Opinion

SATURDAY, APRIL 15, 2017

AADHAAR OF DIGI-ECONOMY

PM Narendra Modi

BHIM-Aadhaar will make digital payments easy for people who cannot read or write, thus realising Babasaheb Ambedkar's vision of social and financial empowerment for all. Nothing can stop its progress.

Learning from APAs to make the 'harbour' safe

Since APAs have progressed well while safe harbour has not, sensible to change the rules to make it attractive

THE FACT THAT India brought in the transfer-pricing statute on the books in 2001 but brought in both safe harbour rules and Advance Pricing Agreements (APAs) only in 2013, not surprisingly, was an invitation to tax terror, many times more than the celebrated cases of Vodafone and Cairn Energy. That is why, between FY06 and FY15, taxmen added a whopping ₹264,000 crore to the incomes of MNCs operating out of India and asked them to pay tax on this. In the case of Microsoft's India operations, for instance, apart from saying the mark-up on costs should be 23.3% instead of the 15% claimed by the company, the taxman added part of the global parent's profits to its income based on the proportion of R&D professionals in India.

It is to combat situations such as these that the safe harbour rules were brought in. So, if the rules said the profit margin on Indian R&D centres was 20%, any firm like Microsoft that declared a profit margin of at least this much would find its returns getting accepted without a problem. Problem was, though the rules were formulated after extensive industry consultation, the profit margins were seen as excessive. And though it took four years to arrive at what acceptable margins were, the draft rules said they were to be applicable only for the next two years after which another exercise was to be undertaken. The fact that the categorisation was further broken up into various types only made it worse—an annual turnover ceiling of ₹100 crore was put in cases like software development but not for contract R&D, for instance, and a distinction was sought to be made for 'core auto components' and 'non-core auto components'. Though, at the time of implementation, several of these anomalies were corrected, it was clearly not enough. According to a report in *Business Standard*, with the profit margins substantially higher than those industry found acceptable, just 30 companies have opted to use this route.

Fortunately, the experience with APAs has been much better—in the case of APAs, firms enter into individual discussions with the taxman, after which rules are agreed upon on how to value various items of expenditure/revenue. Once agreed to, an APA provides certainty to taxpayers for five years and the settlements have also been used to resolve pending cases. While the number of applications has crossed 800, a total of 152 have been signed and 11 of these are 'bilateral'—this means even the taxman of the country the MNC is located in has participated in the discussion and has agreed to take into account India's tax-treatment while taxing the MNC at home. While the details of APAs are not made public since they can contain information proprietary information, the taxman has access to them. Based on this, perhaps, the tax department has taken another look at its safe harbour margins and, according to *Business Standard*, is likely to slash them over the next few weeks—the advantage that safe harbour has over APAs is that, since they are less time-consuming, a lot more companies can adopt them. While some argue that, especially now that the world has accepted the principle of Base Erosion and Profit Shifting, India should be more aggressive in cases like Microsoft where considerable value is being created in India but not being taxed, this would be premature. Rather than focusing on trying to collect more taxes from tech MNCs—and have the cases tied up in court—it would be a better idea to let them expand and create high-quality jobs in the country.

PPP's the right medicine

Bidding out health-centre space a good move

BIDDING OUT SPACE in district health centres—these include health sub-centres, primary health centres (PHCs), community health centres (CHCs), sub-divisional hospitals and district hospitals (DHs)—to private healthcare providers will add to the overall efficiency of the healthcare system in the country. The private players will set up screening and treatment facilities for four major non-communicable diseases (NCDs), including cancer and chronic kidney ailments. NCDs are estimated to account for 61% of all deaths in the country and, a 2014 World Economic Forum-Harvard School of Public Health study estimates that the probability of an Indian citizen dying from one of the four major NCDs in her most productive years (30-70) is a staggering 26%. The loss from just wasted productivity and dedicated treatment/management outgo, not surprisingly, could be huge. A healthcare focus on these, thus, can't be overstated, and to that end, utilising the unused space at the 1,55,069 sub-centres, 25,354 PHCs, 5,510 CHCs, 1,065 sub-divisional hospitals and 773 DHs that are functional at the moment will bridge some of the infrastructure gap.

More important, this could significantly lower the costs for patients. In the case of end-stage renal disease, for instance, dialysis costs at private facilities may be as high as ₹2,000 per session, and a typical patient could need anywhere between 8-10 sessions per month. Public sector dialysis infrastructure, though cheaper to avail, is quite strained—that a developed state like Karnataka, as per a state government-commissioned feasibility study for setting up dialysis centres at the *tehsil* level, has just 120 functioning dialysis machines in its 20 district hospitals should be telling. Unable to avail services at public facilities, patients turn to private healthcare providers, and with most of the expenditure borne "out-of-pocket", this proves a costly proposition. The NITI Aayog is looking at a pay-per-use model for the NCD PPP—this could perhaps mean that the player quoting the lowest fee per patient wins the bid. The gain from not having to first invest in developing the space to house testing and treatment facilities will translate into lower costs for the patients. This will be a much better solution than, say, the dialysis subsidy that the Union government announced in Budget 2016. The tricky part will be to get the states moving, given health is a state subject.

The proposed PPP will be a shot in the arm for healthcare in India. But realising its full potential is hobbled by the fact that the country still needs 35,110 sub-centres, 6,572 PHCs and 2,220 CHCs to be built. Treating a stunted public health outreach—radial distance covered by a CHC in Maharashtra and Andhra Pradesh is over 16 kilometres, contributing to a higher "time-to-care"—is long overdue.

LifeSUPPORT

Encedalus, a moon of Saturn, has many of the required ingredients to sustain life

IT IS NOT by chance that a lot of science fiction—especially reflected in the entertainment industry—is centred on aliens and extraterrestrial life. A significant part of real life space research's efforts has focussed on finding life outside Earth, as also on finding habitable conditions for humans on planets/satellites other than our own. Mankind's quest for Earth-like has led to unmanned probes and observatories striking paydirt or a close approximation within and outside our solar system—more so over the last decade with serious private deployment of capital in the hunt for potential colonies in space. Mars, Europa (on of Jupiter's moons), etc, have all excited and disappointed to various degrees. On Thursday, scientists put another name on that list of probables, Encedalus, a moon of the ringed giant, Saturn. The satellite was earlier found to contain massive volumes of subterranean water, comparable to Earth's oceans. As per the findings of a research published in *Science*, this ocean is producing molecular hydrogen, and the most plausible source of this is hydrothermal reactions between hot rocks in the ocean bed and the water. Thus, some of the ingredients that go into creation and sustenance of life—water, organic molecules and specific minerals—are perhaps already present on Encedalus. With an accessible source of energy, there is a reasonable chance that it could support microbial life—hydrothermal processes at volcani vents in the ocean floor are known to be a habitat for complex ecosystems on our planet.

The discovery is certainly exciting, but the proof of the pudding lies in the eating. So, till a physical probe establishes what we are surmising from a great distance, here on Earth, Encedalus and the other candidates remain mere potentials. Till then, with the interest in Mars yet to peak, we may yet call the Red Planet Home 2.0.

UP'S BEEF WITH ABATTOIRS

THE UP GOVERNMENT MUST UPHOLD THE RULE OF LAW, NOT USE THE LAW TO PUNISH A COMMUNITY THAT DOES NOT VOTE FOR IT

Never the twain shall meat?

VIVIAN FERNANDES

Editor, smartindianagriculture.com

"**THE CM WAS** warm. He was kind enough to meet us. He told us categorically that he is not against any trade or business but he will not tolerate any illegality." This is how Sirajuddin Qureshi, describes their half-hour meeting with Uttar Pradesh chief minister Yogi Adityanath on March 30, eleven days after the latter was sworn in, following the BJP's strong victory in the state elections.

Qureshi is president of the All India Jamiat-ul Quresh, an association representing the 50-million-strong Qureshi Muslim sect, which has traditionally engaged in the meat trade. He also owns a slaughterhouse in Aligarh, which he claims was UP's first modern abattoir.

The meeting was about the drive against illegal slaughterhouses, which the BJP had vowed to act against in its election manifesto. The catch is that the state government is responsible for the illegality which the chief minister will not brook. All the licensed slaughterhouses that cater to domestic demand in UP, as in other states, are owned and operated by panchayats or municipal bodies. Each of the state's 75 districts has one or more of them, says Qureshi. As they cannot meet demand, unlicensed slaughter is rampant.

According to the All India Meat and Livestock Exporters' Association (AIMLEA) there are more than 4,000 slaughterhouses in the country. Only 389 of them are licensed and almost all of them (that do not cater to export demand) are in a mess. For the government to punish meat traders, many of whom earn just the daily wage for the failure of the government to comply with regulations is quite unfair.

Even those who wish to operate legally have been caught in the mesh. Officials would not renew the licence of Saeed Ahmed, a goat meat vendor of Lakhimpur Kheri in UP. While directing the municipal corporation to take a decision on the licence renewal application within a week, the Lucknow Bench of the Allahabad High Court observed on 3 April that "inaction of the state government in the past should not be a shield for imposing a state of almost (total) prohibition."

The BJP government says it is following the orders of the Supreme Court and the National Green Tribunal regarding prevention of cruelty to animals, observance of food safety standards and discharge of effluents. These orders were passed on various occasions from 2012 onwards but states have done little to enforce them.

The court said, in the absence of facilities for the humane treatment of animals and their slaughter in hygienic conditions, "the trade may face complete prohibition" which would affect livelihoods impinging on the right to life.

In the normal course, meat shops and slaughterhouses would be inspected, and notices of deficiencies given with an order to rectify them within a certain period of time. "Closure is the last resort," says DB Sabharwall, secretary-general of AIMLEA.

Officials seem to be spoiling for a chance to close down meat establishments, perhaps to show their loyalty to the new administration. Slaughterhouses have to comply with more than two dozen rules and regulations. Operators do not know which infarction will invite closure. "They have to define what is illegal," Sabharwall says.

"We need a number of NoCs (no objection certificates)," said Puja Sud, one of three partners in a family-owned buffalo meat export house with an abattoir in Meerut. "We are putting a list together from every department."

Thirteen of 42 export-oriented slaughterhouses in UP have also been shut. Abattoirs for meat export are approved by Apeda, the export promotion agency, and FSSAI, the food safety standards authority. Importers also send their inspectors. India is the largest buffalo meat exporting country. In 2015-16, 1.3 million tonnes was exported, earning foreign exchange worth ₹26,682 cr or $4.5 billion. Vietnam is the biggest importer (for re-export to China), followed by Malaysia, Egypt and West Asia.

The meat and dairy industry are inter-twined; one cannot exist without the other because selection of good breeds through natural mating or artificial insemination and culling of unproductive animals is essential to increase milk yield. Farmers will not keep animals if they cannot retire unproductive ones. The prohibition on cow slaughter (and less fat content in their milk) has led to the country's cattle population remaining stagnant at about 20 million between 1997 and 2012. It had declined to 18.88 million in 2007. Three-quarters of the cattle are female, which means males are culled. Since there is no ban on buffalo slaughter (and because their milk has more fat), their population has risen by 61% between 1996 and 2012 to 30.62 million.

> For the govt to punish meat traders, many of whom earn just the daily wage, for its own failure to comply with regulations is quite unfair

Livestock contributed the most to UP's agricultural growth between 2000-01 and 2013-14, says a study by ICRIER, a Delhi-based research organisation. Milk contributed 28.9% to this growth, followed by meat (5.6%). The ICRIER study does not emphasise the meat industry in its summary of recommendations.

But the emphasis can be inferred from the importance it gives to livestock, especially dairying. At 25 million tonnes a year, UP is the largest producer of milk. To increase milk productivity, the state must replace poor yielders with pure breeds or cross-breeds and technology must be used for sex selection so that the share of females in the bovine population increases, the study says. It calls upon the UP government to modernise its municipal slaughterhouses. This will ensure hygienic meat without polluting water and soil and also boost the state's economic growth, the paper authored by Smriti Verma, Ashok Gulati and Siraj Hussain says.

The meat industry has also been tardy is adopting food safety standards. Few meat shops availed of a grant to install deep freezers and air-conditioners, says S K Ranjhan, an 82-year-old veterinarian and director of a Punjab-based buffalo meat export house. In the four years to March 2016, the government gave ₹27 crore for modernisation of municipal abattoirs. Of the slaughterhouses that took the grant, six were in Andhra Pradesh; none was from UP.

Qureshi's experience with setting up an abattoir in public private partnership has been less than happy. In 2009, he established one in Perambur at a cost of ₹50 crore on the Chennai Corporation's invitation. He has an agreement to operate it for 22 years, but has not been unable to run it, despite completion in 2010, because of local political opposition.

At its meeting in Lucknow on April 6, the Jamiat called upon the UP government to reopen slaughterhouses, renew licenses and assure protection for transporters. It even offered to set up and run goshalas or cow shelters as a goodwill gesture. "We will be more faithful and sincere," says Qureshi.

The UP government, in short, must uphold the rule of law, not use the law to punish a community that does not vote for it.

Uploading books to brains

The learning that comes from reading has little to do with knowledge and everything to do with responding emotionally and morally

CATHY O'NEIL

Bloomberg

WHAT IF HUMANS could upload all the great classics of literature to their brains, without having to go through the arduous process of reading? Wonderful and leveling as that may seem, it's a prospect that I'm not sure we should readily embrace.

A while ago, I listened to an interview with futurist Ray Kurzweil on astrophysicist Neil deGrasse Tyson's radio show *StarTalk*. Kurzweil described (starting at 10:30) how our brains might someday interface directly with non-biological forms of intelligence, possibly with the help of nano-bots that travel through our capillaries.

Given how much faster this interface would be than regular reading, he went on, we'd be able to consume novels like *The Brothers Karamazov* in moments, rather than the current rather clumsy form of ingestion known as reading, which, he said, "could take months."

At this point Tyson interjected: Are you saying we could just upload "*War and Peace*"? Yes, Kurzweil answered: "We will connect to neocortical hierarchies in cloud with pre-loaded knowledge." This snippet of conversation has baffled and fascinated me ever since. I confess that I do not know a lick about neuroscience.

But just knowing something about reading makes the above story implausible, if not alarming.

Kurzweil's choice of book has a special meaning to me. I've read *The Brothers Karamazov* multiple times, the first when I was 15 years old, a tragically depressed suburban nerd girl. It was a revelation, it gave my life meaning. The book changed me. Then I read it twice more, first in my 20s and then in my 30s. Each time it was influential, but strangely seemed like a completely different book.

I'm due for a fourth reading now, and I'm sure that I won't even agree with my former selves as to who is the main character, never mind the point of the book.

From my perspective, the learning that we do when we read a book has little to do with knowledge—what would a pre-loaded version of *The Brothers Karamazov* constitute?—and everything to do with responding emotionally and morally to the story. As I've become older, I forgive hypocrisies more quickly, and I identify with decay more readily. I understand spiritual conflict but I'm not alarmed by it. Thus, the book itself is different each time it's read by a different version of me.

I'm not sure what Kurzweil thinks when he says our computer minds won't need to bother to read the book, and I want to give him and his other futurist computer-brain friends some credit. They surely mean more than having the text of the book itself available to us, or even memorised.

That wouldn't represent knowledge. It must be something deeper, a representation of the book possibly as a narrative, or maybe a movie. But again, if we have access only to that movie, it doesn't represent the same learning that would come through reading and experiencing the book.

There are only two more possibilities left, at least in my limited biological brain. First, that the "true meaning" of the book is codified once and for all by a computer, and is inserted into our long-term memories. This would inevitably be unsatisfying, because it would mean that if I "read it again" I'd actually experience the same exact thing. Also, whose experience gets codified?

> There's the possibility that the interface would look into one's mind, see and understand one's patience with hypocrisy and spiritual conflict, and then transform the matter in a book accordingly. Such lack of active participation could come across as creepy to some people

Finally, there's the possibility that the book's true meaning would change depending on the state of my brain—that the interface would look into my mind, see and understand my patience with hypocrisy and spiritual conflict, and then transform the story accordingly. In which case, every time I uploaded that book or any other, I'd experience a different story.

I doubt this is possible, and in any case, I would find the lack of active participation creepy. That said, I'd definitely pay a monthly subscription to try it out.

LETTERS TO THE EDITOR

Sugar sector needs radical rethink

THOUGH YOUR EDITORIAL "Yogi Adityanath's crushing burden" (*FE*, April 13) was quite heavy on number crunching, it made sense to read and understand the logical course that you proposed for Yogi. The better proposal would be to ensure that the business model of crushing sugarcane be made viable in total so that this issue, which often takes quite a political turn, can be managed without any intervention of the state government. The contract farming policy has to be brought to fruition at the earliest in order to improve the farmer-miller relationship. This would help solve most issues. Further, a linkage of the sugar industry with the energy sector is imperative to improve the payment terms of sugar mills. Ethanol is a solution to such problems. It would provide an immediate respite to the industry in terms of improving the working capital and cash flow problems. The sugar industry, at the same time, should assist the farmers in adopting the latest variety of crop with higher yield. The recovery rate of sugar in Uttar Pradesh is around 9%, below the all-India average of 10%. The model state is Maharashtra where the yield is more than 11%.

— Vinay Singhal, Gurugram

Policing love

Something is rotten in the state of Uttar Pradesh. The forcible entry of Hindu Yuva Vahini men into a bedroom to punish a Muslim boy for being together with a Hindu girl in Meerut was a telling comment on the state of society. Things have now come to such a pass that a young boy or girl has to take the prior permission of state-backed right-wing outfits for falling in love.

— G David Milton, Maruthancode

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ROOTING FOR CHANGE

PSEs are in a better position to be the partner for government's missions of Make in India, Digital India, Skill India and Swachh Bharat

New-age public sector enterprises

ILLUSTRATION: ROHNIT PHORE

UD CHOUBEY
Director general, SCOPE.
Views are personal

IN THE LAST SEVEN decades, Indian economy has grown over 1,444 times from ₹94 billion to ₹136 trillion. Public sector which has played a critical role since independence, has provided continuous momentum to this growth story. It has laid sound industrial and infrastructural foundations, and has helped in attaining technological prowess to place India among the fastest growing global economies.

During the journey, public sector faced many ups and downs. Despite this, the sector showed remarkable resilience and adaptability, proved its mettle by successfully countering rising competition in global market and provided the much needed stability to the country during economic down turns.

Impressive performance of central PSEs (CPSEs) can be judged from the fact that for the last four years, PSEs have been earning a net profit of over ₹1 lakh crore every year. They have contributed over ₹2 lakh crore to the exchequer every year from FY14 to FY16. CPSEs registered a turnover of ₹19,95,716 crore during FY16 which is 13.66% of the GDP. Total investment in 320 CPSEs, of which 244 are operating, is ₹11,71,844 crore. These had 12.34 lakh employees in FY16.

During the last decade, CPSEs contribution to the exchequer has been ₹17.87 lakh crore, which is 1.5 times the investment in these enterprises. They have paid ₹4.34 lakh crore as dividend out of which ₹2.83 lakh crore has gone to the government. Their payout as taxes and duties has been ₹14.87 lakh crore, and they have earned a net profit of about ₹10 lakh crore since FY07. There are seven Indian companies in the Global Fortune 500 list, of these three are CPSEs and one public sector bank.

Public sector is no longer the public sector of yesteryears. Maharatnas, like IndianOil, Oil & Natural Gas Corporation, Bharat Heavy Electricals, NTPC Limited, Steel Authority of India, etc, are world-class CPSEs. Several PSEs like GAIL (India), RITES, Engineers India Ltd, MECON, HPCL, BPCL, NALCO, WAPCOS, etc, are globally competitive and at the forefront of forging joint ventures in setting up subsidiaries abroad and expanding overseas operations.

Many PSEs have over the years, played a vital role in providing the critically needed infrastructure. Coal India, RITES Ltd, Power Finance Corporation, Airports Authority, Bharat Sanchar Nigam, GAIL, PGCIL, Container Corporation are among such PSEs.

In the backdrop of Make in India, CPSEs have given boost to manufacturing, and a thrust to R&D. They have also initiated strategic and innovative approaches towards digitalisation by adapting IT technology, e-auction, e-tendering and procurement, e-recruitment portal, compliant resolution mechanism, etc. These efforts are helping them bring more transparency.

Despite all this, it has become a fashion to spread belief that private sector does better than public sector. No private sector could have ever built the kind of railway network in the country, be it in pre or post independence era, that Indian Railways has been able to do.

But there are some challenges which need to be addressed, on a war footing, to ensure that PSEs perform to their full potential. First, is concerning governance, which has two issues. One is clearly defining role and responsibility of ownership and management, and the second is institution of independent directors. OECD guidelines on corporate governance state that the government should develop an ownership policy. It should define the state's role in governance of state-owned enterprises, its implementation of ownership policy, and the respective roles and responsibility of the officers involved. Such a policy will ensure that PSEs are run in a professional manner and will not cause complexities and uncertainties in taking decisions purely from a professional angle. As owners the main concern of the government should be that PSEs operate and function in a transparent and ethical manner and achieve their set goals, complying with all statutory regulations, and also earn profit besides fulfilling laid down commitments including CSR.

As far as compliance management is concerned, PSEs have adopted constructive mechanism to ensure greater conformity with rising standards of corporate governance. They comply with several rules and regulations under elaborate Parliamentary and government control. They have accountability to other authorities like CAG, CVC and under MOU System, RTI Act and mechanisms required in Companies Act. Over 100 PSEs have also gone an extra-mile by signing Integrated Pact with Transparency International. All these measures, though very beneficial, at times have also undermined performance of PSEs. There is, therefore, need for convergence of these heterogeneous regulatory mechanisms.

Institution of independent directors has emerged as the cornerstone of corporate governance. Absence of requisite number of independent directors on the board has implicated PSEs for not complying with the mandatory requirements of corporate governance. Here, it is important to understand the existing process for appointment, in which PSEs have negligible role. The process being tedious needs to be reformed and simplified.

Corporate social responsibility is an important aspect of corporate governance. PSEs, set up with twin objectives of economic development with social justice have given high priority to the ideals of CSR. Even after liberalisation, their emphasis on CSR has continued, and in fact intensified. According to Prime Database's recent report, during FY16, 920 companies spent ₹8,345 crore towards CSR. Among them 47 were PSEs, which spent ₹2,936 crore or 35.2% of the total.

On the CSR front, the challenge before PSEs are concerned with the Board and appointment of independent directors for setting up board sub-committees, which approve allocation of CSR funds. Selection of suitable agency/trust is also important besides creating awareness among employees, shareholders and other stakeholders about the company's efforts towards fulfilling social responsibilities.

Succession Planning is another area of challenge which involves capacity and skill building, motivation, retaining talented employees etc. Capacity building is crucial to fill the knowledge gap at various levels in the organisation and it should be in an ongoing process. Capacity building of the board members and senior managers is critical for sustainable and competitive growth.

PSE Boards have a complex collation of diverse and heterogeneous partners, namely functional directors, government-nominee directors and independent directors. All the three come with different qualifications, possess varied experiences, and working atmosphere/background. An effective orientation programme is required so that they can contribute effectively to the sustainable development of the organisation and various stakeholders.

Succession planning and grooming dynamic leaders for top management at strategic positions is another challenging job. To accelerate the process, there is need to develop a cadre of potential candidates and professional executives within a PSE as well as within the public sector.

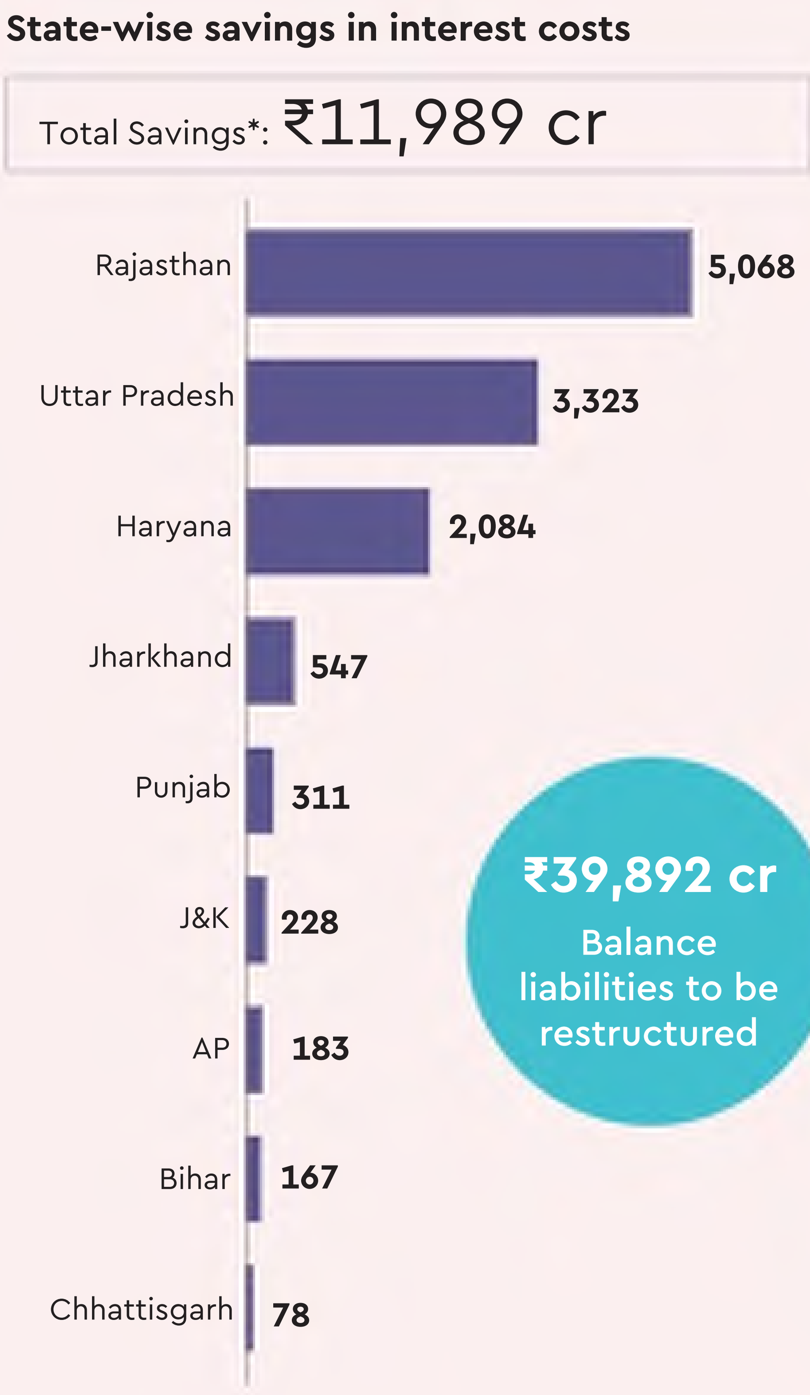
Today, world over, growth with social equity is the buzz word. Public sector is in an advantageous position in this respect. They have improved their performance by sustained transformation in human resource management, technological advancement, operation management, quality management, etc, incorporating the best corporate governance and CSR practices. Their size and over-arching presence across the country and various sectors of economy place them in a better position to be the partner for government's missions of Make in India, Digital India, Skill India and Swachh Bharat. With government's conducive policy interventions, PSEs can take the country among the league of the developed nations.

DATA DRIVE

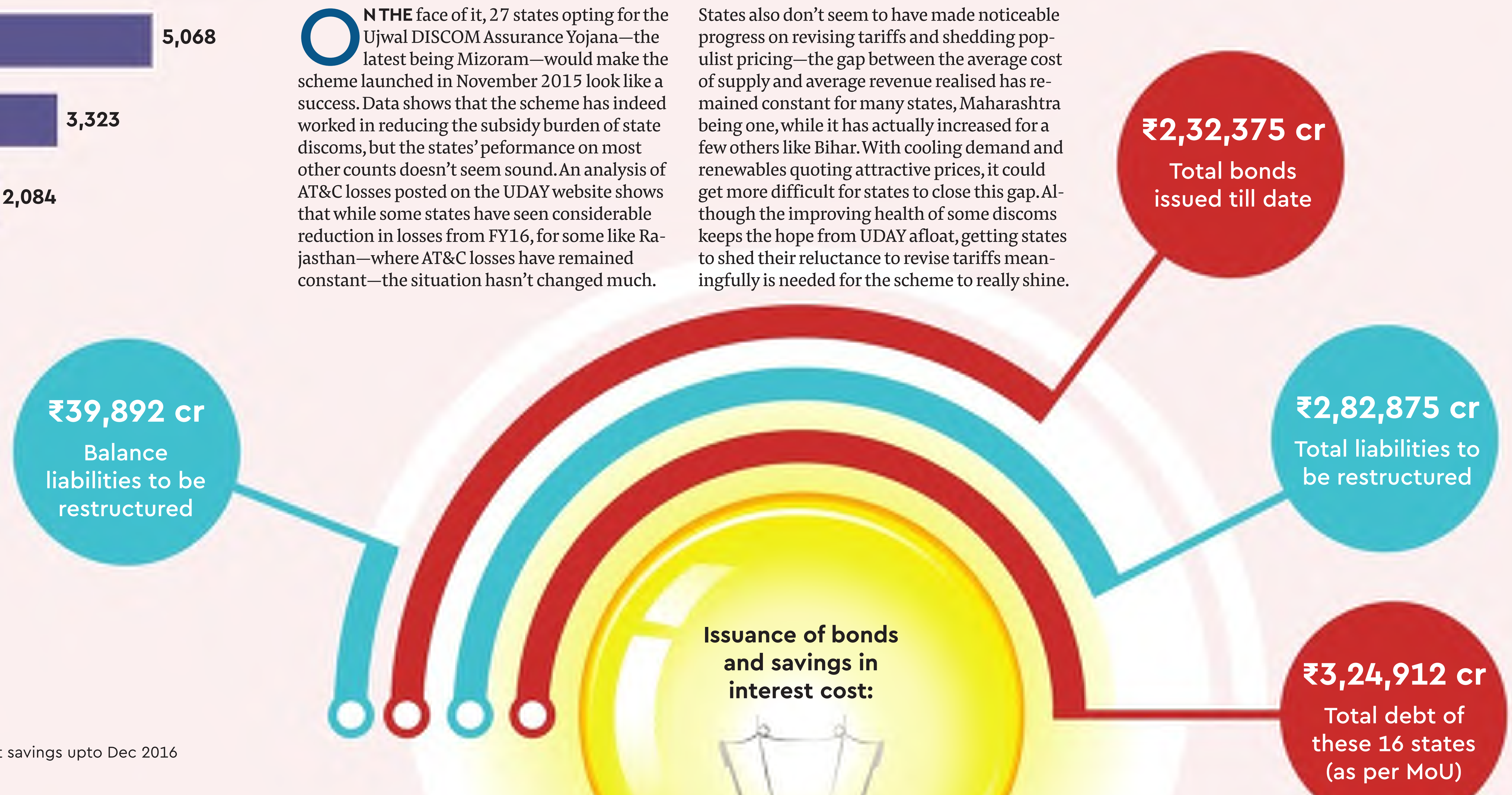
UDAY not so bright

ON THE face of it, 27 states opting for the Ujwal DISCOM Assurance Yojana—the latest being Mizoram—would make the scheme launched in November 2015 look like a success. Data shows that the scheme has indeed worked in reducing the subsidy burden of state discoms, but the states' peformance on most other counts doesn't seem sound. An analysis of AT&C losses posted on the UDAY website shows that while some states have seen considerable reduction in losses from FY16, for some like Rajasthan—where AT&C losses have remained constant—the situation hasn't changed much. States also don't seem to have made noticeable progress on revising tariffs and shedding populist pricing—the gap between the average cost of supply and average revenue realised has remained constant for many states, Maharashtra being one, while it has actually increased for a few others like Bihar. With cooling demand and renewables quoting attractive prices, it could get more difficult for states to close this gap. Although the improving health of some discoms keeps the hope from UDAY afloat, getting states to shed their reluctance to revise tariffs meaningfully is needed for the scheme to really shine.

State-wise savings in interest costs



*Total Savings here refers to Interest savings upto Dec 2016



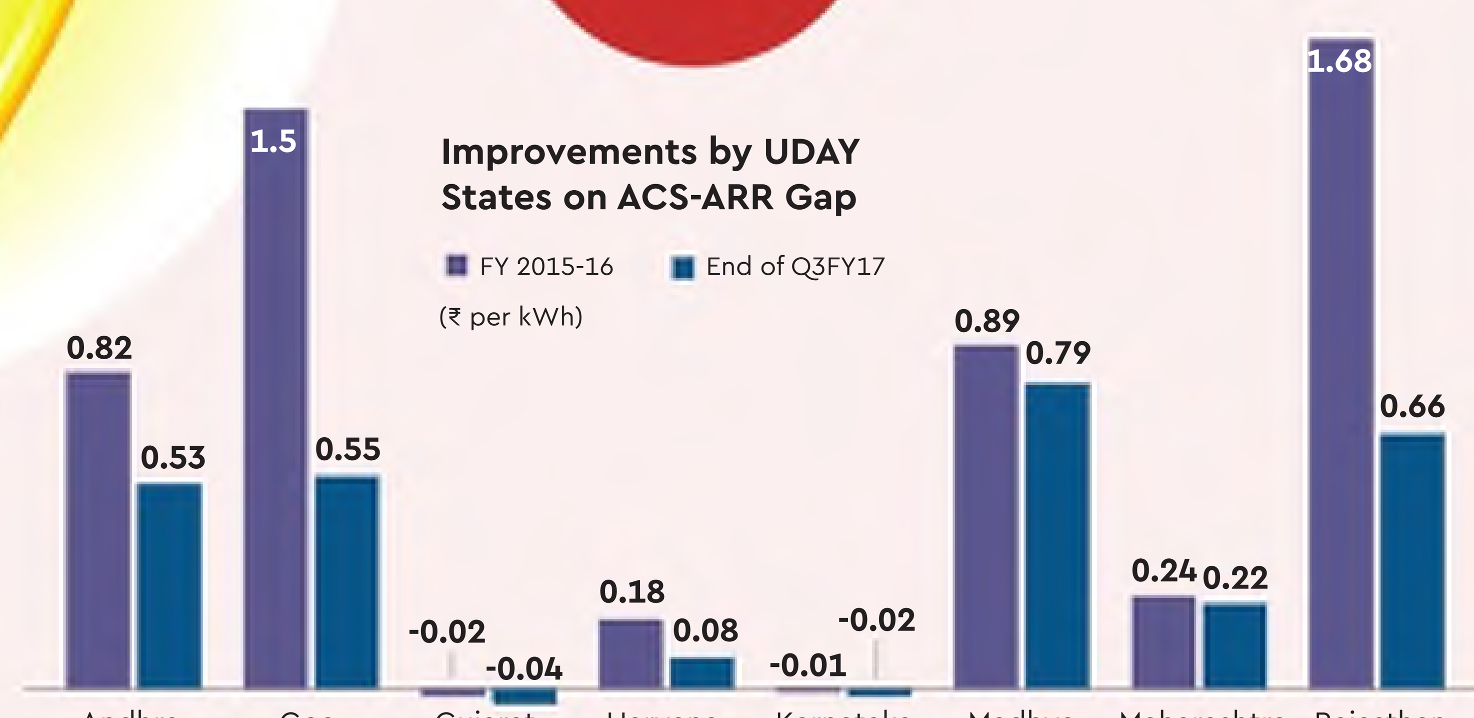
Performance of UDAY states on other major UDAY parameters

	Target	% achieved	Achieved
Feeder metering (rural)	7,429	76	5,645
Feeder meter (urban)	850	330	2,803
DT metering (urban)	6,97,009	10	71,562
Domestic connections*	292.44	19	56.58
UJALA*	1,500.28	67	998.25
Rural feeder audit	50,458	164	82,739
Feeder Segregation	16,432	6	999
Street Light LED*#	13.73	64	8.78
Street Light LED*#	76,959	30	22,815

*in lakh; #data till December 31, 2016

Improvements by UDAY states on AT&C losses

Improvements by UDAY States on ACS-ARR Gap



Source: uday.gov.in