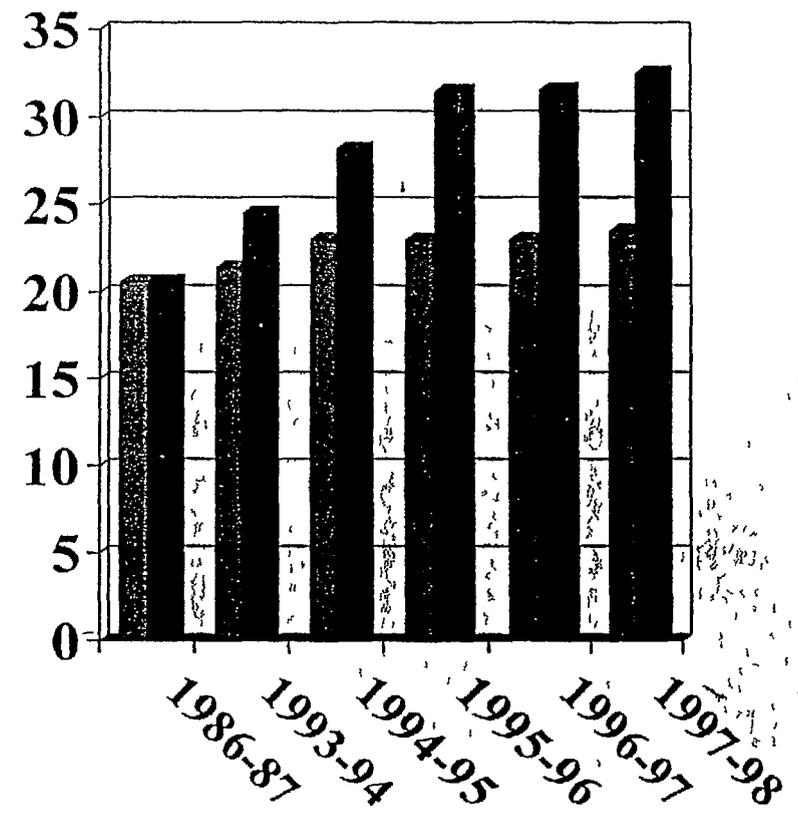
<u>STATION/ UNIT</u>	<u>1996-97</u>	<u>1997-98</u>
FARIDABAD	44.91	44.41
PANIPAT (4X110 MW)	31.01	34.39
PANIPAT (210 MW)	84.69	83.89
TOTAL	47.66	49.17



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TRANSMISSION & DISTRIBUTION LOSSES (%)

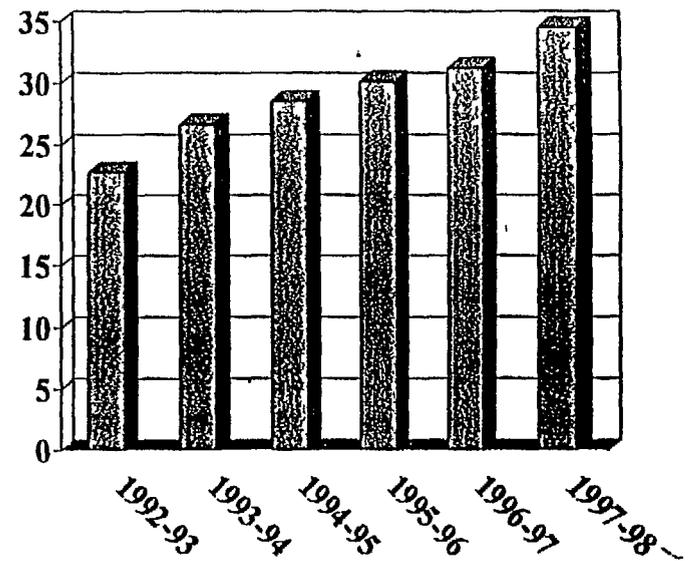
<u>YEAR</u>	<u>HARYANA</u>	<u>ALL INDIA</u>
1986-87	20.62	20.57
1993-94	24.53	21.41
1994-95	28.20	23.00
1995-96	31.47	23.00
1996-97	31.59	23.00
1997-98	32.50	23.50



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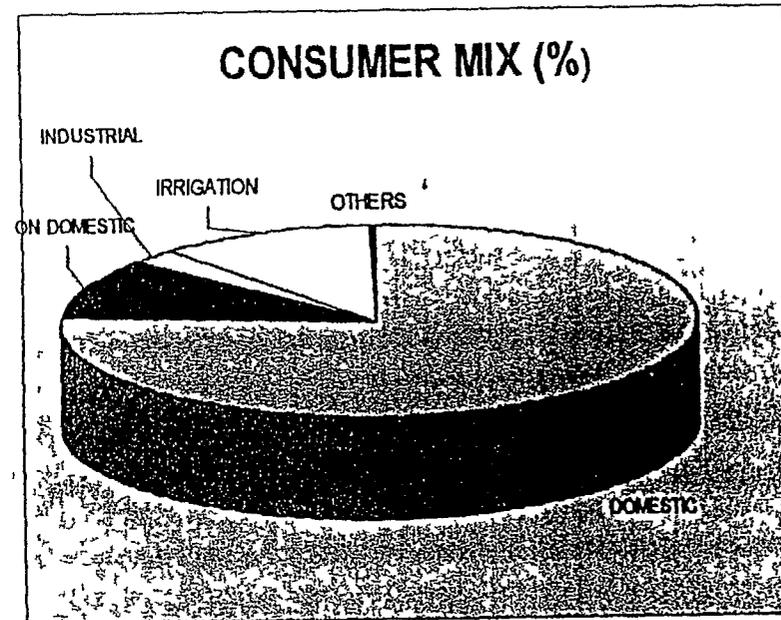
RATE OF DAMAGE TO DISTRIBUTION TRANSFORMERS

<u>YEAR</u>	<u>% DAMAGE</u>
1992-93	22.77
1993-94	26.69
1994-95	28.54
1995-96	30.16
1996-97	31.21
1997-98	34.46



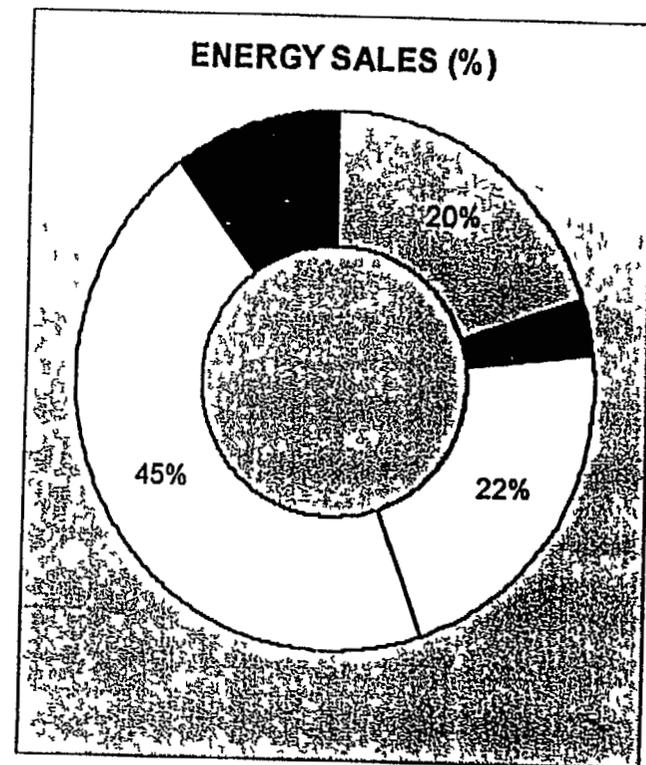
CONSUMER MIX

<u>CATEGORY</u>	<u>(%)</u>
DOMESTIC	76.4
NON-DOMESTIC	9.8
INDUSTRIAL	2.4
IRRIGATION	11.2
OTHERS	0.2

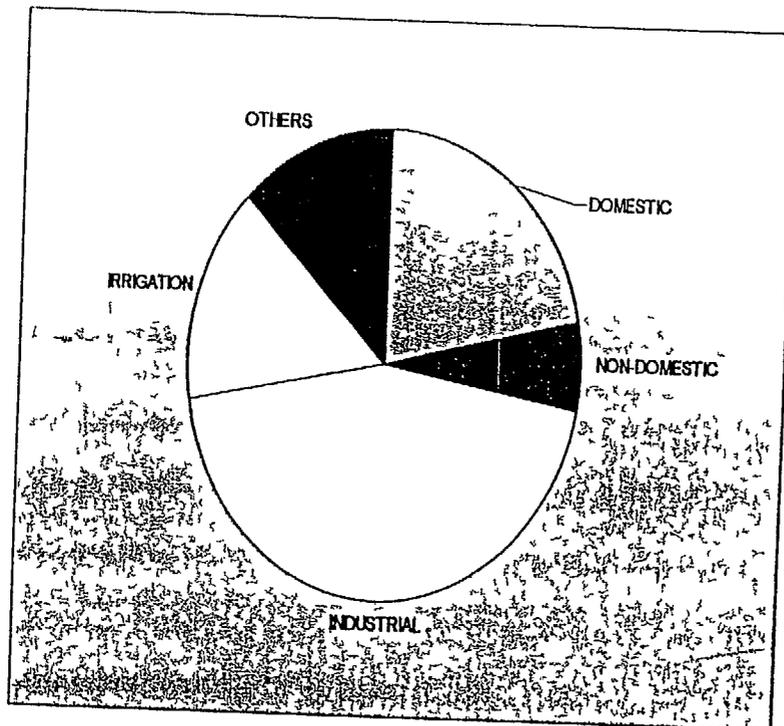


ENERGY SALES

<u>CATEGORY</u>	<u>(%)</u>
DOMESTIC	19.8
NON-DOMESTIC	3.2
INDUSTRIAL	21.5
IRRIGATION	45.1
OTHERS	10.4



REVENUE CONTRIBUTIONS



<u>CATEGORY</u>	<u>(%)</u>
DOMESTIC	21.6
NON-DOMESTIC	6.2
INDUSTRIAL	44.3
IRRIGATION	15.2
OTHERS	12.7

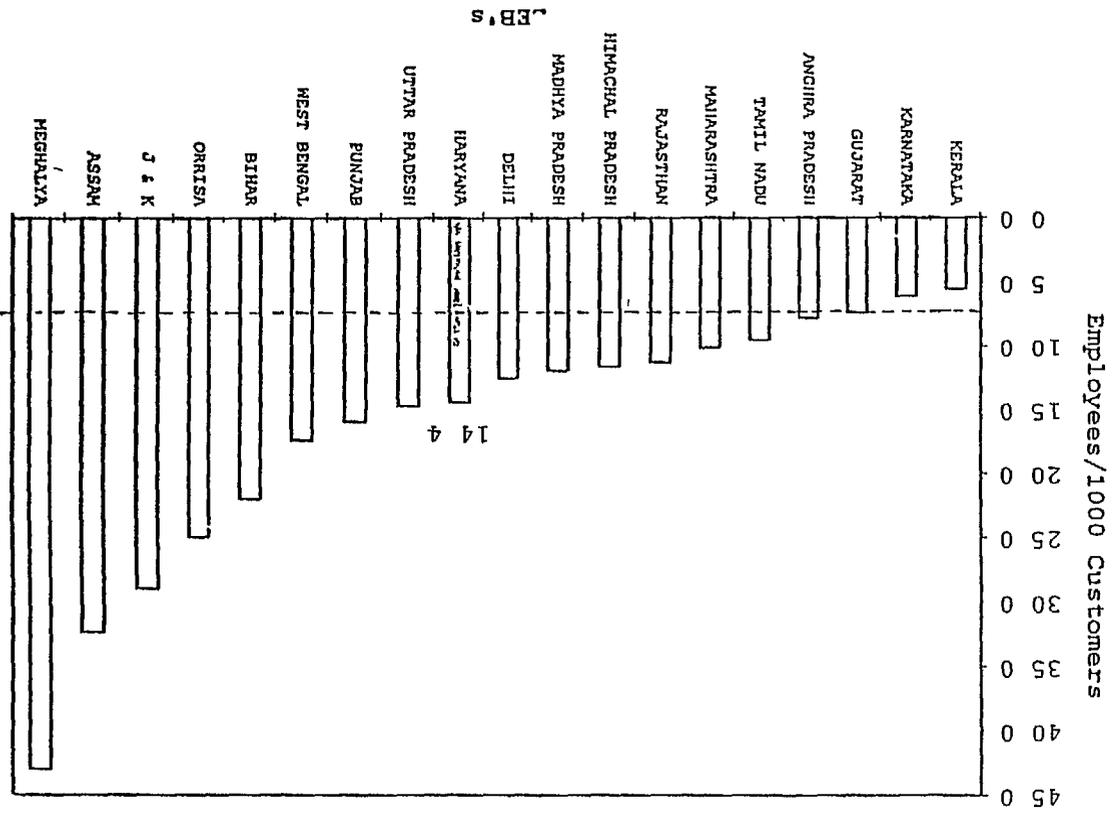
ENERGY SALES & REVENUE RECEIPTS (1996-97)

CATEGORY	CONSUMER MIX (%)	ENERGY SALES (%)	REVENUE RECEIPTS (%)	RETURN PER UNIT (PAISE)
DOMESTIC	76.4	19.8	21.6	169
NON- DOMESTIC	9.8	3.2	6.2	300
INDUSTRY	2.4	21.5	44.3	320
IRRIGATION	11.2	45.1	15.2	52
OTHERS	0.2	10.4	12.7	199

EMPLOYEES

<u>CATEGORY OF EMPLOYEES</u>	<u>STRENGTH</u> (AS ON 01.01.98)
ENGINEERS	1371
ACCOUNTS & OTHER OFFICERS	175
TECHNICAL STAFF	30800
NON-TECHNICAL STAFF	14251
TOTAL	46597

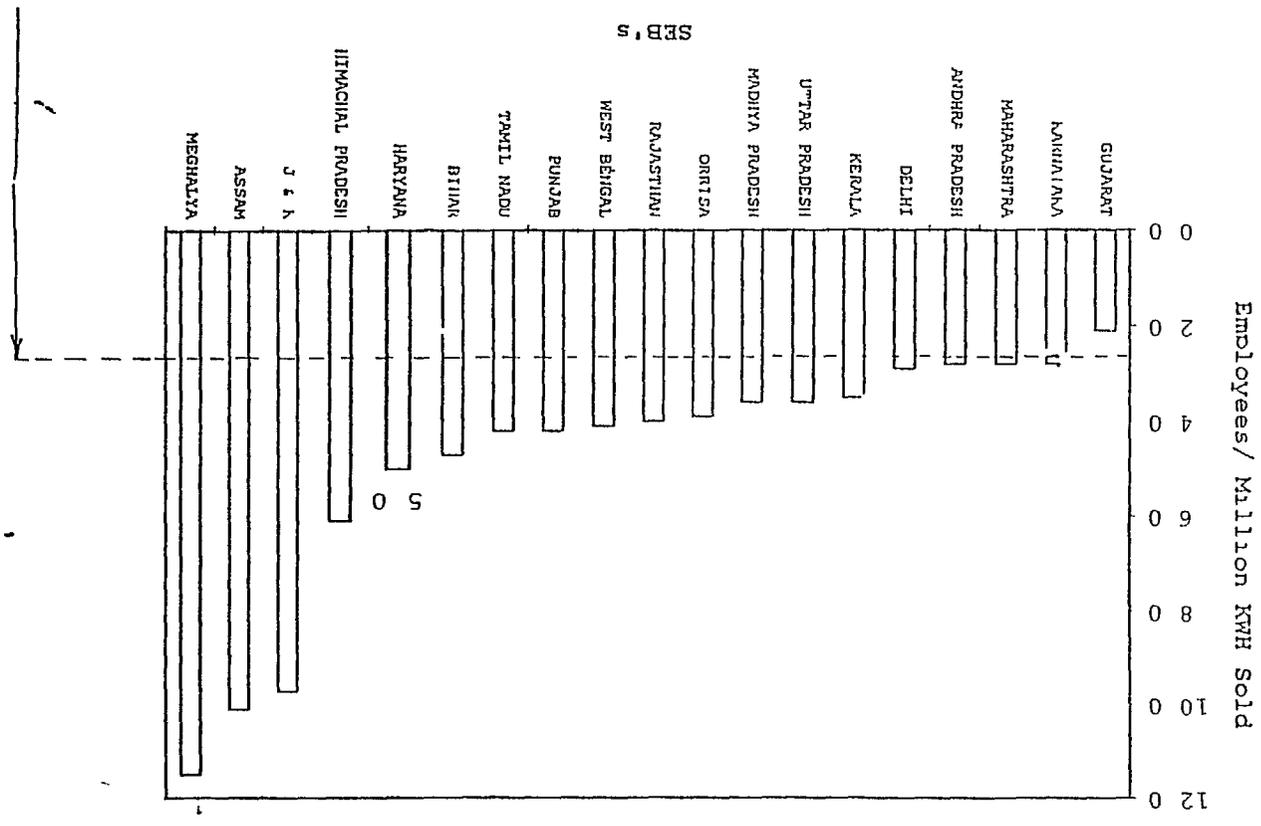
Employees per 1000 Customers for SEB (1995-96)



ALL SEB'S 11.2

Top quintile = 7.3
Employees per 1000 Customers

Employees per GWH Sold for SEB (1995-96)



Top quintile = 2.7

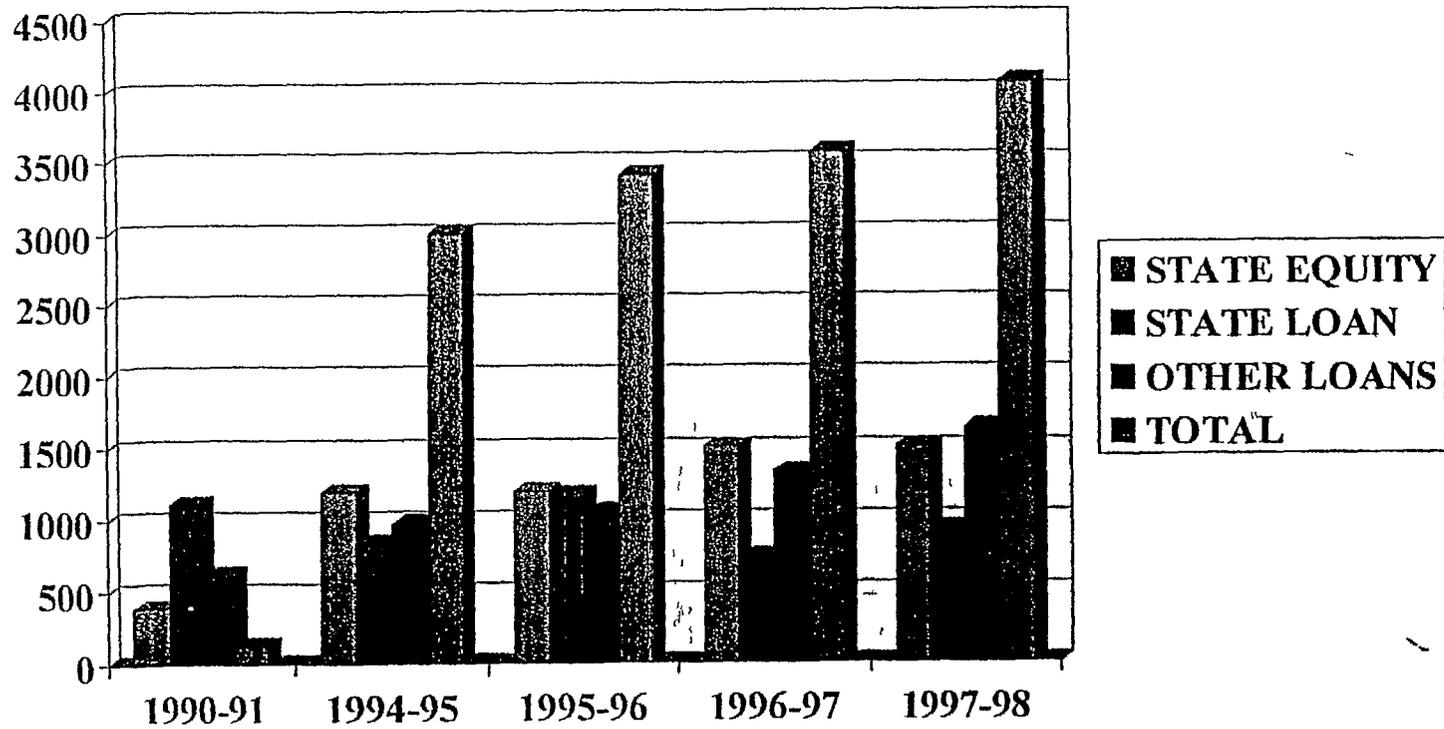
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FINANCIAL PERFORMANCE OF HSEB (1996-97)

(Rs. in Crores or 10 Million)

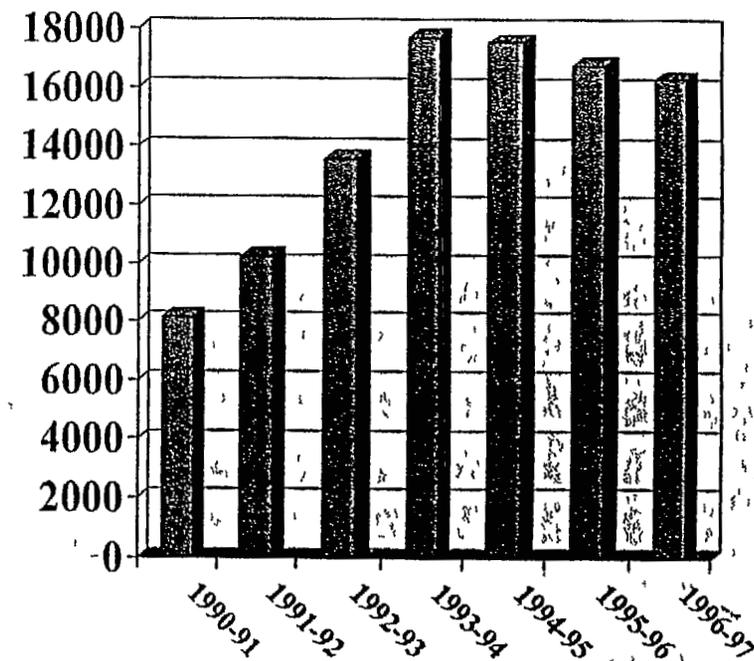
◆ REVENUE RECEIPTS	2179.92
◆ RURAL ELECTRIFICATION SUBSIDY	641.73
◆ REVENUE EXPENDITURE	2123.17
◆ PROFIT	47.76
◆ NET VALUE OF ASSETS (01.04.96)	1591.84
◆ RETURN ON FIXED ASSETS	3%
◆ ACCUMULATED REVENUE LOSS	1627.65

BORROWINGS OVER THE YEARS



ACCUMULATED COMMERCIAL LOSSES

<u>YEAR</u>	<u>COMMERCIAL LOSSES</u> <u>(Rs. Million)</u>
1990-91	8163.6
1991-92	10232.0
1992-93	13588.7
1993-94	17697.7
1994-95	17536.1
1995-96	16754.0
1996-97	16276.5



THE PRESENT SCENARIO

- ↘ WIDENING GAP BETWEEN POWER SUPPLY AND DEMAND
- LOW PLF OF THERMAL PLANTS
- VERY HIGH T&D LOSSES
- UNREMUNERATIVE TARIFFS
- LARGE COMMERCIAL LOSSES
- LOW MARKET CREDIBILITY
- HIGHLY DISSATISFIED CONSUMERS
- LOW MORALE OF EMPLOYEES

GENERAL POWER SECTOR POLICY STATEMENT

- ★ UNBUNDLING OF POWER SECTOR
- ★ CORPORATISATION AND COMMERCIALIZATION OF NEW ENTITIES
- ★ CREATION OF INDEPENDENT POWER REGULATORY MECHANISM
- ★ PRIVATE SECTOR PARTICIPATION IN POWER SECTOR THROUGH A JOINT VENTURE COMPANY
- ★ FINANCIAL RESTRUCTURING AND TARIFF RATIONALIZATION
- ★ ENACT NECESSARY LEGISLATION

OBJECTIVES

- ✓ INCREASE POWER AVAILABILITY
- ✓ IMPROVE EFFICIENCY AND QUALITY OF ELECTRICITY SUPPLY
- ✓ COMPETITION AND MANAGEMENT AUTONOMY
- ✓ ATTRACT PRIVATE FINANCING RESOURCES
- ✓ POWER SECTOR TO CEASE TO BE BURDEN ON STATE BUDGET
- ✓ POWER SECTOR TO BOOST STATE RESOURCES
- ✓ RESTORE CREDITWORTHINESS OF POWER SECTOR

HARYANA STATE ELECTRICITY REFORM ACT, 1997

- ‡ REFORM ACT NOTIFIED ON 10.03.1998
- ‡ ESTABLISH STATE ELECTRICITY REGULATORY COMMISSION WITHIN 90 DAYS
- ‡ STATE GOVERNMENT COULD GIVE POLICY DIRECTIONS INCLUDING TARIFF ADJUSTMENTS
- ‡ CAUSE GENCO & TRANSCO TO BE INCORPORATED
- ‡ LICENCE NECESSARY FOR TRANSMISSION OR DISTRIBUTION OF POWER IN THE STATE
- ‡ TRANSFER SCHEME TO BE PREPARED BY THE STATE GOVERNMENT TO REORGANISE HSEB.
- ‡ CONTRAVENTION OF ACT PUNISHABLE UPTO TWO YEARS IMPRISONMENT AND FINE UPTO Rs. ONE LAC.

STATE ELECTRICITY REGULATORY COMMISSION

- ❁ COMMISSION TO HAVE 3 MEMBERS SELECTED BY A FIVE MEMBER SELECTION COMMITTEE
- ❁ EACH MEMBER TO HAVE A TENURE OF 5 YEARS
- ❁ COMMISSION TO HAVE POWERS OF CIVIL COURT
- ❁ COMMISSION TO
 - ISSUE AND ENFORCE LICENCES
 - BALANCE INTERESTS OF STATE, CONSUMERS AND INVESTORS
 - REGULATE TARIFFS,
 - ADJUDICATE ON POWER MATTERS
 - ADVISE STATE GOVERNMENT ON POWER ISSUES
- ❁ DETERMINE POWER SUPPLY OVERALL PERFORMANCE & CONSUMER PROTECTION STANDARDS

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UNBUNDLING & CORPORATISATION

- SEGREGATION OF GENERATION, TRANSMISSION & DISTRIBUTION FUNCTIONS
- REGISTRATION OF HARYANA POWER GENERATION COMPANY
- REGISTRATION OF HARYANA VIDYUT PRASARAN NIGAM
- REGISTRATION OF FOUR DISTRIBUTION COMPANIES
- FORM JVC FOR ONE DISTRIBUTION AREA WITH MINORITY SHARES OF GOH
- TRANSFER ASSETS, LIABILITIES & STAFF OF HSEB TO NEW ENTITIES

JOINT VENTURE COMPANY

- ◆ INTRODUCE PRIVATE SECTOR EFFICIENCIES
- ◆ LOWER DISTRIBUTION LOSSES
- ◆ BRING INVESTMENT BECAUSE OF SOUND MARKET STANDING
- ◆ HIGHER RESPONSIVENESS TO THE CONSUMER
- ◆ IMPLEMENT STANDARDS SET BY THE REGULATORY COMMISSION
- ◆ SELECTION THROUGH INTERNATIONAL COMPETITIVE BIDDING
- ◆ GoH TO BE A MINORITY SHAREHOLDER

EMERGENCY ACTION PLAN

- CONSTRUCTION OF 220 kV S/STN. AT PALLA AND YAMUNANAGAR-SHAHBAD & PALLA-PALLI LINES
- 132/66 kV INTERLINKING LINES FOR 8 NEW IPPs
- AUGMENTATION OF 24 NOS. 33kV SUB-STATIONS
- 500 Kms 11 kV LINE FOR REHABILITATING 50 FEEDERS
- INSTALLATION OF 190 VACUUM CIRCUIT BREAKERS
- AUGMENTATION OF 5500 DIST. TRANSFORMERS
- PROVIDING 10,000 MCCBs ON DIST. TRANSFORMERS
- 5000 LT SWITCHED CAPACITORS
- COMPUTERISED BILLING AND COMPLAINT BOOKING
- MODERNIZE COMMUNICATION NETWORK
- PROVIDE VEHICLES AND SAFETY EQUIPMENTS
- PROVIDE METERS AND MODERNIZE M&T LABS.

js

REHABILITATION OF T&D SYSTEM

- 220 kV - 15 NEW & AUGMENT 14 SUB-STATIONS
- 132 kV - 34 NEW & AUGMENT 16 SUB-STATIONS
- 66 kV - 20 NEW & AUGMENT 6 SUB-STATIONS
- 33 kV - 17 NEW & AUGMENT 37 SUB-STATIONS
- 38,000 CKT. Kms NEW TRANSMISSION LINE
- 30,000 CKT. Kms. NEW LT LINE
- 1,00,000 NEW DISTRIBUTION TRANSFORMERS
- REHABILITATION OF TRANSMISSION & DISTRIBUTION SYSTEM
- ESTIMATED INVESTMENT US\$ 1.4 MILLION OVER NEXT 8-10 YEARS

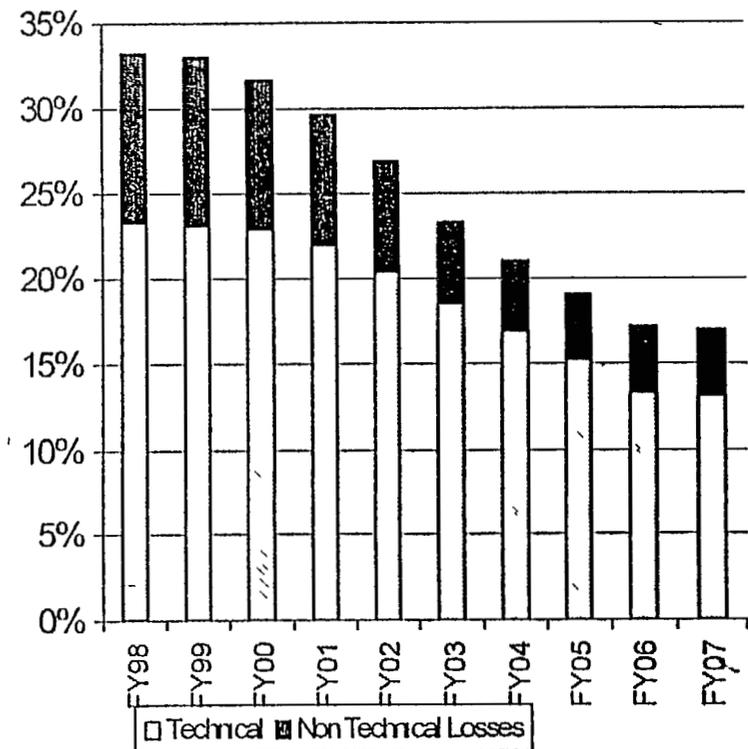
Efficiency Improvements

◆ Reduction of Losses

	Tech	Non-Tech
FY99	0.2%	-
FY00	0.3%	1.1%
FY01	0.9%	1.0%
FY02	1.6%	1.2%
FY03	1.8%	1.7%

◆ Collection Efficiency

FY99	93%
FY00	93%
FY01	95%
FY02	95%

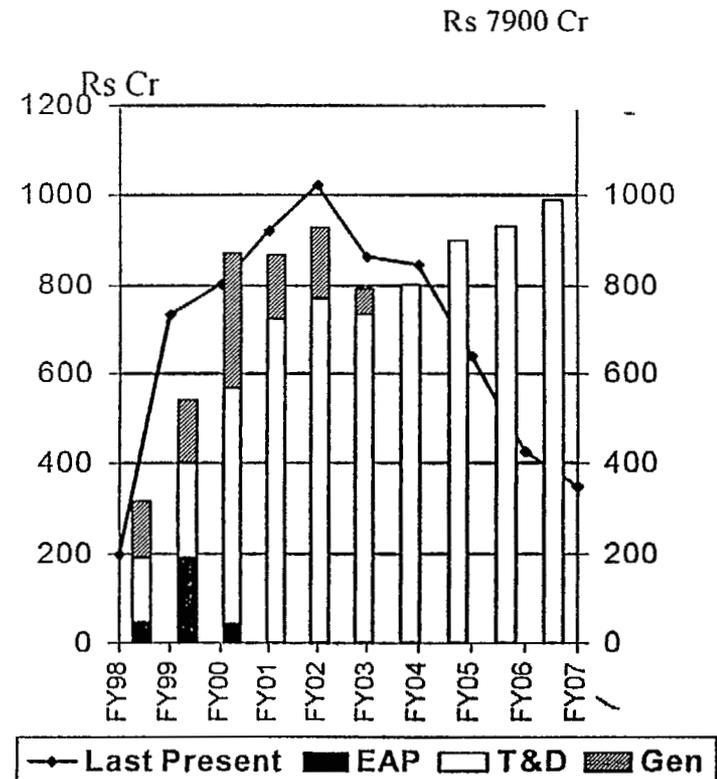


Total Investment Plan

- ◆ Realistic phasing of Investment Plan to reflect physical capability to invest and utility's requirements
- ◆ Planned Investments are substantially higher than Past Capital Expenditure :

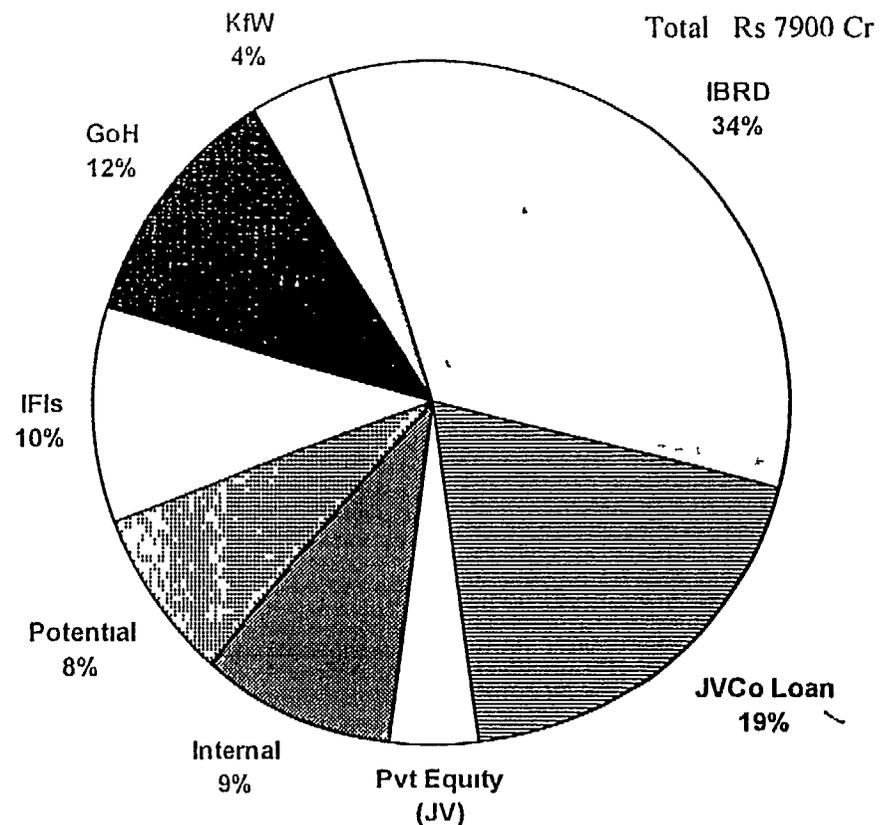
FY91	Rs 182 crores
FY92	210
FY93	221
FY94	150
FY95	148
FY96	210
FY97	190

Total Investment Plan includes Own



Financing Plan : G,T,D FY98-07

- ◆ Maximize External Assistance (IBRD, KfW), particularly in the initial period of reform
- ◆ Identify Potential sources : OECF & KfW for FTPS to meet investment gap.
- ◆ Private Sector Participation through Joint Ventures for Distribution zones :
1st in Dec 98
Other 3 by Dec 2001 .



SOURCES OF FINANCING

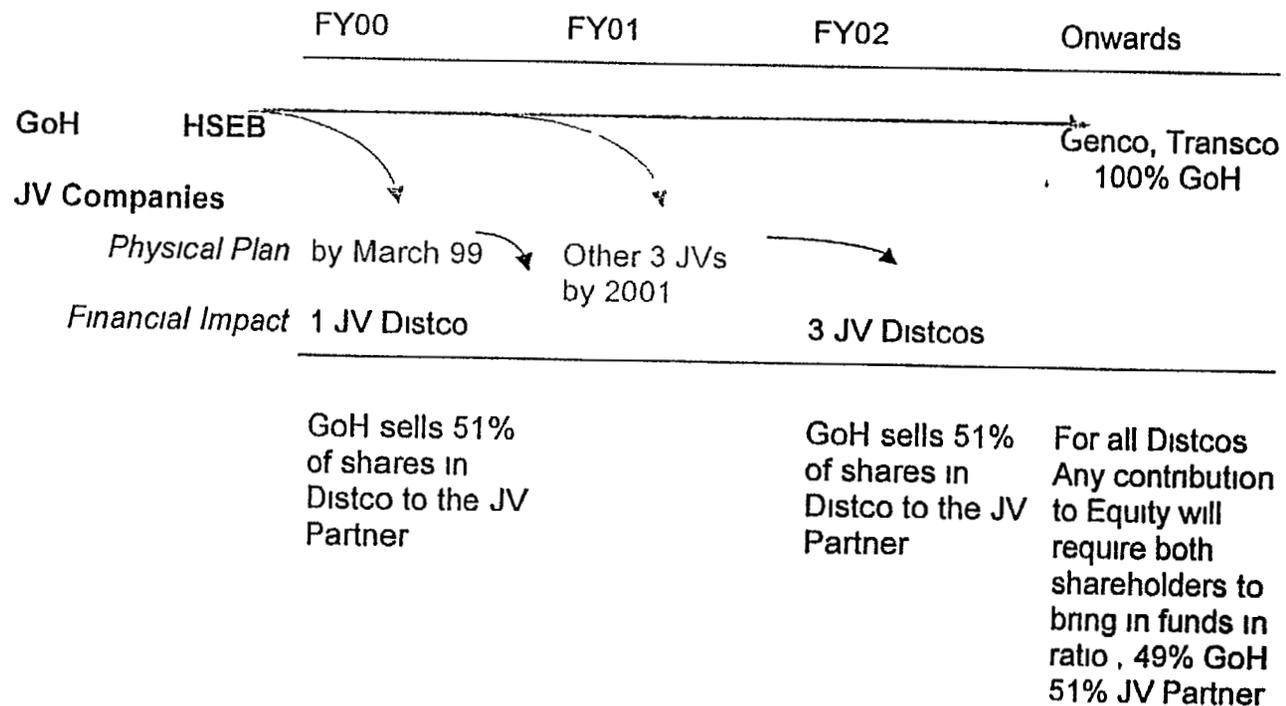
- INVESTMENT REQUIREMENT WORKED OUT BY K&D AS US\$ 1.6 BILLION FOR NEXT 20 YEARS
- WORLD BANK ASSESSED T&D REQUIREMENT OF US\$ 1.4 BILLION OVER NEXT 8 - 10 YEARS
- LIKELY SOURCES OF FUNDS;

• WORLD BANK	US\$ 600 MILLIONS
• OECF/DFID	US\$ 400 MILLIONS
• PFC/REC/LIC/IDBI	US\$ 200 MILLIONS
• GoH & ENTITIES	US\$ 200 MILLIONS
- FIRST TRANCHE OF WORLD BANK LOAN OF US\$ 60 MILLION APPROVED

DETAILED POWER SECTOR POLICY STATEMENT

- UNBUNDLING OF POWER SECTOR
- CORPORATISATION AND COMMERCIALIZATION OF GENERATION, TRANSMISSION & DISTRIBUTION FUNCTIONS
- ✧ CREATION OF INDEPENDENT HARYANA ELECTRICITY REGULATORY COMMISSION
- ✧ PRIVATE SECTOR PARTICIPATION IN POWER SECTOR THROUGH JOINT VENTURE COMPANIES
- ✧ FINANCIAL RESTRUCTURING AND TARIFF RATIONALIZATION
- ✧ ENACTMENT OF REFORM ACT

Joint Venture Companies



3
4
5
6

LOANS TIED UP

- ◆ **US\$ 60 MILLION WORLD BANK LOAN APPROVED ON 15.01.98**
- ◆ **US\$ 600 MILLION OVERALL LOAN ASSURED BY THE WORLD BANK IN 4-5 TRANCHES**
- ◆ **US\$ 350-400 MILLION LOAN ASSURED BY OECF IN 2-3 TRANCHES**
- ◆ **US\$ 150 MILLION OECF LOAN LIKELY BY END FY 1999**

TECHNICAL ASSISTANCE & CONSULTANCY SUPPORT

- ◆ 15 MILLION POUNDS ASSURED BY DEPARTMENT FOR INTERNATIONAL DEVELOPMENT, (DFID), UK
- ◆ US\$ 4 MILLION ASSURED BY UNITED STATES AGENCY FOR INTERNATIONAL DEVELOPMENT (USAID)
- ◆ 4 MILLION C\$ BY CANADIAN INTERNATIONAL DEVELOPMENT AGENCY (CIDA), CANADA

TECHNICAL ASSISTANCE & SUPPORT ACTIVITIES (USEA)

- ◆ **TWINNING ARRANGEMENT FOR
POWER UTILITIES IN USA AND
HARYANA**
- ◆ **TWINNING ARRANGEMENTS OF
REGULATORY COMMISSION IN USA
AND HARYANA**

CONSUMER CONCERNS

- ◆ ABUNDANT AVAILABILITY OF POWER
- ◆ BETTER QUALITY OF SERVICE
- ◆ EARLY RELEASE OF NEW CONNECTIONS
- ◆ FEWER TRIPPINGS, BETTER CONSUMER REDRESSAL, EARLIER SANCTIONS
- ◆ POWER ON MORE ECONOMICAL RATES
- ◆ INTRODUCTION OF MODERN TECHNOLOGY
- ◆ BETTER METERING, BILLING & COLLECTION FACILITIES

EMPLOYEES RELATED ISSUES

- ⇒ STATE GOVT. TO PREPARE A TRANSFER SCHEME FOR TRANSFER OF PERSONNEL TO TRANSCO, GENCO AND DISTRIBUTION COMPANIES
- ⇒ TERMS & CONDITIONS OF TRANSFER NOT TO BE LESS FAVOURABLE THAN THOSE APPLICABLE WITHOUT SUCH TRANSFER
- ⇒ TRANSFER TO BE PROVISIONAL FOR A PERIOD OF FIVE YEARS FROM THE EFFECTIVE DATE
- ⇒ NO RETRENCHMENT OF EXISTING PERSONNEL
- ⇒ TRANSFER SCHEME TO ENSURE PAYMENT OF RETIREMENT AND OTHER BENEFITS/ CLAIMS
- ⇒ COMPREHENSIVE TRAINING & SKILL UPGRADATION PROGRAMME

HARYANA STATE ELECTRICITY BOARD

UNDERSTANDING THE RESTRUCTURING PROCESS

WORKSHOP AND DIALOGUE TO ADDRESS ISSUES AND ANSWER QUESTIONS

17 May 1998

Red Bishop Tourist Complex
Panchkula

International Resources Group, Ltd
United States Agency for International Development (USAID)

25

FUNDAMENTAL ISSUES OF REFORM

HISTORIC

REFORM

VERTICALLY INTEGRATED MONOPOLY

UNBUNDLED POWER INDUSTRY

PUBLIC OWNERSHIP

PRIVATE OWNERSHIP

STATE REGULATION

INDEPENDENT REGULATION

INTEGRATED PLANNING

MARKET PLANNING

PASSIVE EVOLUTION

ACTIVE RESTRUCTURING

HISTORIC

VERTICALLY INTEGRATED MONOPOLY

REFORM

UNBUNDLED POWER INDUSTRY

Haryana is in the middle of this process,
having decided to unbundle the power industry into
separate generation, transmission and distribution centers

HISTORIC

REFORM

PUBLIC OWNERSHIP

PRIVATE OWNERSHIP

Haryana has decided that there will be a combination of these forms of ownership, with new ownership likely to be privately financed, and existing ownership will continue to be publicly owned

HISTORIC

STATE REGULATION

REFORM

INDEPENDENT REGULATION

Haryana has provided for an independent electricity regulatory body well in advance of the Government of India and establishment of the CERC

HISTORIC

INTEGRATED PLANNING

REFORM

MARKET PLANNING

Haryana is evolving toward
the integration of
demand side management practices
with the addition of new generation supply,
which is to be market-based

HISTORIC

REFORM

PASSIVE EVOLUTION

ACTIVE RESTRUCTURING

Haryana is advanced along the spectrum of reform
having created the institutional and regulatory framework
that will be used to implement change

KEY ELEMENTS OF SUCCESSFUL REGULATORY REFORM

Legitimacy of Regulatory Process

Establishment of Clear Public Policies

on restructuring, corporatization and competition
on environmental protection

Recognition of Importance of Public Participation in Process

Commitment to Transparency

on subsidies, tariffs, licenses and collections

59

KEY ELEMENTS OF SUCCESSFUL REGULATORY REFORM

Legitimacy of Regulatory Process

ASSURED THROUGH LEGISLATION

CONTINUED LEGITIMACY THROUGH CONDUCT OF REGULATORY BODY

KEY ELEMENTS OF SUCCESSFUL REGULATORY REFORM

Establishment of Clear Public Policies

on restructuring, corporatization, and competition
on environmental protection

ASSURED THROUGH PLANNING DOCUMENTS

EVOLUTIONARY IN NATURE

REQUIRES CONTINUED DIALOGUE

19

KEY ELEMENTS OF SUCCESSFUL REGULATORY REFORM

Recognition of Importance of Public Participation in Process

MANIFESTED IN RULES AND PROCEDURES

DEPENDENT UPON ACTIVE PUBLIC

DEPENDENT ON BALANCED AND FAIR DECISION-MAKING BY LEADERS

KEY ELEMENTS OF SUCCESSFUL REGULATORY REFORM

Commitment to Transparency

on subsidies, tariffs, licenses and collections

DEPENDENT UPON WATCHFUL PARTICIPANTS

REQUIRED BY REGULATORS

PART OF EVOLUTION TO FULLY OPEN POWER SYSTEM

67

69

BENEFITS OF RESTRUCTURING

IMPROVED CAPACITY TO RAISE FUNDS TO ENHANCE SYSTEM

**IMPROVED EFFICIENCY THROUGH
COMPETITION
ACCOUNTABILITY
MANAGEMENT AUTONOMY
AND PROFIT INCENTIVES**

RATIONALIZED PRICES

BENEFITS TO CUSTOMERS IN SAFETY, RELIABILITY AND AFFORDABILITY

BEST WISHES TO THE PEOPLE OF THE HARYANA

ANNEX 4

COMMONLY POSED QUESTIONS

**Some of the Common Questions raised by the participants in various Seminars/
Workshops arranged by HSEB**

Sr No	Questions raised	Clarifications
1	How will the existing staff be adjusted and transferred?	The adjustment of the staff will be done under a transparent transfer policy to be notified. Most likely the staff/ officers performing various functions at present will be adjusted in the new organizations on similar assignment.
2	With the privatisation there will be lot of retrenchment of staff at various levels and private company may not take the existing staff?	The transfer scheme will clearly stipulate that there will be no retrenchment at any level. The private company will have to take over all the existing staff. Moreover, there is an over-riding provision in the Haryana Electricity Reform Act that the service conditions to be prescribed in the new set-up will in no way be inferior than the existing conditions. However, the new companies will decide the work norms.
3	What will be the future of the existing staff and officers?	All the employees of the Board would be transferred enblock to the new companies with all the protections regarding pay, allowances and service conditions. In the new set up there will be additional opportunities for promotions on merit basis. There will be higher/ enhanced chances of higher level posts and training/ skill upgradation with the expected growth in the power sector.
4	Will there be a policy for voluntary retirement?	It is proposed to give attractive options for persons seeking voluntary retirement. However, it will be purely optional and not by coercion.
5	How the pensionary benefits will be given?	The transfer policy would provide clearly the agency who would be responsible for paying all the retirement benefits to the employees. The interest of all the employees of HSEB would be duly safeguarded.
6	How the seniority of the staff will be regulated?	The seniority would continue to be as existing except that the persons in different entities will have separate seniority within that organization.
7	What will be the impact on promotional avenues?	With the restructuring, the financial health of the companies would improve which would provide organizational growth and better avenues for promotions/ higher placements.
8	How would the medical facilities provided after re-structuring?	In view of the improvement in financial health of the organizations, there would be better welfare schemes including medical and educational facilities, etc.

Sr. No	Questions raised	Clarifications
9	How would be the pay structure of the new companies?	With the improvement in financial health of the power companies, these would be in a much better position to allow improved pay scales and other monetary benefits/ incentives to the employees. Even otherwise, there is a clear provision in the Reform Act that the terms and conditions to be given to the employees in post-reform stage will in no way be less favourable to those, allowed had there been no restructuring.
10	Board should have dialogue with the Associations and Unions of Employees	The Board has already initiated this exercise and it is proposed to cover all sections of the employees in a phased manner. Full opportunity will be given to all sections of the employees to react and seek clarifications about any doubt/ apprehensions.
11	There may be reactions from public against increase in tariff	Increase in tariff will be linked with improvement in quality of power supply. Moreover, the Regulatory Commission will approve any change in tariff before hand.
12	How will there be any competition amongst distribution Companies when they are to serve separate areas?	The tariff structure and the quality of service will be governed by the Regulator and any company which is not able to improve its working will be out of business. Therefore, these private companies will have to improve their working to continue in the business.
13	How the private party will treat the rural consumers?	As the new power companies will be working purely on commercial lines, these will recover cost of power supply and services from all categories of consumers irrespective of being in urban or rural areas. In case the State Govt decides to give subsidized power to any category of consumers, the subsidy will be given by the State Govt on the terms and conditions decided by Regulatory Commission.
14	Will the Company be free from Government interference?	There is a clear provision in the Reform Bill that none of the private companies would be subject to any Government interference in their day to day activities. However, they will be under the control of the independent power regulator.
15	How the private company will recover its dues/ arrears?	This will be more for the new companies to decide and to devise their own ways and means to recover dues/ arrears.
16	What will be the fate of the company which fails to come to the State's expectations?	The new companies will be working under a licence to be granted by the Power Regulator. In case of failure of the company, the licence would stand cancelled and given to another company, as was being done in the pre-SEB stage.

Sr No	Questions raised	Clarifications
17	With the creation of separate companies, there will be multiple overhead expenses?	The new companies will have to manage more efficiently by minimizing administrative expenses and maximizing profits. The overhead expenses would definitely be reduced than increased.
18	How will the private company check power theft or indiscipline amongst the staff?	The expected improvement is similar to the attempts made by any commercial organization to protect its business/ property from loss. Once it becomes a business of a commercial company, it will take appropriate steps to ensure plugging of leakages in revenue and enforce better accountability.
19	How long it will take to privatize the power sector?	The procedure being adopted is to switch over from autonomous body to corporatization and then move to form a Joint Venture Company. The total process may take 3-4 years.
20	Preference should be given to Indian Companies and NRIs instead of foreign companies?	The restructuring process would be on competitive bid basis after detailed scrutiny. It is expected that no foreign company could take over without the involvement of Indian counterpart. The question is as to who can manage the show better and could arrange larger investments needed for improving the system.
21	There is likelihood of foreign goods being dumped in the market and Indian economy being taken over by foreign companies?	The loans being negotiated for Reform Project are from various foreign institutions like World Bank, OECF, DFID, KfW etc., which are purely development loans. All the turnkey contracts will be given on international competitive bidding basis and as such there is no question of any foreign compulsion or impact on economy. In a free trade market it is the quality and price which prevails.
22	What will be the role of the State Government in the new structure?	The State Government has been given the advisory role in the major policy matters only, as per the provisions of the Reform Act.
23	Why cannot an independent regulatory body be created in the present set-up?	The functioning of the independent Regulatory Body will not be effective until and unless the power sector is distanced from the State Government.

ANNEX 5

SLIDE PRESENTATION BY
MRS MARY CLARK WEBSTER

ANNEX 6

LIST OF ATTENDEES AT WORKSHOP

WORKSHOP REGARDING UNDERSTANDING THE RESTRUCTURING
PROCESS OF H S E B. HELD ON 17.5.1998 AT PANCHKULA

Sr. No.	Name	Designation	Present Posting
Sarvshri			
✓ 1.	S C. Gupta	F.A./HQ	o/o F.A./HQrs.
✓ 2.	D.C. Aggarwal	FA&CAO	o/o FA&CAO/RFD
✓ 3.	S.P. Gauba	C.A.O.	o/o C.A.O.
4.	Kuldip Singh Sindhu	FA&CAO	o/o FTTP (Unit-6)
✓ 5.	Ashok Gagneja	FA&CAO	Thermal Panipat
6.	K.K. Marwah	FA & CAO	o/o C.E./D&P Hisar
✓ 7.	Smt.Gargi Malhotra	FA&CAO	o/o C.E./MM,Panchkula
✓ 8.	M.K. Mittal	Sr.A.C.	A&R Cell,Chandigarh
✓ 9.	R.L. Jain	Sr.A.O.	CAC Section,Panchkula
10.	M.S. Bhardwaj	Sr A.C.	Admn./P&A, Panchkula
✓ 11.	M.K. Crover	Sr A C.	Pension Section, "
12.	N.L. Gupta	Sr A.O.	Funds Section, "
✓ 13.	Sanjeev K Aggarwal	Sr A.C.	Agr.Credit, "
✓ 14.	V.P. Mittal	Sr A.C.	Recovery Cell, "
15.	A.C. Mittal	Sr.A.C.	c/o C.A., Hisar
16.	B.L. Yadav	Sr A.C.	-do-
17.	Y.D. Arya	Sr A.C.	c/o C.E /Const.,FTTP
✓ 18.	D C Arya	Sr.A.O.	Th.Design, Panchkula
✓ 19.	R.C Gupta	Sr A O.	c/o Director/V&S, "
✓ 20.	R L Jindal	Sr A.O.	Hydel, Yamunanagar
21.	D.P Tawari	Sr A.C.	c/o C E /D&P, Hisar
22.	Sugan Chand Garg	Sr A.C.	c/o C.E /Comm1, Panchkula
✓ 23.	Cul ban Kumar	Sr A C.	c/o C O S , Hisar
✓ 24.	H L. Pathwa	Sr A C.	RFD, Panchkula
✓ 25.	Guraran Singh	Sr A.C	-dc-

M₂ R K JAIN - Dir EDP
MRS BAINS -

Sr. No.

Designation

Present Posting

Sarvshri

Sr. No.	Designation	Present Posting
26.	H C. Vohra	A O. c/o CAO/Gash, Panchkula
27.	A.K. Bansal	A.O. P&A, Panchkula
✓ 28.	K.R. Bhola	A.O. A&R(Pay Fixation, "
✓ 29.	S.S. Munjal	A.O. WAD Hisar
✓ 30.	S.S. Saini	A.O. GPF, Hisar
✓ 31.	V.K. Arora	A.O. EAD, Panchkula
✓ 32.	M.L. Sachdeva	A O. P&A, "
✓ 33.	K.R. Goel	A.O. Bkg.Drg. "
✓ 34.	Bharat Bhushan	A.C. World Bank Loan, "
✓ 35.	Balbir Singh	A.C. Repayment Cell, "
✓ 36.	K.C. Madan	A.C. Funds Section, "
✓ 37.	R N. Goel	A.O. PFC, Panchkula
✓ 38.	Raghubir Singh	A.C. CPC, "
✓ 39.	Dhari Ram	A.O. Pre-audit, "
✓ 40.	P.B.L. Gupta	A.C. Thermal, Faridabad
41.	Madan Gopal Wadhwa	A.C. o/o C.A., Hisar
✓ 42.	S B L. Gupta	Sr A C. PTPS, Panipat
43.	N.D. Sharma	S C. GPF, Hisar
✓ 44.	Kapoor Singh	S.C. WAD, Hisar
✓ 45.	Smt. Neelam Kumari	S.O. A&R Cell, Chandigarh
✓ 46.	S.C. Suneja	S.C. -do-
✓ 47.	Smt Renu Gupta	S C. P&A, hSEB, Panchkula
✓ 48.	Davinder Kumar Bhasin	S C. CAC Cell, "
✓ 49.	Sanjay Malhotra	S C. Bkg Cell, "
50.	Madan Lal Sharma	S C o/o F.A /HQrs. "
✓ 51.	V K Sanheja	S.O. Energy Exch., "

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1/12/21-3

Sr. No.	Name	Designation	Present Posting
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Sarvshri

✓ 52.	D.M. Sharma	S.O.	Thermal, Panipat
53.	Jagdish Singh-Kushwaha	S.O.	Thermal Faridabad
54.	S.K. Bhatia	S.O.	o/o C.E./D&P, Hisar
✓ 55.	V.P. Arora	S.O.	o/o FA&CAO/MA, Panchkula
✓ 56.	Sudhir Kumar Malhotra	D.A.	A&R, Chandigarh
✓ 57.	Surinder Kumar	D.A.	o/o C.E./Workshop, Dhulkote
✓ 58.	A.S. Bisht	D.A.	o/o F.A./HQrs., Panchkula
✓ 59.	Bhupinder Kumar	D.A.	o/o Xen./OP, Pundri
✓ 60.	Ganga Ram	D.A.	o/o Xen./OP City, Sonapat
✓ 61.	Farveen Kumar Jain	D.A.	o/o Xen.S/U-2, Karnal
✓ 62.	M.P. Sharma	D.A.	o/o Xen.S/U Divn. Bhiwani
63.	Ramesh Chugh	D.A.	o/o C.E./PTPP, Panipat
64.	Ram Chand	D.A.	o/o C.E./Th., Faridabad
✓ 65.	O.F. Saini	D.A.	o/o C.E./Hydel, Yamunanagar
✓ 66.	Kulbhushan Guota	D.A.	A&R Cell, Chandigarh
✓ 67.	Ravinder Kumar	D.A.	o/o C.E./CommI, Panchkula
✓ 68.	Raj Kumar Sharma	D.A.	o/o A.C./Cash, "
✓ 69.	Rajiv Kapoor	SO	o/o CAO/Pension
70.	P C Gupta	CA	o/o CA HISSAR
71.	V K Malik	MO	
72.	Y D Kaushik	SAO	o/o CE/O&M, PTPS, DMP
73.	Vinay Sindhuan		o/o CAO/WAD, V N HISSAR
74.	Amalnath	UDC	o/o FA HQ
75.	Subhash Chander	DA	o/o AO/A&R
76.	B M Bansal	SF	(Council)

37+21

BEST AVAILABLE COPY

79

(4)

Participants	59
HSEB Guests	3
IRG	7
<hr/>	
Total :	<u><u>69</u></u>