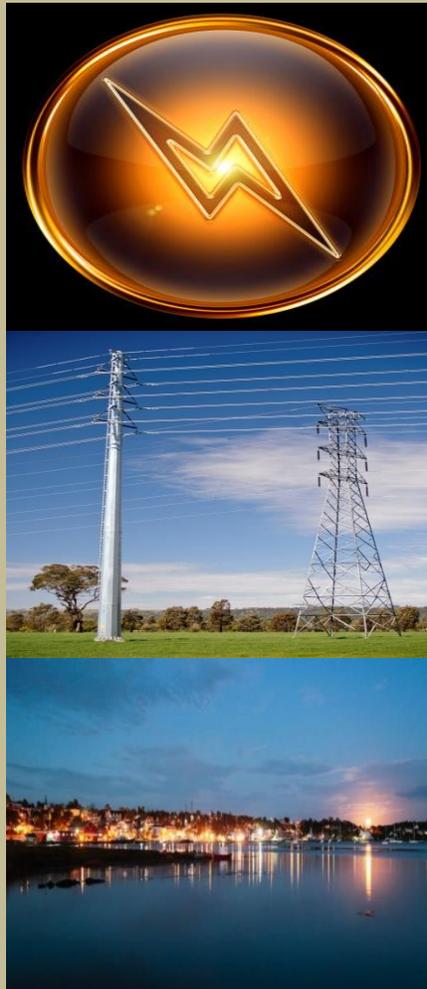


**NATIONAL ELECTRIC POWER REGULATORY  
AUTHORITY (NEPRA)**

**Islamic Republic of Pakistan**



**PERFORMANCE  
EVALUATION  
REPORT**

**Of All**

**Distribution Companies (IESCO, PESCO,  
GEPCO, FESCO, LESCO, MEPCO,  
QESCO, SEPCO, HESCO, K-Electric)**

**For the year 2014-15**

**Along with comparison of 2010-11, 2011-12, 2012-  
13 & 2013-14**

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## EXECUTIVE SUMMARY

National Electric Power Regulatory Authority (NEPRA) is the sole regulator of power sector in Pakistan and protection of consumer interest is an integral part of NEPRA's regulatory regime. When it comes to protection of consumer interest, it is the distribution system that most immediately affects the consumers.

NEPRA is cognizant of this fact and back in 2005 it framed NEPRA Performance Standards Distribution Rules 2005 (PSDR) with a grace period of four and five years to distribution companies and K-Electric, respectively, to improve their network so as to ensure compliance with the performance standards.

Under PSDR, each distribution company is required to submit to NEPRA an Annual Performance Report (APR) in the format as prescribed in the PSDR. These performance reports are analyzed by NEPRA in light of the performance parameters prescribed in PSDR. The APRs for the year 2014-15, submitted by the distribution licensees, were reviewed on the basis of parameters namely, transmission and distribution losses, recovery, System Average Interruption Frequency Index (SAIFI), System Average Interruption Duration Index (SAIDI), time frame for new connections, load shedding, complaints, safety and fault rate.

**Transmission & Distribution Losses (T&D Losses):** NEPRA has prescribed individual targets of T&D losses for all the distribution licensees through their respective tariff determinations. It was observed that except IESCO, all the distribution companies fell short of achieving the prescribed targets to varying degrees. In particular, PESCO, QESCO, HESCO, SEPCO and K-Electric lagged far behind the NEPRA's prescribed targets.

**Recovery:** It was noted that full recovery of electricity bills remained an elusive goal for most of the distribution licensees, except FESCO (100%), MEPCO (100%) and IESCO (99.8%). QESCO in particular showed the worst recovery rate at 32.6%. The trend of recovery rates over time remains erratic for all the DISCOs reflecting the need for a systemic approach at improvement.

**SAIFI & SAIDI:** SAIFI is a performance standard which measures the average frequency of interruptions while SAIDI measures average duration of interruption. The data provided by the distribution companies regarding SAIFI & SAIDI seemed incorrect. Through subsequent monitoring/verification it was confirmed that the data submitted by the distribution companies does not represent factual position.

**Time frame for New Connection:** While reviewing the data pertaining to the percentage of eligible consumers who were not provided new connections within the statutory time frame, it was observed that IESCO tops the list with zero pendency. On the other hand, FESCO (25%) was the worst followed by SEPCO (14%) and then QESCO (13%).



**Consumer Service Complaints:** The data regarding complaints provided by distribution licensees was observed as unrealistic. For instance, HESCO & SEPCO, having 1 and 0.7 million consumers reported only 15 and 24 complaints per day respectively. Similarly, according to data provided by HESCO and LESCO, both have achieved 87% and 80% reduction in complaints respectively as compared to previous year, which is contrary to the factual position noted by NEPRA team during the inspection.

**Safety:** NEPRA considers safety as an important parameter for measuring the performance of distribution companies. The distribution licensees reported that around 226 fatal accidents of employees & public occurred in the year 2014-15 showing an increase of 15% over the previous year.

**Performance Ranking of Distribution Licensees:** NEPRA ranks distribution licensees based on their reported data. The purpose of performance ranking is to induce competition among the distribution licensees. Previously, the performance ranking was based on performance in the areas of transmission and distribution losses, recovery, SAIFI, SAIDI, time frame for new connection, load shedding, consumer complaints, safety and fault rate. The provision of incorrect data by the distribution licensees dilutes the efficacy of performance ranking exercise. While NEPRA has taken serious notice of this issue leading to initiation of legal actions against distribution licensees, in the meanwhile it has decided to rank distribution licensees based on only four parameters; losses, recovery, time frame for new connections and safety.



## 1. Introduction



## 1. INTRODUCTION

As per rule 7 of Performance Standards (Distribution) Rules (PSDR) 2005<sup>1</sup>, each distribution company has to submit to the Authority an Annual Performance Report every year, before 31<sup>st</sup> of August of the succeeding year in the prescribed format.

The Annual Performance Reports should include at least the following information:-

- (a) **System Performance Reports**
- (b) **Consumer Service Performance Reports**
- (c) **Distribution Companies Written Report on Performance and Plans for Improvement**

Rule 7(2) of PSDR states that the Annual Performance Report should also contain all relevant information with respect to compliance with these Rules during the year, including a comparison with the compliance report to Authority for the previous year.

This report contains analysis of performance parameters through descriptive & graphical representation based on the data reported by each distribution company for last five years. The analysis is based on the following parameters:-

- Transmission & Distribution Losses,
- Recovery in percentage,
- System Average Interruption Frequency Index (SAIFI);
- System Average Interruption Duration Index (SAIDI),
- Percentage consumers who were not given new connection in permitted time period,
- Total number of consumers who made complaints about Voltage,
- Average duration of load-shedding (hrs),
- Total Consumer Service Complaints received by DISCO during the year,
- Fault Rate (faults/km) of distribution system,
- Electrical incident resulting in death or permanent serious injury/disability to the member of staff or public.

The report also includes a chapter on performance ranking of distribution companies including K-Electric.

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<sup>1</sup> In exercise of the powers conferred by Section 46 of the Regulation of Generation, Transmission and Distribution of Electrical Power Act, 1997 (XL of 1997), read with Section 34 thereof, the National Electric Power Regulatory Authority, with the approval of the Federal Government made the Performance Standards (Distribution) Rules notified vide S.R.O.45(I)/2005 dated 11<sup>th</sup> January, 2005.



**2. Comparison of  
Distribution Companies on  
the basis of Performance  
Standards for Last Five  
Years  
(2010-11 to 2014-15)**

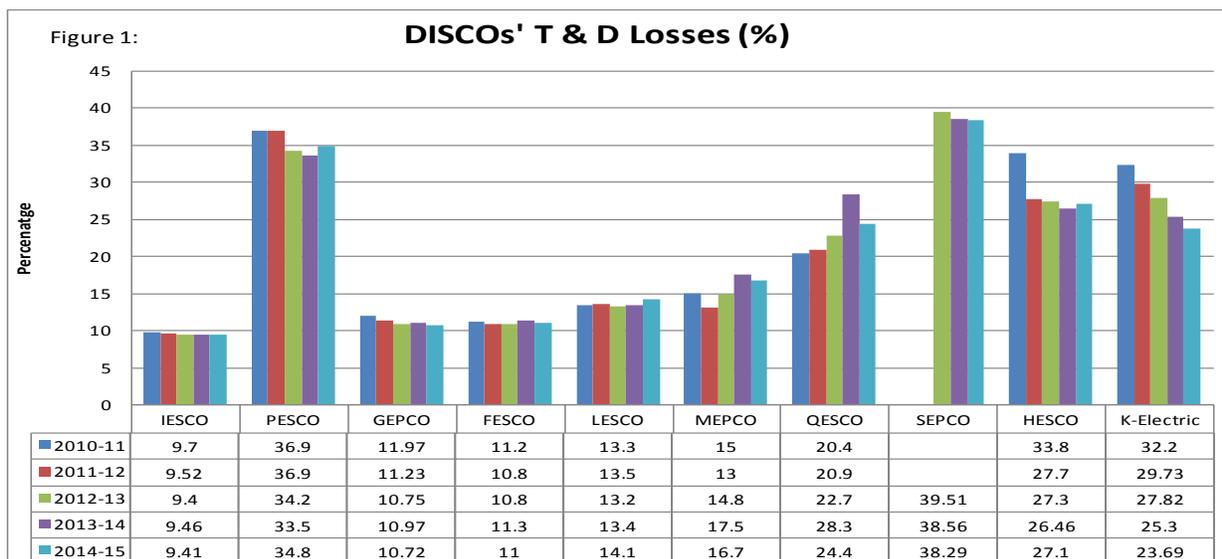
## 2.1 Transmission & Distribution (T&D) Losses:

Energy losses occur in the process of supplying electricity to consumers due to technical and commercial losses. The technical losses are due to energy dissipated in the conductors and equipment used for transmission, transformation, sub-transmission and distribution of power. While commercial losses mostly relate to theft of electricity.

NEPRA sets the targets of T&D losses for the DISCOs through their respective tariff determinations. Cutting back on these losses is crucial for improvement in the financial health as well as the services provided by DISCOs to the consumers. As per the data provided by DISCOs, these losses remain a source of concern for NEPRA. The data for 2014-15 shows that except IESCO, all the DISCOs have breached the individual targets set by NEPRA (Table 1). SEPCO showed the worst performance in this regard followed by PESCO, K-Electric, QESCO and HESCO. While the reasons for failure to achieve NEPRA’s target vary from DISCO to DISCO, generally these include terrain, length of the line, old and deteriorating network and theft etc.

	Reported Losses (2014-15)	Allowed in Tariff Determination	Breach of Target
IESCO	9.41	9.44	-0.03
PESCO	34.8	26	8.8
GEPCO	10.72	9.98	0.74
FESCO	11	9.5	1.5
LESCO	14.1	11.75	2.35
MEPCO	16.7	15	1.7
QESCO	24.4	17.5	6.9
SEPCO	38.29	27.5	10.79
HESCO	27.1	20.5	6.6
K-Electric	23.69	15	8.69

Figure 1 illustrates the performance of DISCOs and K-Electric over a period of five years starting from 2010-11. Over time, most of the DISCOs have shown slight improvement in cutting back at the losses, except LESCO, MEPCO and QESCO.



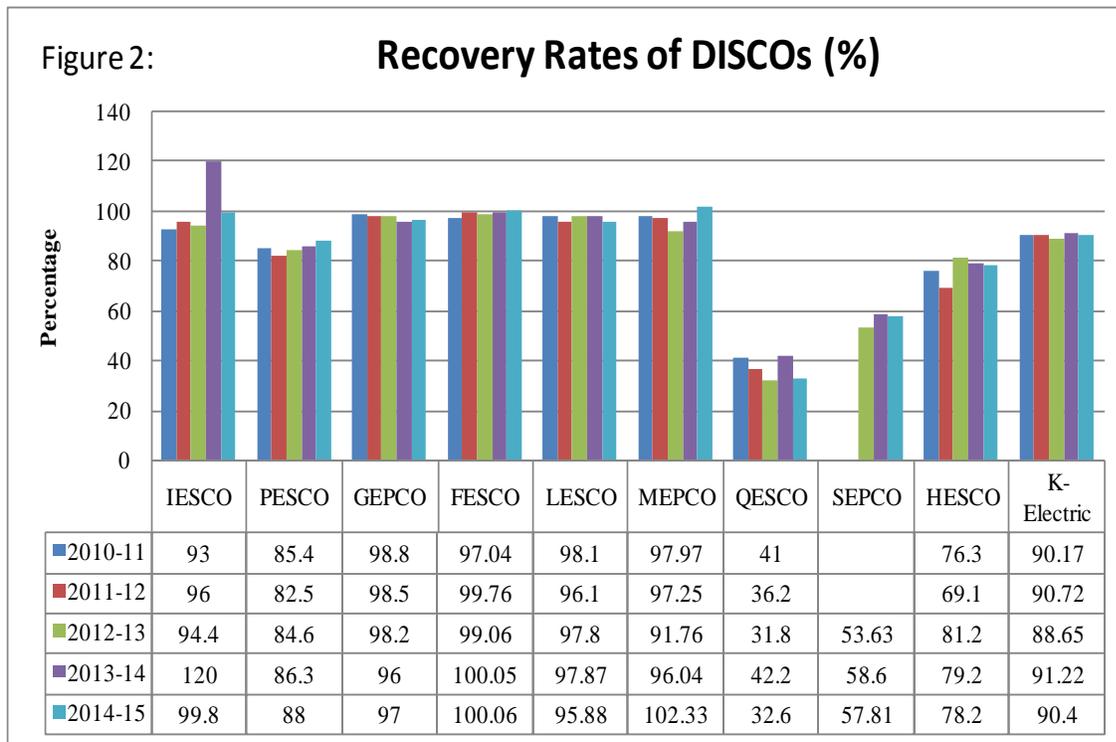


One of the key reasons for high transmission and distribution losses in DISCOs is the lack of any tracking mechanism for electricity flow from the points of their electricity purchases (CDP) down to the final consumers. A reliable metering and recording system at every voltage level starting with the 132 kV grid, at the 11 kV and to 440 and 220 volts is therefore critical for the elimination of theft, unaccounted electricity and diagnosing technical problems.

In this regard NEPRA has issued directions to the DISCOs to install Automated Metering Infrastructure (AMI) Systems to help reduce the T&D losses.

## 2.2 Recovery

Recovery of outstanding amount has a direct bearing on the financial viability of DISCOs. Better recovery rates place utilities in better position to utilize funds for improvement in their services to the consumers. Considering its importance, NEPRA has made this parameter an essential component of the Performance Ranking exercise of the DISCOs so that the DISCOs are encouraged to reach the rate of 100% recovery.

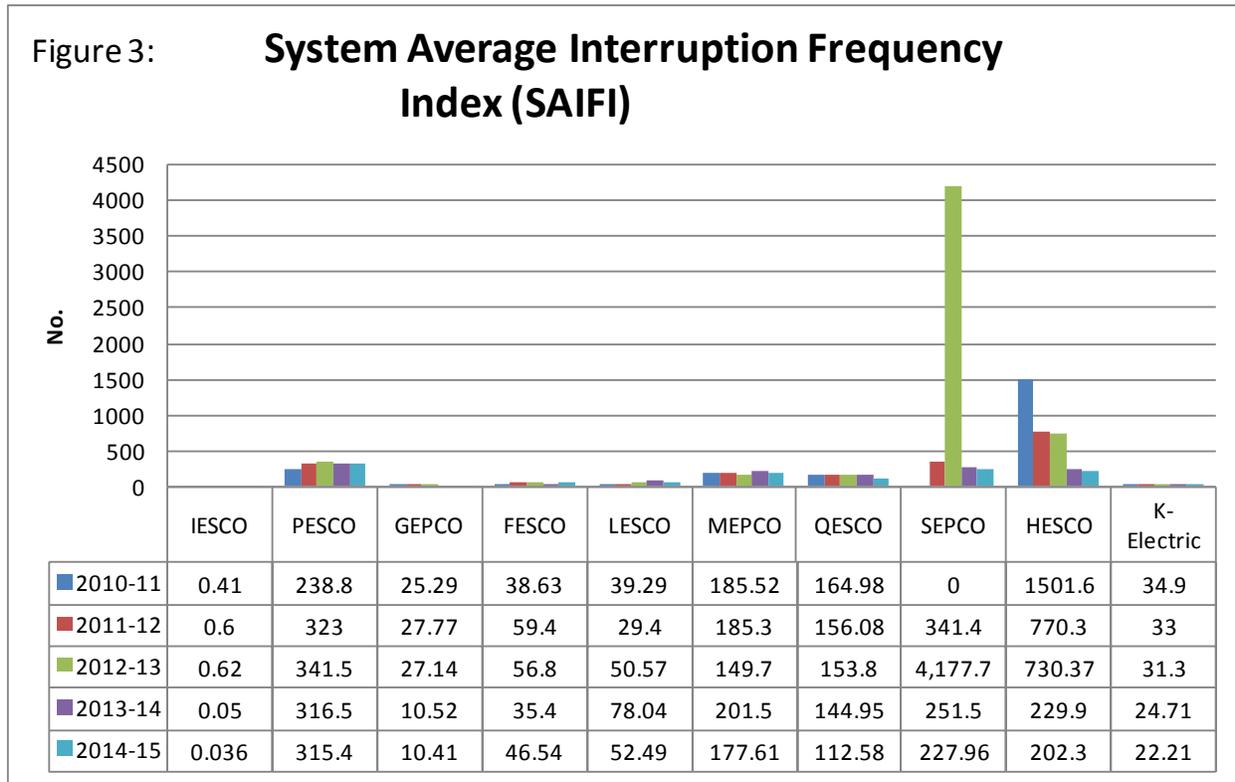


**Figure 2** illustrates the recovery rates<sup>2</sup> of DISCOs and K-Electric over a period of five years starting from 2010-11. It is quite evident that full recovery remains an elusive goal for most of the DISCOs. The most dismal performance has been shown by QESCO, which consistently remains below 50% and has recently reached as low as 33%. Similarly, SEPCO and HESCO have achieved alarmingly low recovery rates during 2014-15.

The trend of recovery rates of most of the DISCOs remains erratic. A consistently increasing trend may have reflected a systemic improvement by the DISCOs. Every distribution company has a variation in trend over a period of last five years. This demonstrates the weakness of DISCOs' management which could not maintain sustainable improvement.

<sup>2</sup> More than 100% means the recovery of amount that was due in the previous period.

2.3 System Average Interruption Frequency Index:



System Average Interruption Frequency Index (SAIFI) is commonly used as reliability indicator and it is average number of interruptions that a customer would experience in a year. Reliability evaluation of distribution power system is of significant importance when performing asset management.

As per PSDR, a distribution company shall ensure that the SAIFI of supply of power per consumer per annum does not exceed thirteen<sup>3</sup>.

$$SAIFI = \frac{\text{Total Annual number of all Consumer Power Supply Interruptions}}{\text{Total number of consumers served by the distribution company in a given year}}$$

NEPRA has recently excluded this parameter from the performance ranking exercise of the DISCOs and K-Electric given the fact that the data provided by the licensees was incorrect and not based on ground realities. For instance, the SAIFI of IESCO is 0.036, this means that each consumer, on average, experienced less than one interruption in 2014-15 due to IESCO’s own system fault, which is quite questionable and very far from reality. Similarly, the SAIFI of LESCO is 52.49, which means that each consumer, on average experienced fifty two interruptions in

<sup>3</sup> Rule 4 (a) Overall Standard 1



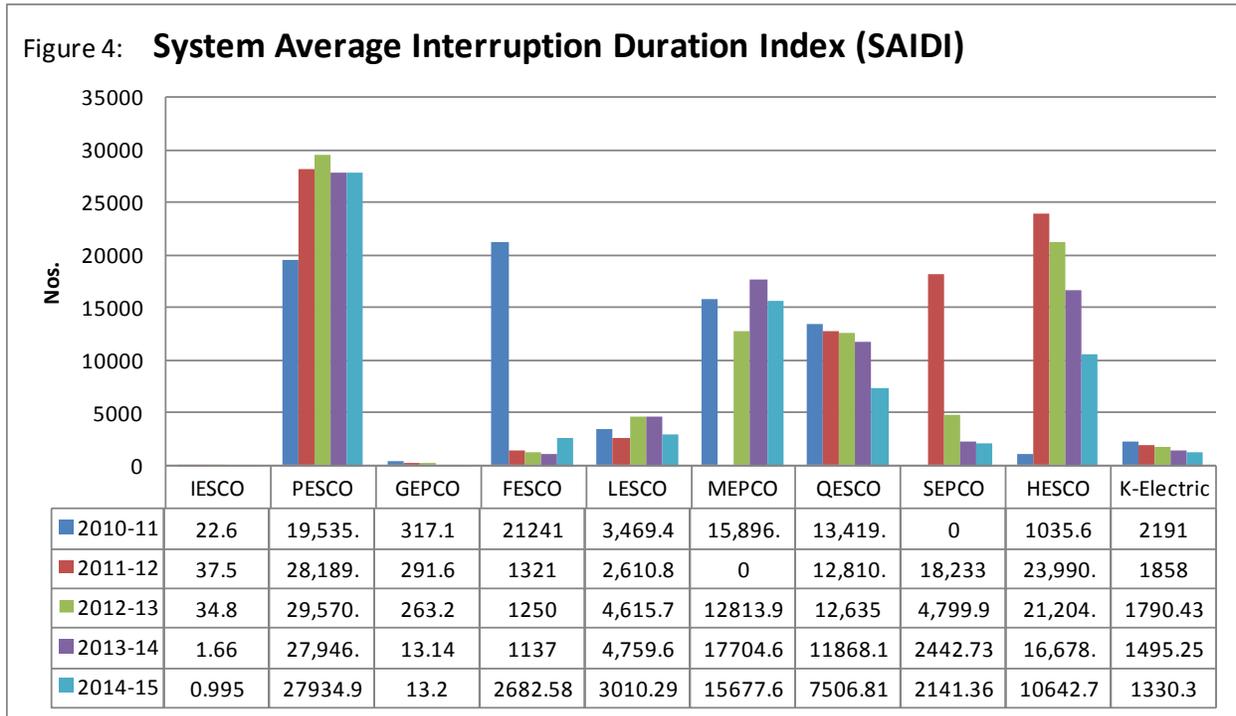
2014-15 due to LESCO's own system faults. The inaccuracy of the data was further established by NEPRA through monitoring and inspections of various DISCOs.

Notwithstanding that, distribution companies can reduce their number of interruptions and can improve their SAIFI by performing regular O&M activities as colossal amounts are being allowed by NEPRA every year.

Based on the repeated requests of distribution companies, a process regarding review of reliability standards i.e. SAIFI & SAIDI was initiated by NEPRA. Based on the feedback of stakeholders and proposals of consultants based on international best practices, NEPRA has set targets of SAIFI & SAIDI for the years 2015-16 & 2016-17 separately for each distribution company which is 5% reduction over mean value of last five years data of SAIFI and 10% reduction over mean value of last five years data of SAIDI.

## 2.4 System Average Interruption Duration Index (SAIDI)

Figure 4: System Average Interruption Duration Index (SAIDI)



System Average Interruption Duration Index (SAIDI) is commonly used as reliability indicator and it is the average outage duration for each customer served during a year. As electricity is interlinked with every aspect of day to day life, the issue of reliability is paramount and the impact of power interruptions & its long duration is significant on consumers. If the care of system reliability is not taken by the utilities, then this gap comes at a significant cost. It should be the goal of every utility to create a road map for more efficient and reliable practices so that it can serve the individual customer satisfactorily.

As per PSDR, a distribution company shall ensure that the System Average Interruption Duration Index (SAIDI) of supply of power per consumer per annum does not exceed fourteen minutes<sup>4</sup>.

$$\text{SAIDI} = \frac{\text{Aggregate sum of all Consumer Power Supply Interruption duration in minutes}}{\text{Total number of consumers served by the distribution company in a given year}}$$

NEPRA has recently excluded this parameter from the performance ranking exercise of the DISCOs and K-Electric given the fact that the data provided by the licensees was incorrect and not based on ground realities. For instance, according to the reported data, the SAIDI of IESCO is 0.995, which means that average duration of each interruption occurred is even less than one minute which is way beyond true. Similarly, the SAIDI of GEPCO is 13.2, which means that

<sup>4</sup> Rule 4 (b) Overall Standard 2



average duration of each interruption is thirteen minutes. The inaccuracy of the data was further established by NEPRA through monitoring and inspections of various DISCOs.

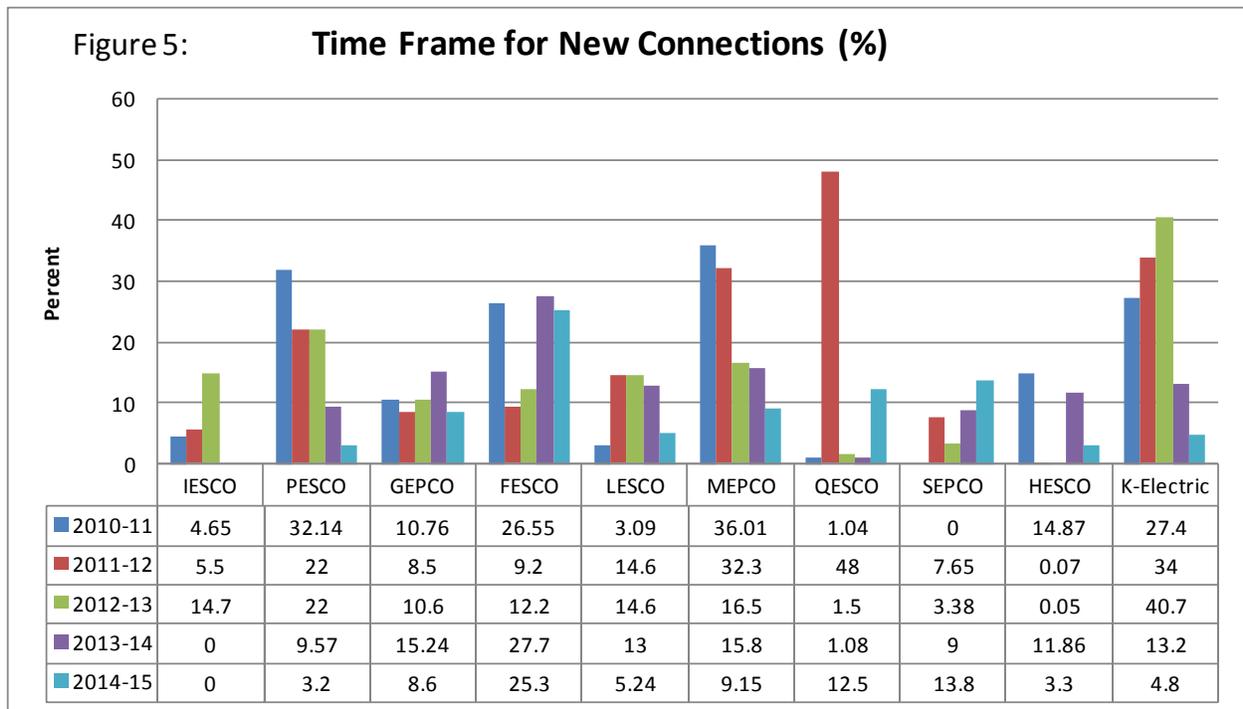
Notwithstanding that, utilities can reduce the duration of outages and can improve the SAIDI by focusing on resolving of network issues as colossal amounts are being allowed by NEPRA every year.

Based on the repeated requests of distribution companies, a process regarding review of reliability standards i.e. SAIFI & SAIDI was initiated by NEPRA. Based on the feedback of stakeholders and proposals of consultants based on international best practices, NEPRA has set targets of SAIFI & SAIDI for the years 2015-16 & 2016-17 separately for each distribution company which is 5% reduction over mean value of last five years data of SAIFI and 10% reduction over mean value of last five years data of SAIDI.

## 2.5 Time Frame for New Connection

Under PSDR<sup>5</sup>, a distribution company shall provide electric power service to at least 95% of new connections to eligible consumers as specified in the Consumer Eligibility Criteria laid down by the Authority.

If a consumer applies for connection at a voltage level up to 400 V and load up to 15 KW, then time limit for issuance of demand notice by the distribution company after receipt of application is 10 days, subsequently, the time limit for providing connection after payment of demand notice is 20 days. Moreover, in case of non-provision of connection within due time, the distribution company is bound to provide the reasons of each day delay to the consumer along with a copy to the Authority.



**Figure 5** illustrates the percentage of applicants who were not provided connections within due time frame for the year 2014-15 along with comparison of last four years i.e. from 2010-11 to 2013-14. Further, keeping in view the Rule requirement as mentioned above, it is observed that IESCO, PESCO, HESCO & K-Electric have submitted that more than 95% of applied connections were provided to consumers in 2014-15. On the other hand, GEPCO, FESCO, LESCO, MEPCO, QESCO and SEPCO have not been able to achieve the targets.

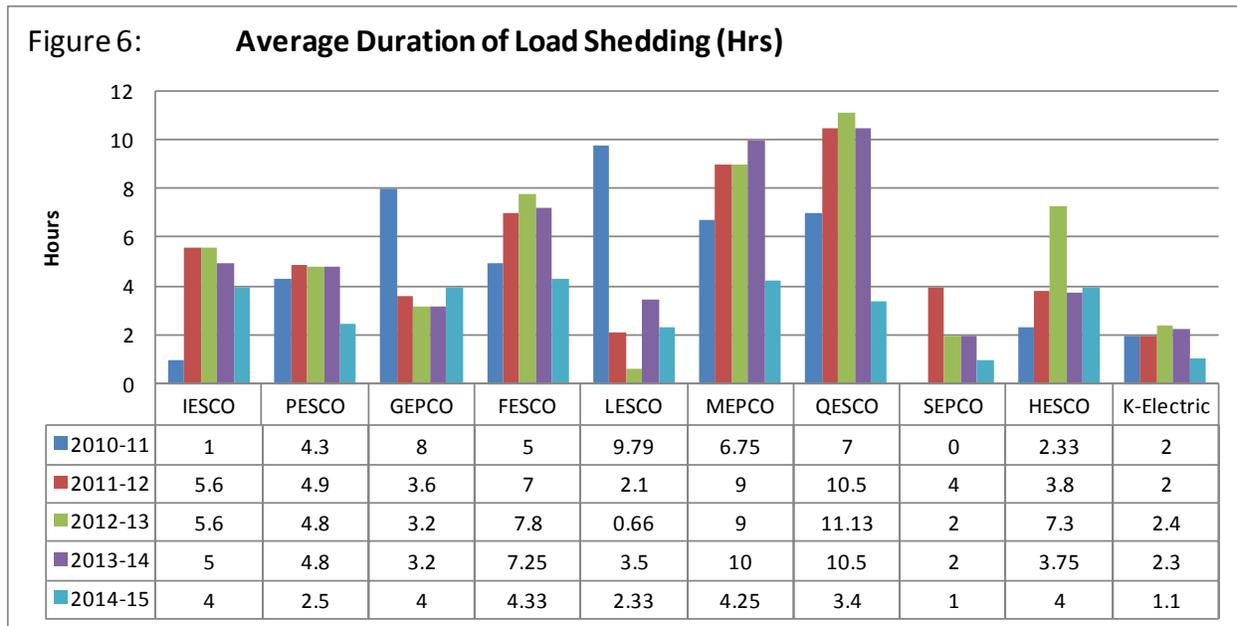
<sup>5</sup> Rule 4(c) of PSDR



There is a need for distribution companies to improve their service by providing timely connections to their consumers through timely procurement of material and improved management. It is important to note that as per amendment (in 2011) in PSDR, none of the distribution companies has submitted the reasons of not providing the connections to the eligible consumers.

In this regard, NEPRA has issued instructions to the DISCOs for timely provision of connections as well as submit reasons for not doing the same.

## 2.6 Average Duration of Load Shedding



Under PSDR, a distribution company shall have plans and schedules available to shed up to 30% of its connected load at any time upon instructions of NTDC<sup>6</sup>. When instructed by NTDC, the distribution company shall shed the load in the following order:

- (a) Supply to consumers in rural areas; and residential consumers in urban areas where separate feeders exist.
- (b) Supply to consumers other than industrial, in urban areas.
- (c) Supply to agriculture consumers where there is dedicated power supply.
- (d) Supply to industrial consumers.
- (e) Supply to schools & hospitals
- (f) Supply to defense and strategic installations

**Figure 6** illustrates the average duration of load shedding by the DISCOs on daily basis for the last five year starting from 2010-11. The data provided by DISCOs does not represent the factual position. During visit of different distribution companies, NEPRA professionals observed on average 8 to 10 hours load shedding in urban and 10 to 12 hours in rural areas. However, the data provided by distribution companies indicate, for instance, 1 to 4 hours of load shedding. Even National Power Control Center (NPCC) has issued instructions for implementing 6 hours in urban and 8 hours in rural areas.

Similarly, SEPCO submitted that only 1 hour load shedding was carried out in its territory during 2014-15, which is not correct. Since, the percentage losses of SEPCO are also higher, therefore,

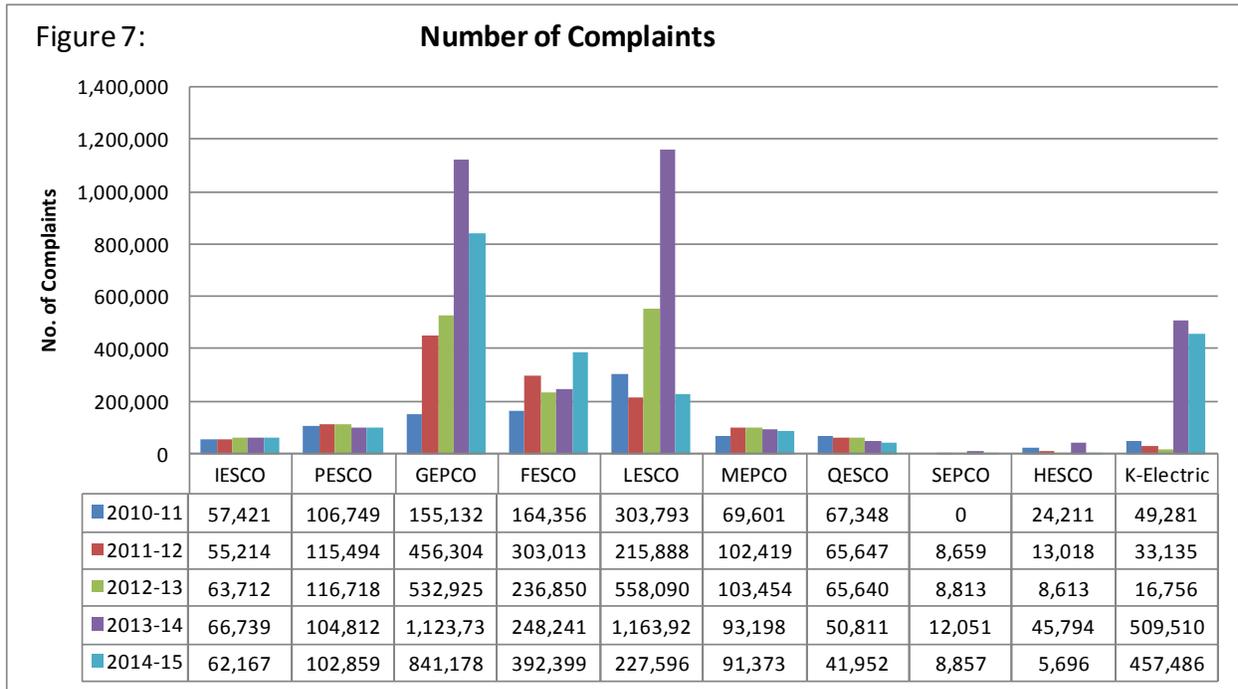
<sup>6</sup> Rule 4 (f) of PSDR



only 1 hour load shedding is beyond understanding. It is also noted with serious concern that, according to the data, only 1 hour average load shedding was carried out in Karachi during 2014-15; which is contradictory to the factual position and media reports.

Additionally, it has been observed that distribution companies are not following the order of load shedding according to different clauses of consumers as provided in PSDR.

2.7 Consumer Service Complaints:



According to Rule 5 (2) of PSDR 2005, a distribution company shall ensure that all consumer complaints are properly registered and accurately recorded. In this regard, the data is received from the DISCOs in a prescribed format.

It is important to mention that during monitoring/visit of NEPRA team in different distribution companies, it was noted that no proper complaint handling mechanism was in place. Similarly, there was no proper recording system of complaints so that it can be assessed that how many complaints have been received by a distribution company in a day and how much time has been spent for redress. Therefore, aforesaid data seems baseless and totally based on unrealistic approach. In this regard, NEPRA has initiated legal proceedings under the relevant provisions of PSDR.

Figure 7 illustrates the number of complaints received by DISCOs over the last five years starting from 2010-11.

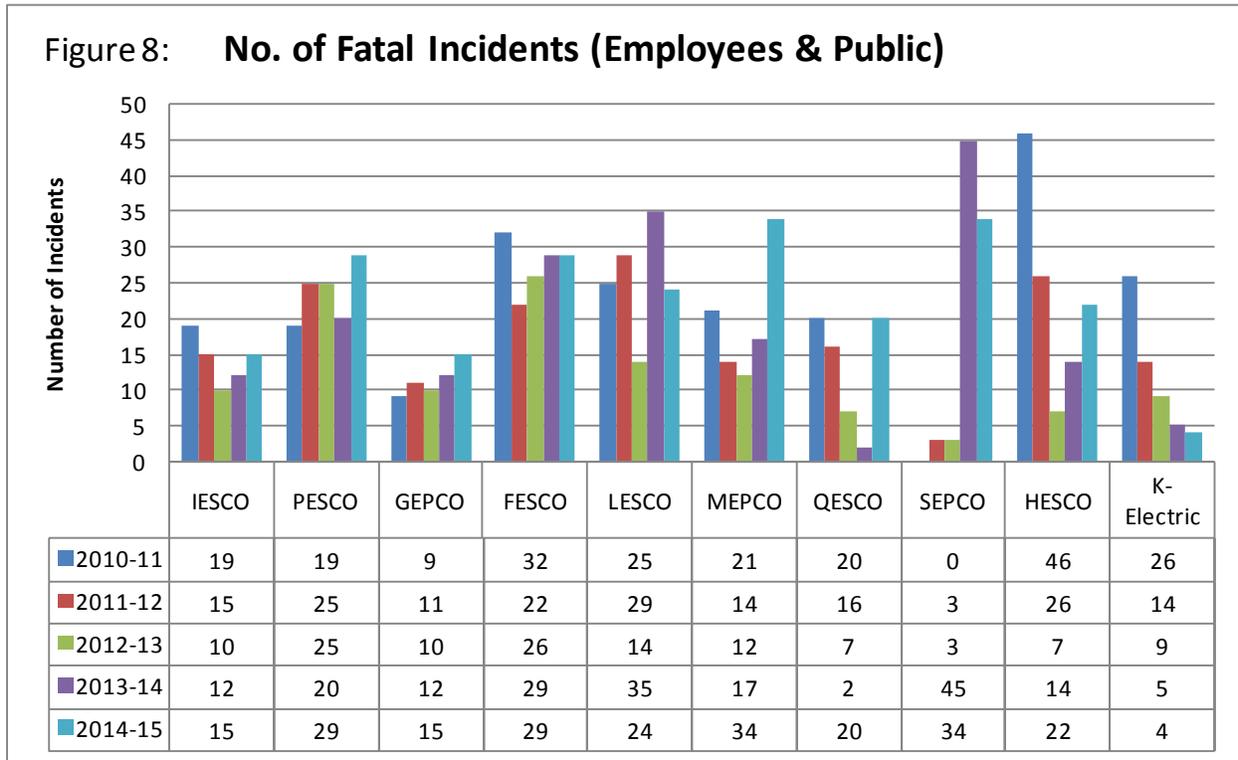
**Table 2: Analysis of Data Regarding Complaints**

Name of DISCO	Total Number of Consumers	No. of Complaints	% of Complaints w.r.t no. of consumers	Average Per Day Complaints (No. of Complaints/365 days)
(1)	(2)	(3)	(4)	(5)
IESCO	2,423,317	62,167	2.6	170
PESCO	2,618,779	102,859	3.9	282
GEPCO	2,812,997	841,178	30	2304
FESCO	2,445,562	392,399	16	1075
LESCO	3,432,160	227,596	6.6	623
MEPCO	4,989,020	91,373	1.8	250
QESCO	561,280	41,952	7.5	115
SEPCO	721,087	8,857	1.2	24
HESCO	976,923	5,696	0.6	15
K-Electric	2,317,947	457,486	19.7	1253
BTPL	16,879	1,838	10.9	5
TESCO	384,031	5,892	1.5	16

**Table 2** contains analysis of the complaints data based on two parameters; percentage of complaints with respect to the total number of consumers and, average per day complaints which have been derived by considering total number of complaints with respect to total number of days in a year. Column 4 of table 2 shows that the complaints registered at IESCO, PESCO, MEPCO, SEPCO, HESCO and TESCO are even less than 5%, whereas, LESCO & QESCO are in the range of 5 to 10%. This means that their systems are so efficient that consumers are fully satisfied and having no complaints against the utilities services, which is far away from ground realities. Similarly, column 5 shows that HESCO & SEPCO having 1 & 0.7 million consumers have received only 15 & 24 complaints in a single day which does not seem correct. In case of other companies like IESCO, PESCO, LESCO and MEPCO number of complaints is very low. It ranges 100 to 600 as compared to millions of consumers. If the data is compared with the total number of complaint centers/customer services centers of distribution companies, it can be said that there is no single complaint per day per complaint center in some of the distribution companies.

Given the fact that the data regarding complaints is not based on facts, NEPRA has recently excluded this parameter from the performance ranking exercise of DISCOs since that will dilute the ranking.

2.8 Safety



Safety considerations are often decisive for actions in the distribution system. It covers both occupational and third party safety. For third party safety, the concern mainly comes from the potential accidental touching of live electrical system parts e.g. the conductor wires of overhead lines. Occupational safety is in addition covering various aspects related to the construction, operation and decommissioning of components in the distribution system.

According to PSDR, a distribution company shall implement suitable, necessary, and appropriate rules, regulations and working practices, as outlined in its Distribution Code or applicable documents, to ensure the safety of its staff and members of public. In this regard, distribution utilities have submitted the information related to number of fatal accidents which occurred for both employees and general public for the year 2014-15 as per prescribed format (form 9 of PSDR).

While reviewing the data, it was observed that all distribution companies have reported number of fatal accidents as above five except K-Electric. For MEPCO & SEPCO, there is highest number of accidents among all distribution companies i.e. 34 for each (**Figure 8**).

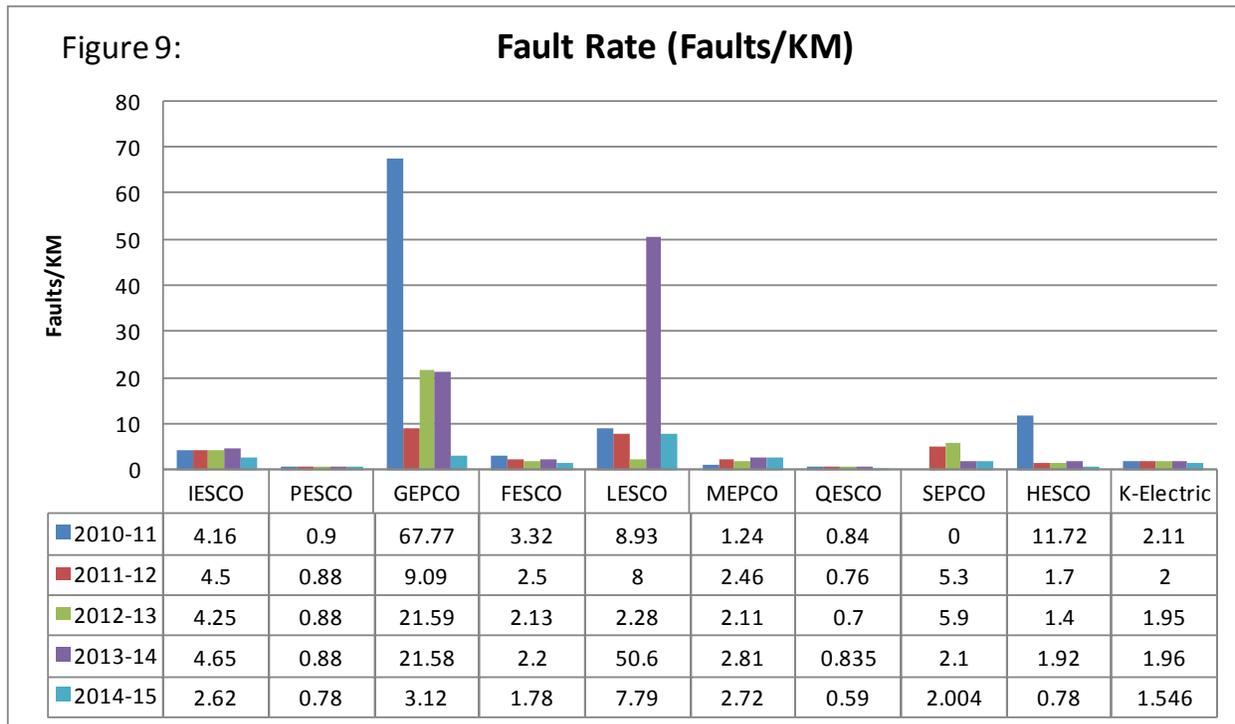
The alarming rise in the number of fatal accidents testifies that the distribution companies are not serious towards the development of safety culture in their respective territories. Since, the number has increased as compared to last year almost in every distribution company, therefore, it can be said that distribution companies are not taking proper measures to reduce accidents and



develop a safe working environment. Overall, **226** deaths occurred in all distribution companies of Pakistan in 2014-15, which is quite alarming and poses a big question mark on management of distribution companies. This means that one fatal accident occurs almost every working day.

NEPRA has taken legal actions under NEPRA Fine Rules 2002 against distribution companies for failure to comply with safety standards. Further, NEPRA has issued Safety Code for distribution companies which provides guidelines to develop procedures for ensuring safe working environment by conducting regular awareness & training programs, establishment of regional training centers, strict implementation of safety work procedures, formation of safety management departments and close coordination between higher management and line staff. Moreover, NEPRA has instructed all distribution companies to develop their safety manuals in accordance with the Safety Code. NEPRA is also in the process to make a joint safety working group comprising professionals of all distribution companies for promoting safety culture, development of uniform safety manuals, inter-companies safety trainings, and exchange programs of safety initiatives.

2.9 Fault Rate (Faults/Km)



This parameter deals with the total number of system faults occurring in distribution system with respect to their total lengths. In this regard, System Performance Reports have been submitted by the distribution companies as per Forms as set out in Annex-I to the PSDR.

While reviewing the data pertaining to the fault rate, it is noted that the data provided by all distribution companies implies that the number of faults are decreasing with the increasing length of network, which is in clear contradiction with the number of unplanned long power supply interruptions as provided by the distribution companies. This shows that the data provided by them is not based on facts. The figures as reported by distribution companies in 2014-15 have also been compared with the figures of 2013-14 and found that GEPSCO & LESCO have shown drastic decline from 21.58 to 3.12 and from 50.6 to 7.79 respectively, which is contrary to ground realities (**Figure 9**). Whereas, other distribution companies have shown slight decrease.

Similarly, FESCO has shown reduction in their system faults but the improvement in SAIFI & SAIDI is not proportionate to it. It is important to note that if the system faults are being reduced then why not SAIFI & SAIDI are improving, as both the KPIs are based on distribution company’s system faults resulting in power interruptions. FESCO has shown reduction in system faults in 157,656 in 2013-14 to 126,955 in 2014-15 to whereas, number of interruptions have increased in the corresponding periods. This means that the data submitted by distribution companies is not realistic.



### **3. Performance Ranking of Distribution Companies**

### **3. PERFORMANCE RANKING OF DISTRIBUTION COMPANIES**

Performance Ranking is basically a management tool to identify and gauge unusually good or poor performers in terms of pre identified parameters. In this regard, Performance Ranking of distribution companies comprising of IESCO, PESCO, GEPCO, FESCO, LESCO, MEPCO, QESCO, SEPCO, HESCO & K-electric has been carried out based on the data as reported by them for the year 2014-15. This will enable distribution companies to more accurately identify trouble areas and take accurate mitigating actions to enhance service reliability so as to minimize outages and reduce their impact on customer services.

Normally, distribution companies are evaluated in the areas of T&D Losses, Recovery, SAIFI, SAIDI, Time Frame for New Connection, Load Shedding, Consumer Complaints, Safety and Fault Rate and the analysis is primarily dependent upon the accuracy of information that has been reported by them. Therefore, due to the issue of reliability of data which was verified by NEPRA team during monitoring of DISCOs, the Performance Ranking was restricted to only four parameters i.e. T&D Losses, Recovery, Time Frame for New Connections and Safety.

Accordingly, equal weightage has been given to the following four parameters detailed as under:-

**Table 3: Weightage of Parameters**

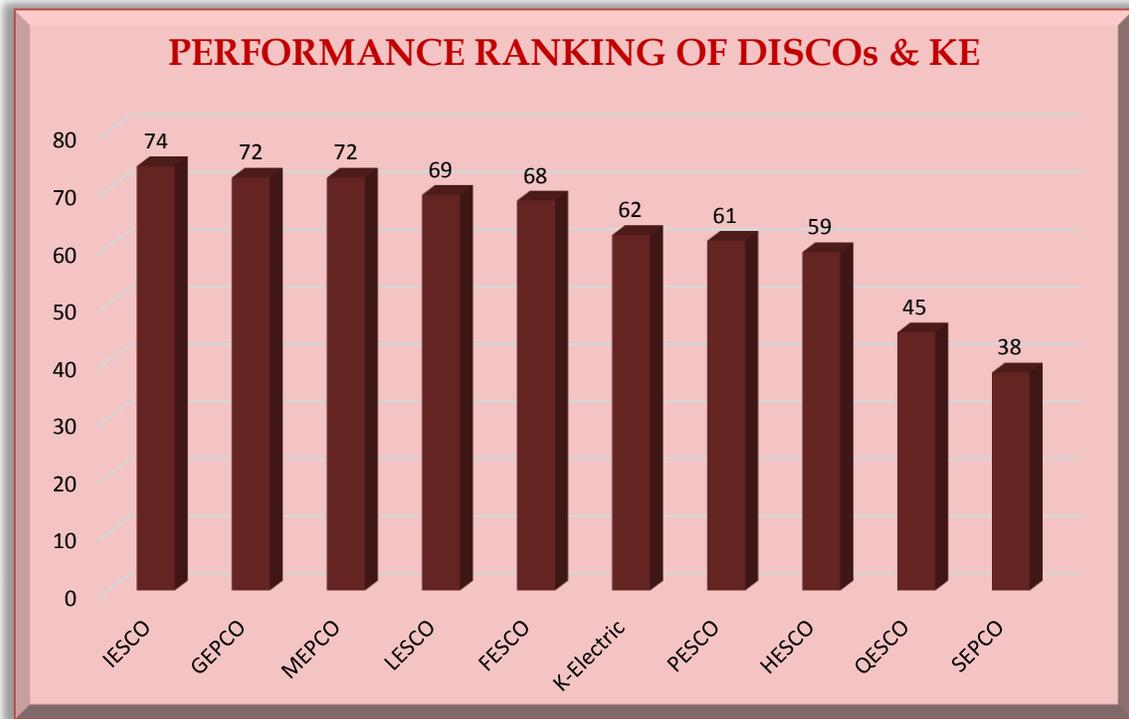
<b>Sr. No.</b>	<b>Description of Parameters</b>	<b>Weightage</b>
<b>01</b>	T&D Losses	25
<b>02</b>	Recovery	25
<b>03</b>	Time frame for new Connections	25
<b>04</b>	Safety	25
		<b>100</b>

Considering the performance data as reported by distribution companies with respect to Performance Standards set under PSDR & Distribution Code, each company has been awarded marks on the basis of parameters as given in Table 13. Accordingly, the rating of distribution companies comes out to be as under:

**Table 4: Ranking**

Name of DISCO	Marks	Ranking Position
IESCO	74	1 <sup>st</sup>
GEPCO	72	2 <sup>nd</sup>
MEPCO	72	3 <sup>rd</sup>
LESCO	69	4 <sup>th</sup>
FESCO	68	5 <sup>th</sup>
K-Electric	62	6 <sup>th</sup>
PESCO	61	7 <sup>th</sup>
HESCO	59	8 <sup>th</sup>
QESCO	45	9 <sup>th</sup>
SEPCO	38	10 <sup>th</sup>

**Figure 10: Graphical Representation:**





## NATIONAL ELECTRIC POWER REGULATORY AUTHORITY (NEPRA)

IESCO secured 1<sup>st</sup> position owing to its plausible performance in losses, recovery, & time frame for new connection as reported by it in its APR. Whereas, SEPCO remained at last (10<sup>th</sup>) position due to its poor performance primarily in the segments of losses & time frame for new connections.

It is important to note that GEPCO & MEPCO have same marks but they are assigned 2<sup>nd</sup> & 3<sup>rd</sup> positions respectively keeping in view, the number of fatal accidents in these distribution companies. Further, while ranking the distribution companies, safety has been given more importance & distribution companies having more than 2 fatal accidents, have been awarded zero marks. LESCO achieved 4<sup>th</sup> and FESCO 5<sup>th</sup> position due to high %age of non-compliance in time frame for new connection. Similarly K-Electric, PESCO, HESCO & QESCO have acquired 6<sup>th</sup>, 7<sup>th</sup>, 8<sup>th</sup> & 9<sup>th</sup> positions respectively. QESCO has acquired 9<sup>th</sup> position mainly due to poor recovery.