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## 1.0 RATIONALE

- 1.1 The ongoing integration of world economies has opened up an array of business opportunities and challenges to corporate firms to access new markets on the one hand and increased competition on the other. This intense competition is pushing business leaders to increasingly recognize the need to shift focus to new business opportunities. The situation has also compelled organisations in the developed world to make their operations R&D driven as they increasingly confront the risks of competing with low cost producers in emerging markets.
- 1.2 Despite substantial achievements and high levels of performance in a large number of sectors, our country has not optimally utilized its vast research potential. It urgently needs to strengthen its enormous capacity to generate knowledge and to translate that knowledge into economic and social value.
- 1.3 R&D plays an important role in the business processes that result in technology bringing new products and services to the market place. R&D results in high quality jobs, successful enterprises, better goods, services and more efficient and cost effective processes. The time is therefore, to focus on R&D for accelerating development and growth in the Corporation.
- 1.4 R&D initiatives can strengthen technological capabilities, ensure growth and address the new challenges and opportunities.
- 1.5 In MoUs to be signed between NEEPCO and Ministry of Power, Govt. of India, 5% weightage out of 50% for non-financial parameters has been earmarked for R&D activities.



## 2.0 SCOPE & MEANING

- 2.1 According to the companies Act 1956, the accounts of the companies are required to be prepared in accordance with the Accounting Standard issued by the Institute of Chartered Accountants of India from time to time. The accountings of Research and Development expenses have been dealt with under the Indian Accounting standard 26. According to this, *‘Research is original and planned investigation undertaken with the prospect of gaining new scientific or technical knowledge and understanding.’*

Examples of research activities are (Reference to Institute of Chartered Accountants, Accounting Standard –26, page 42).

- a) *activities aimed at obtaining new knowledge;*
- b) *the search for, evaluation and final selection of, applications of research findings of other knowledge;*
- c) *the search for, alternatives for materials, devices, products, processes, systems or services; and*
- d) *the formulation, design, evaluation and final selection of possible alternatives for new or improved materials, devices, products, processes, systems or services.*

- 2.2 Further, according to Accounting Standard 26, *‘Development’ is the application of research findings or other knowledge to a plan or design for the production of new or substantially improved materials, devices, products, processes, systems or services prior to the commencement of commercial production or use’.*

Examples of development activities are (Ref ICAI, AS 26 Page 46)

- a) *the design, construction and testing of pre-production or pre-use prototypes and models;*
- b) *the design of tools, jigs, moulds and dies involving new technology;*
- c) *the design, construction and operation of a pilot plant that is not of a scales economically feasible for commercial production;*



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*d) the design, construction and testing of a chosen alternative for new or improved materials, devices, products, processes, systems or services; and*

*e) the design, construction and operation of a demonstration plant of reasonable capacity for proving the technology at commercial scale.*

2.3 Moreover, the Govt. of India has enunciated various fiscal incentives to promote R&D activities. Deductions for R&D expenses are allowed under the Income Tax Act.

2.4 According to the proposed Direct Tax Code Bill 2009, 'Scientific Research and Development' shall mean systematic investigation and search in the field of technology natural or applied science if :

*a) It is carried out by a Company by means of experiment or analysis ;*

*b) It is in the nature of :*

*(i) Basic research, namely work undertaken for the advancement of scientific knowledge without a specific practical application in view,*

*(ii) Applied research, namely, work undertaken for advancement of scientific knowledge with a specific practical application in view,*

*(iii) Experimental development, namely, work undertaken for the purpose of achieving technological advancement for the purpose of creating new or improving existing materials, devices, products or processes including incremental improvement thereof and*

*c) It is NOT in the nature of*

*(i) Market research or sales promotion, or*

*(ii) Quality control or routine testing of materials, devices, product or process or processes, or*

*(iii) Research in the social science or the humanities, or*

*(iv) The commercial production of a new or improved material, device or product or commercial use of new or improved process, or*

*(v) Style change, or*



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*(vi) Routine data collection*

- 2.5 Notwithstanding the definitions mentioned in the above paras, for the purposes of MoU, the following activities shall fall within the ambit of R&D activities and may include any one or more of the following that may be relevant to the current & future business needs of the organisation. (Indicative list is given at Annexure-I)
- a) R&D activities shall be original and planned and shall result in new knowledge;
  - b) The application of R&D shall result in new/ improved products or processes or services that shall be new to the company, or new to the region or new to the world;
  - c) The search for knowledge may be related to product, material, device, process, system or services. It may be related to design, or new or alternative or improved use of materials, products, processes, systems or services; It also includes application of research findings for new or substantially improved materials, products, processes or systems or services prior to commencement of commercial production or use which may include setting up of demonstration / pilot plants for the first time by the organization.



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### 3.0 POLICY, PLANNING AND BUDGETING.

- 3.1 To commence with the implementation of R&D activities in NEEPCO, this R&D Policy has been prepared in line with the Corporation's Vision and Mission as per DPE Guidelines.
- 3.2 Based on the R&D Policy, NEEPCO shall develop a Specific R&D plan. The R&D plans shall be long, medium and short term as per need with clearly earmarked objectives, scope, expenditure, benefits expected, deliverables, time periods etc. It shall also include details of expected tax benefits. To achieve the objectives and goals, prioritization of R&D projects, depending on the benefits that are likely to accrue, shall be carried out.
- 3.3 NEEPCO shall get Specific R&D plan and R&D budget approved by the Board of Directors and the details of such approval shall be submitted to the Task Force at appropriate time.
- 3.4 The Specific R&D plans shall contain details about implementation as well as procedures and methodologies for monitoring results and modalities of concurrent and final evaluation. It shall also specify mandatory documentation of the R&D efforts as well as results achieved. It shall also, where applicable, include provisions for obtaining/ maintaining recognition of its R&D center by the Department of Scientific & Industrial Research, so that applicable tax/ duty benefits can be claimed by the Corporation.
- 3.5 The Specific R&D plans shall contain projects to be undertaken. The targets to be achieved against each project needs to be clearly defined. The plan shall specify:
- Projects to be undertaken;
  - Activities to be undertaken for each project;
  - Budget allocated as a percentage of PAT;
  - Responsibilities and authorities;
  - Major measurable and perceivable results expected;
  - Knowledge management systems and HR issues of manpower,



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incentives and rewards;

- Proposed networking with academic/research institutions, customers and vendors.

3.6 Projects labelled as R&D shall not overlap with projects under Corporate Social Responsibility or Sustainable Development.

3.7 The Corporation shall formulate a procedure for identifying in-house / collaborative R&D projects.

3.8 **Funding of R&D Projects:**

i) NEEPCO shall prepare its R&D budget, as a percentage of Profit After Tax (PAT) keeping in mind its long term business needs and current expenditure on R&D with proper justification. The expenditure on R&D as a percentage of PAT will have 50% weightage in the total marks of 5 in the MoU. NEEPCO's prescribed minimum amount for expenditure under R&D will be 0.5% of Profit after Tax (PAT), as per DPE Guidelines.

ii) The Corporation shall make an attempt to benchmark R&D spending with internationally prevalent best practices in Power Generation.

iii) R&D budgeting for the next 3 years shall also be clearly indicated. However, the projected annual expenditure for the year under consideration will be taken as the target for the year.

iv) The funding of R&D budget will not lapse. It will be transferred to a R&D fund which will accumulate.

3.9 NEEPCO shall empower R&D team with adequate delegation of powers for smooth implementation of projects. The R&D Project leader shall be empowered to procure materials/components/equipment/ software tools from foreign sources as per established procedures or as decided by the Board of NEEPCO. Similarly, if the R&D team finds it essential to consult an expert individual/agency/institute after ensuring availability of the resource for desired results, the team shall be empowered to hire such services/competencies as per established procedures or as decided by the Board of NEEPCO. The R&D team shall be empowered to



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travel and interact with peers on need basis. Visits to foreign universities, technical conferences for interaction/collaborative association shall be simplified/streamlined/facilitated.

- 3.10 NEEPCO shall select R&D Projects to be taken as Target in the MoU as per prevailing DPE guidelines.





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## 4.0 IMPLEMENTATION

- 4.1 R&D shall be developed as a ‘discipline’ in NEEPCO through a systematic approach.
- 4.2 NEEPCO shall create a mechanism / process for planning/ monitoring at the apex level to decide on R&D activities on long term / short term basis. The mechanism shall ensure periodic assessment of the progress of the activities. In addition, Board shall appoint/ assign a Director or its Sub-committee who can meet on regular intervals to review the progress with the R&D team.
- 4.3 The implementation of an R&D project shall be based on the following procedure:

### 4.3.1 Stable & Permanent Mechanism

A mechanism / process shall be created to decide the procedures for taking up R&D activities/ projects along with other parameters such as: cost, benefits expected, time period (on long term/short term) etc. The mechanism for the implementation of R&D shall be constituted in the beginning of the project. The project initiation format shall contain.

- Project description, outcome, work plan and milestones along with the time schedule.
- Project team, possible partnerships & collaborations
- Procurement plan for equipment, pilot plant, software etc
- Infrastructure, financial and manpower requirements
- Empowerment of the R&D team required to take crucial decisions
- Identification of grey/ critical areas and plan to overcome the same

### 4.3.2 Baseline Organizational Survey

The impact made by R&D activities shall be quantified to the best possible extent with reference to baseline data, which needs to be developed by the Corporation before the start of a project. The baseline data shall have information on previous work done and technologies available in similar areas.



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#### 4.3.3 Project Identification

R&D project selection and funding decisions are critical if the organization is to stay in business as any wrong decision can result in the tying up of significant resources and lead to loss of both strategic and market position.

Thus, R&D projects shall be identified keeping in mind the business needs of the Corporation. Wherever possible, the project selected shall be in-line with the core activities and the outcome of the R&D shall help in achieving the long term goals of the Corporation and shall yield measurable economic/ social benefits. In other words, the R&D project selected shall be within the framework of the Corporation's strategic objectives and organizational structure while considering and integrating financial and strategic benefits of each project.

#### 4.3.4 Specifying outcomes

The outcome expected at the end of the project shall be clearly defined before the start of the project as it would help to understand and communicate to other how the projects and services will contribute to the broader and more enduring goals of the Corporation. However, it need not describe a program or strategy in any real sense. Outcome is not about actions or activities, but is about the results of actions and activities.

Writing outcomes is often best handled as a group exercise among the team of people to be involved in the planning, implementation, and management of a program. This shall allow various stakeholders to come together and weigh the various viewpoints and perspectives.

#### 4.3.5 Setting Timeline & Mileposts

Timelines & Mileposts shall be set that could be used to help team members to know what tasks need to be achieved at each phase of the project and under what time schedule. Preparing a graphical representation shall be an appropriate way to provide an overview of all that needs to be accomplished in a project as well as how much time it will take to be completed.



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#### 4.3.6 Collaboration & Synergizing

Activities may be undertaken by NEEPCO individually as in-house activities in its R&D centre. Alternatively, R&D activities may be undertaken/outsourced through specialized agencies like Universities, Central organizations, i.e., CSIR, ICAR, ICMR, DRDO, DoS, DAE and other National & International Laboratories/ academic institutions, Private Companies, Labs or Institutions. Collaboration may also be taken up for the in-house project amongst different departments in the organization if the requirement so arise.

For the state-of-the-art technologies for which technology base and expertise is not available in the country, NEEPCO shall explore collaboration with the best foreign universities, research labs / institutions so as to compress the technology development cycle.

#### 4.3.7 Outsourcing

The purpose of R&D outsourcing is to bridge the gap in competencies/ resources required for businesses with differentiated products and systems to meet market needs. Outsourcing of essential competencies for meeting R&D project activities/ objectives shall be need based. The team shall be empowered to identify and utilise all such resources.

#### 4.3.8 Incentives and Rewards

The incentives introduced by the Government of India to promote R&D include write-off of revenue and capital expenditure on R&D, weighted tax deduction on sponsored research programmes of industry with National Laboratories/ Universities/ IITs, accelerated depreciation allowance on plant and machinery which are set up based on indigenous technology, custom duty exemption on goods imported for use in Government funded R&D projects, excise duty waiver for 3 years on goods produced based on indigenous technologies and duly patented in any two countries out of India, European Union (One Country), USA and Japan.



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Timely and successful completion of a project shall be considered for incentives and rewards. The team leader and the members shall be considered for citations and cash awards. The Corporation shall formulate schemes for giving incentives to scientists and engineers for outstanding R&D activities, like IPR (Intellectual Property Rights) – Patent filing, Publications, Commercialization of R&D process/patent/know-how, etc.



## 5.0 MONITORING

- 5.1 A close review and monitoring of the R&D projects is very crucial and this shall be a periodic activity of the Corporation. For proper and periodic monitoring of R&D activities, NEEPCO shall appoint a Sub-committee of the Board or a suitable apex group.
- 5.2 The R&D projects undertaken by NEEPCO shall be monitored and reviewed at regular intervals (monthly/quarterly/annually). The review of the project shall be done with respect to the target set at the beginning of the project. The project report submitted for the review shall contain both physical and financial progress of the project.
- 5.3 Types of Review shall be concurrent or final, based on the activity chart of the project & its completion time. This shall include  
Concurrent Review which shall cover :
- a) Activities with-respect-to deliverables/Milestones
  - b) Need for any course change
  - c) Need for financial or networking modifications
  - d) IPR feasibility
- Final Review which shall cover:
- a) Deliverables as anticipated
  - b) Reasons for short closure or change of course
  - c) Reasons for change in budgeted expenses
  - d) Adherence to time schedule
  - e) Possibility of IPR
- 5.4 NEEPCO shall develop its own systems/ procedures for review which may be multi-tiered, if needed.
- 5.5 NEEPCO shall incorporate a separate paragraph/ chapter in the Annual Report on the implementation of R&D activities/ Projects, including the facts relating to physical and financial progress.



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5.6 Results of R&D activities shall be recorded and reasons for failure of a project shall be analysed and recorded so that the same may be used as a reference in future.



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## 6.0 FILLING UP TARGET SETTING CUM EVALUATION TEMPLATE AND MARK/WEIGHT ALLOTMENT PROCEDURE FOR MOU

- 6.1 NEEPCO would be evaluated under the MoU framework for its achievement in the area of R&D.
- 6.2 For this purpose, NEEPCO shall select three R&D projects , (Illustrative list of projects is given at Annexure-I) at the time of submission of draft MoU to the Task Force.
- 6.3 NEEPCO's actual performance vis-a-vis MoU targets on R&D will be evaluated on the basis of the following:
  - a) R&D expenses incurred and
  - b) Progress made in respect of chosen projects
- 6.4 NEEPCO shall submit the requisite information on R&D in the prescribed Target Setting cum Evaluation Template given at Annexure-III at the time of:
  - (i) Submission of draft MoU to the Task Force Syndicate and
  - (ii) Submission of self-evaluation report on or before 31<sup>st</sup> August each year i.e. just before MoU performance Evaluation by the Task Force.

### **During Submission of Draft MoU**

At the time of submission of draft MoU, NEEPCO shall submit the details of approval of Specific R&D Plan and R&D Budget by Board of Directors; the Projected Annual Expenditure on R&D on a five-point scale (Excellent, Very Good, Good, Fair and Poor) (Table 1) ; Chosen 3 (three) R&D Projects, along with one performance indicator for each and performance target values on a five-point scale (Excellent, Very Good, Good, Fair and Poor)(Table-2).

### **During Submission of Performance Evaluation Report**

NEEPCO shall submit Total Expenditure, incurred on R&D and its percentage of Profit after Tax (Table 1), actual performance achievement as compared to target value in respect of performance indicator for each chosen projects (Table 2) on or



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before 31<sup>st</sup> August every year. In case the details of approval of Specific R&D Plan and R&D Budget by the Board of Director are not submitted, “Poor” grade will be awarded at the time of evaluation of MoU. **NEEPCO is not required to fill up the Score allotted for each Table as the Task Force, on consideration of actual achievement verified by Independent Expert or Research Advisory Committee of CPSE, will allot the marks on R&D during evaluation of the MoU.**

6.5 Target Setting cum Evaluation Template consists of 2 Tables, details of which are as under :

6.5.1 **Table 1: Mandatory Parameter- R&D Budget as a percentage of PAT-** NEEPCO shall indicate proposed R&D budget as a percentage of Profit after Tax (PAT) of the previous year (as per clause 3.8 of DPE Guidelines) at the time of submission of draft MoU. It will have a weightage of 2.5 out of 5 on R&D in MoU.

With a view to distinguish “Excellent Performance” from “ Poor Performance”, five different performance targets on a five-point scale (Excellent, Very Good, Good, Fair and Poor) shall be fixed in the MoU.

At the end of the year, during performance evaluation of MoU, the Corporation shall indicate actual expenditure incurred on R&D, as a percentage of Profit after Tax (PAT). This shall be verified by an Independent Expert or the R&D Advisory Committee.

6.5.2 **Table-2: Projects Chosen by NEEPCO -**

**Stage-1:** NEEPCO shall submit Three R&D Projects: (Illustrative list of projects given at Annexure-I) at the time of submission of draft MoU to the Task Force.

NEEPCO shall indicate one performance indicator (Illustrative list is given at Annexure-II), which it considers to be the most important/ vital/ key indicator for each project, at the time of submission of draft MoU.





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NEEPCO shall assign due weightage to each project at the time of submission of draft MoU. Total weightage for projects chosen will be 2.5 out of 5 on R&D in MoU.

**Stage 2:** During the negotiation meeting, Task Force will discuss R&D Projects and key performance indicators. With a view to distinguish “Excellent Performance” from “Poor Performance”, five different performance targets on a five-point scale (Excellent, Very Good, Good, Fair and Poor) shall be fixed in the MoU. The Task Force can add/delete/modify the R&D Projects, performance indicators, target values and weights.

After deliberations during the negotiation meetings, such projects along with target values against performance indicator(s) and weights as approved by the Task Force shall be incorporated in the MoU. However, NEEPCO can substitute only one project out of those agreed in MoU provided a notice indicating the intention to substitute the same is given to the Task Force member In-charge of R&D, Three months before the start of the project.

#### 6.6 **Assessment of R&D in MoU**

At the year end, NEEPCO shall submit Self-Evaluation Report on R&D performance in respect of:

- (i) Actual expenses on R&D as against agreed target and as a percentage of PAT (Table 1).
- (ii) Actual achievements/milestones in respect of each R&D project/activity agreed in MoU target (Table 2).

Such Self-Evaluation Report of NEEPCO shall be duly supported by a verification report of Independent Expert or R&D Advisory Committee.

6.7 NEEPCO shall submit the evaluation report to DPE after approval of the Board of Directors and through the Administrative Ministry. The Task Force, after due scrutiny, will award the final score out of 5 on Research & Development.



## 7.0 DOCUMENTATION, ADVOCACY, PROMOTION AND DEVELOPMENT

- 7.1 NEEPCO shall ensure that every R&D project / activity to be undertaken by it shall be communicated and listed in the central data base of the National R&D HUB. Only the project/activity that appears in the data base of HUB, will be allotted mark during evaluation of the MoU.
- 7.2 Forum for Knowledge Sharing  
NEEPCO shall share the experience of R&D with other related CPSEs. Efforts shall be made to conduct R&D conferences/ meets of related CPSEs on an annual basis to share the experience and knowledge gained through R&D. The R&D hub can act as information repository of past and current efforts of the Corporation, a platform for sharing of experience and best practices and a forum to foster collaboration among CPSEs, and with academic institutions.
- 7.3 Assimilation & Usage of results  
A “detailed technical report” shall be compiled by the project team. The report shall be approved by head of the unit for its contents and accuracy. The report shall be discussed with the end user (the manufacturing counterpart) for implementation. The Corporation shall synchronize utilisation of the R&D results by arranging suitable infrastructure at its Power stations. The report, IPRs in soft form shall be available and securely archived in NEEPCO’s Knowledge Management Portal.
- 7.4 Propagation and Promotion  
Effective Propagation and Promotion of R&D would result in improved exchange of information between the research and development community and the rest of society.  
The outcome of R&D projects may be published in various journals and presented in National & International seminars/ conferences/ workshops for its



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commercial exploitation. Advertisement in the media may also be considered depending on the type of project. The Scientists and Engineers of R&D Dept. shall be encouraged to participate and present technical papers in National & International conferences/ seminars/ workshops.

Commercial use is the main idea for popularization of the R&D results, as this will evoke the interest of new partners and increases the attention of the entire public for science and technology via outputs in the media, exhibitions, conferences, publications, etc.

Meticulous documentation of R&D approaches, policies activities/programmes, expenditures, procurement etc. shall be done and put in the public domain (particularly through the internet) and made available to the National Hub for propagation and promotion.

- 7.5 The DPE guidelines as amended from time to time shall be reviewed, incorporated and updation shall be carried out in the policy accordingly.



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## 8.0 CHECKLIST FOR EVALUATION

<b>Checklist</b>	
<input type="checkbox"/>	Project Reference (ID)
<input type="checkbox"/>	Title
<input type="checkbox"/>	Start Date
<input type="checkbox"/>	End Date Proposed
<input type="checkbox"/>	Last Evaluation Date
<input type="checkbox"/>	Objectives, benefits and deliverables
<input type="checkbox"/>	Background & Description of the Project with list of activities
<input type="checkbox"/>	Baseline Survey
<input type="checkbox"/>	Timeline & Mileposts
<input type="checkbox"/>	Action Plan
<input type="checkbox"/>	Target achieved
<input type="checkbox"/>	Collaborations, if any
<input type="checkbox"/>	Detailed documentation on the project
<input type="checkbox"/>	Resources employed in terms of manpower & infrastructure
<input type="checkbox"/>	Budget absolute and as % of PAT
<input type="checkbox"/>	Expenditure incurred and estimated for the remaining period
<input type="checkbox"/>	Beneficiaries
<input type="checkbox"/>	Impact
<input type="checkbox"/>	Status
<input type="checkbox"/>	Outcome in terms of IPR filed, papers published etc.
<input type="checkbox"/>	Evaluation report by an independent agency



## ANNEXURE -I

### **Illustrative list of R&D activities for Power Generation & Transmission**

- ❖ Alternate and New & Renewable Energy Sources.
- ❖ Climate Change Issues, waste management/ recycling and water management/conservation.
- ❖ Efficiency Improvement & Cost Reduction.
- ❖ Improving availability, reliability & safety of man & machines of the plants.
- ❖ Studies related to solutions to chronic problems of the plants.
- ❖ Energy conservation.
- ❖ Product development, Material development, Process modifications/development.
- ❖ Reduction in Environmental impact with introduction of new technology like :
- ❖ Improving transmission system efficiency.
- ❖ Increasing Equipment Life.
- ❖ Progressively optimizing land use.
- ❖ Development of monitoring & diagnostic techniques.



## ANNEXURE -II

### Illustrative list of Project Based Performance Indicators

For each R&D Project, performance indicator shall be identified, monitored and measured to gauge actual performance of project vis-à-vis the planned performance.

Illustrative list of performance indicators are as under:

1. Projected expenses vis-à-vis budget.
2. Sponsored research by NEEPCO or by a consortium – Expenses on sponsored research vis-à-vis benefit derived.
3. Commercialization of R&D.
4. Improvement in Efficiency.
5. New sales generated vis-à-vis Cost incurred on R&D.
6. Market share increase due to introduction of new or improved product.
7. Additional profit generated vis-à-vis Cost incurred on R&D.
8. Cost savings realized vis-à-vis Cost incurred on R&D.
9. Productivity improvements introduced vis-à-vis Cost incurred on R&D.
10. Number of technologies transferred / acquired.
11. Reduce environmental Impact.
12. Milestones achieved.
13. Increased Reliability / Availability.
14. Process development / improvement.
15. Number of IPR's (patents, copyrights, etc.) filed.
16. Number of papers/publications presented/publication in National/International seminars/ Symposium/Journals.
17. Quality Improvement
18. Knowledge Generation/Dissemination
19. Addition of New facilities/equipment
20. Any other indicator acceptable to Task Force.



### ANNEXURE -III

#### R&D Performance Target Setting cum Evaluation Template

1. To be filled and Submitted by NEEPCO to the Task Force prior to Annual Target Setting as well as Performance Evaluation of MoU.
2. Circuit Breaker: If NEEPCO has not got its Specific R&D Plan and R&D Budget passed by its Board then it will automatically be rated as “Poor” in R&D of MoU.
3. NEEPCO, while submitting self- evaluation report to DPE, will not fill up score allotted for each Table and the Total Score, as the same will be awarded by the Task Force at the time of performance evaluation of the MoU.

Table 1- Mandatory Parameter – Total R & D Expenditure as a percentage of PAT									
		Unit	Weightage	Performance Target					Achievement
				Excellent	V. Good	Good	Fair	Poor	
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)
1.	Total R&D Expenditure as % of PAT (As per para 3.8(i) of the Guideline)		2.5						

Total Score for this table	2.5
----------------------------	-----

Score allotted by the Task Force	
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**Table 2- Projects chosen by NEEPCO**

**At the time of draft MoU:** Every year, NEEPCO shall submit R&D projects as per prevailing DPE guidelines along with one most important / vital/key Performance indicator to Task Force at the time of draft MoU. The Task Force will approve the same or add any other R&D projects alongwith performance indicator(s).

**At the time of MoU Evaluation:** The verification of achievement in respect of approved performance indicator (s) and evaluation / rating of each R&D project will be done by Independent Expert/Research Advisory Committee of NEEPCO. Such evaluation / rating will be considered / accepted by Task Force during evaluation for allotting MoU score on R&D.

				Target Value					
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)
S. No.	Projects Chosen (Annexure-I)	Performance Indicator (Annexure-II)	Weight age	Excellent	V. Good	Good	Fair	Poor	Actual
2.1	Project - 1	Performance Indicator (Annexure –II)							
2.2	Project - 2	Performance Indicator							
2.3	Project - 3	Performance Indicator							

Total Score for this Table	2.5
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Score allocated by the Task Force	
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Total Score on R&D	5
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Total allocated Score for both Tables	
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## Explanatory Notes

1. Circuit Breaker: If NEEPCO has not got its Specific R&D Plan and R&D Budget passed by its Board then it will automatically be rated as “Poor” in R&D of MoU.
2. NEEPCO is not required to fill up the Score allotted for each Table as the Task Force, on consideration of actual achievement verified by Independent Expert or Research Advisory Committee of NEEPCO, will allot the marks on R&D of the MoU.

Table 1 – a) Columns 1 to 9 shall be filled at the time of submission of draft MoU.

Column 10 shall be filled only at the time of submission of performance evaluation of MoU.

- b) Score conversion factor as defined in the MoU Guideline shall be utilised for evaluation of the performance indicators. The final score shall be arrived at by multiplying the weightage of indicator (expenditure on R&D as percentage of PAT) with the respective score conversion factor based on the actual performance.
- c) Expenditure on R&D projects as a percentage of PAT, mentioned at Para 3.8 will be mandatory for the Corporation with 2.5 weight out of total 5 for R&D in the MoU.

Table 2 – a) Columns 1 to 9 shall be filled at the time of submission of draft MoU.

Column 10 shall be filled only at the time of submission of performance evaluation of MoU.

- b) The Corporation shall select 3 R&D projects as MoU Target (Col 2 of Table 2). The Corporation shall indicate one most important/ vital/key performance indicator against each project at the time of submission of draft MoU.
- c) Score conversion factor as defined in the MoU Guideline shall be utilised for evaluation of the performance indicators. The final score shall be arrived at by multiplying the weightage of each performance indicator with the respective score conversion factor based on the actual performance.



(ISO 9001, 14001 & OHSAS 18001)

d) Total weightage for actual achievement / milestone in respect of R&D

Projects shall be 2.5.

3. MoU score conversion factors (for Table 1 and 2) on the five-point scale are 1,2,3, 4 & 5 for Excellent, Very Good, Good, Fair and Poor respectively. If actual performance is equal to or more than 'Excellent' target, raw score would be 1.00. If actual performance is equal to or less than 'Poor' target, raw score would be 5.00. If actual performance falls between 'Excellent' and 'Very good', in that case raw score would be  $1 + (\text{Excellent} - \text{Actual}) / (\text{Excellent} - \text{Very Good})$ . If actual performance falls between 'Good' and 'Fair', in that case raw score would be  $3 + (\text{Good} - \text{Actual}) / (\text{Good} - \text{Fair})$ . The raw score for the rest can be similarly calculated if the actual falls between other columns.

---X X X X---



ISO 9001, 14001 & OHSAS 18001

**NORTH EASTERN ELECTRIC POWER CORPORATION LIMITED**

**SUSTAINABLE DEVELOPMENT POLICY**

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- 12. FILLING UP TARGET SETTING CUM EVALUATION**

**TEMPLATE & MARK/WEIGHTAGE ALLOTMENT FOR MOU**

**ANNEX**

- |                  |  |
|------------------|--|
| <b>ANNEX I</b>   | <b>SCHEDULE A &amp; SCHEDULE B PROJECTS</b>                      |
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## 1.0 PREAMBLE

- 1.1 The North Eastern Electric Power Corporation Ltd. (NEEPCO), was incorporated on 2<sup>nd</sup> April 1976 as a wholly owned Government of India Enterprise under the Ministry of Power to plan, promote, investigate, survey, design, construct, generate, operate and maintain both hydro and thermal power stations.

Considering the possible impact of its projects on environment and ecology, NEEPCO is committed to sustainable development of natural resources for preserving the environment and eco-system so that not only the needs of present are fulfilled but also for the future generations. Therefore, it adopts suitable measures to negate any adverse effect on environment and ecology during planning, execution and operation and maintenance of its projects.

The sustainable development policy of NEEPCO outlines the organization's policy for the effective use of natural resources for securing economic development, social equity and justice and environmental protection.

## 2.0 SCOPE OF SD POLICY

- 2.1 It should be generated and integrated into its core business activities like planning, investigation, execution and operation & maintenance of power generation projects as well the areas interfacing with the activities.

Wherever aligned with its core act, this policy shall apply to the projects/activities for sustainable development in conjunction with the corporation's existing activities and operations by adhering to the aspects of the DPE Guidelines.

- 2.2 SD projects/activities of NEEPCO shall be limited to its area of operation which is presently North Eastern Region.

## 3.0 PLANNING

- 3.1 **Selection of SD Projects/activities:** The S.D activities of the corporation shall be over and above the statutory legal requirements. Wherever mechanism to address Sustainability is already in place e.g. Environmental Management System etc. the S.D activities may be integrated into such systems suitably to strengthen it without creating repetitions. The activities/projects for sustainable development shall be selected according to the items of Schedule A and Schedule B of the latest DPE Guidelines that are applicable to the corporation. **(Refer Annex -I)**

Duration of S.D Activity would depend on its scope and nature. S.D Activities may be termed as short term, medium term and long term depending if their duration is less than 2 years, 2 to 5 years or more than 5 years respectively.

3.2 **SD Plan:** SD plan consisting of selected S.D Projects shall be prepared every year by taking the criterion of project selection and statutory financial target into consideration. SD Project spanning for period more than a year may also be included in plan by duly allotting fund each year for its implementation. The plan shall include the followings

a) Description of the admissible projects/activities proposed for implementation including detail estimate, objective and benefit thereof.

b) Time schedule for implementation stating start date and end date.

c) Performance indicator for each project that, which can gauge achievement of the basic objective and which could be measured and monitored.

d) Methodology and responsibilities for implementation, monitoring, evaluation and documentation of each project. Independent external agency required for base line survey before taking up a project/ activity and subsequent evaluation may be identified at this stage for consideration.

e) In the SD plan of each year, Project/ activities should be selected in such a way that the minimum numbers of project from each schedule as specified in the guideline are accommodated.

The SD Plan shall be prepared every year timely so that it could be timely included in the draft MOU for the succeeding year after obtaining approval of the S.D Sub-Committee.

3.3 **Recommendation and approval:** The Board-level Designated Sub- Committee on Sustainable Development as stipulated in the DPE guide line shall approve S.D. Plans.

#### 4.0 IMPLEMENTATION

4.1 Normally NEEPCO shall implement the project/ activity independently by engaging required contractor/ supplier/ expert consultant/ agency or departmentally.

NEEPCO may implement special S.D projects/ activities in collaboration with other agency considering their merits.

NEEPCO may also consider sponsoring projects executed by other agencies deserving assistance and having bearing with the corporation.

4.2 NEEPCO shall ensure availability of required manpower, infrastructure and fund for implementing the approved S.D Plans.

## **5.0 MONITORING OF SD PROJECTS/ACTIVITIES**

- 5.1 Monitoring of any ongoing activity is always instrumental in timely detection of slips & hindrances and thereby enabling timely intervention to take corrective measures for timely completion. It also ensures transparency in the entire process of implementation.
- 5.2 For effective monitoring of S.D Project/ activities appropriate Performance Indicators shall be selected at the planning stage. Three types of performance indicators namely Environmental Condition Indicator (ECI), Operational Performance Indicator (OPI) and Management Performance Indicator (MPI) as indicated in the DPE Guide line along with examples shall be adopted as applicable to the project/ activities. **(Refer Annex-II).**
- 5.3 In order to facilitate comparison of the effectiveness/ success of a S.D Project, Base line survey of the prevailing environment with reference to the proposed project/ activity shall be invariably done through independent/ expert agency, who eventually evaluates the overall performance of the project/ activity.
- 5.4 Regular monitoring of the progress of implementation shall be done through furnishing of progress report with supporting documents by the implementing wings to the designated Coordinating wing and CPM &IT. The reporting shall be done at least once in a quarter for review & monitoring by the R&D Sub-Committee.

## **6.0 DOCUMENTATION**

- 6.1 The entire process of implementing S.D Project/ activity starting from planning to evaluation & reporting shall be documented properly for preservation and future record and reference.
- 6.2 The S.D Policy, brief description of approved S.D projects/ activities & achievements shall be made available in the website of NEEPCO.

## **7.0 RESOURCES, ROLES & RESPONSIBILITY:**

- 7.1 NEEPCO shall ensure adequate financial, infrastructure and human resource for its S.D activities.
- 7.2 Minimum budget allocation each year for S.D Project/ activity shall be as per the latest DPE guide line, which is presently as given below.

Category of CPSEs Net Profit After Tax (previous Year)	Minimum expenditure of SD projects/ Activities (Financial Year) (% of Profit)
<ul style="list-style-type: none"> <li>• Less than 100 crore</li> </ul>	<ul style="list-style-type: none"> <li>• 0.5% of Profit After Tax</li> </ul>
<ul style="list-style-type: none"> <li>• 100 crore and above</li> </ul>	<ul style="list-style-type: none"> <li>• Rs 50 lakh plus 0.1% of Profit after Tax (PAT) exceeding Rs 100 crore</li> </ul>

- 7.3 To establish an effective organizational network for planning, implementation, monitoring, evaluation and documentation NEEPCO shall re-orient its different plants and wings in regard of S.D activities as follows.
- 7.4 Each O&M plant, ongoing project and wings of the corporation shall play the role of basic initiator of proposal for projects/ activities to enhance and support sustainability of the basic / important processes/ practices in their respective places. The proposals incorporating all information and aspect as per the guide line shall be submitted within specified time frame to designated Coordinating Wing, who shall scrutinize the proposal to obtain approval.
- 7.5 A Board level S.D Sub-Committee headed by an Independent Director as its Chairman shall approve S.D Plan and oversee the S.D Performance.
- 7.6 The designated Coordinating wing shall timely forward the approved S.D Plan to the Corporate Project Monitoring & IT Wing for inclusion in the draft MOU.
- 7.7 The proposer of the Project/ activities included in the approved S.D Plan shall normally be responsible, unless otherwise specified, for their proper implementation as per the laid procedure.
- 7.8 External independent agencies like educational institution, experienced & qualified independent professional, recognized consultants, Central. State govt. departments/ agencies/ local recognized bodies or anybody as specified in the DPE guide line shall be engaged by the implementing wings for baseline survey, monitoring and evaluation of the implementation of the projects/ activities.
- 7.9 The implementing wings shall timely submit progress report with acceptable supporting documents to the Co-coordinating wing for quarterly review by the S.D Committee till completion. Proper documentation of the completed project/ activity shall be done by the implementing wings.
- 7.10 The Corporate Project Monitoring & IT wing shall regularly monitor the progress of the implementation of the approved S.D Plan.
- 7.11 The progress report of approved S.D project/ activity shall be placed before the Board of Directors twice a year.

7.12 At the year end, the duly filled up self evaluation reports with supporting documents shall be furnished by the designated Coordinating wing to the CPM &IT for onward submission to MOU Task force.

## **8.0 TRAINING**

8.1 Necessary capacity building activities and training shall be provided to the internal staff and external partners in aspects of SD. All projects/activities related to creating awareness on the corporation's SD initiatives amongst its personnel/ partners could be considered here. Mandatory hours of SD training for all personnel could also be considered.

## **9.0 PROJECT EVALUATION**

9.1 Evaluation of SD project/activities is essential for the assessment of either completed or ongoing activities to determine if they are achieving the stated objectives. Evaluations of SD projects shall be done to assess their results in terms of efficiency, effectiveness, impact, relevance and sustainability with reference to its stated goals, objectives and outputs.

9.2 NEEPCO shall mention clearly the SD projects/activities along with performance indicator at the time of submission of draft MOU. The corporation shall also specify the weights assigned and targets/milestones against each of the project/activities under a five-point scale (Excellent, Very Good, Fair, Poor) of the MOU.

9.3 NEEPCO shall discuss the targets and performance indicator of SD projects/activities with the respective Task Force, Syndicate Group in the MOU Negotiation meetings. After deliberations, these projects/activities along with performance indicators to be achieved shall be incorporated in the MOU signed. Once the performance indicators are decided in the MOU, evaluation will be based on actual achievement at the end of the year vis-à-vis targets.

9.4 Results/benefits of long term SD projects/activities may not accrue in short run or during the year of MOU under consideration, in such a situation the progress made in the efforts made may be taken into consideration. The concurrent as well as final evaluation of the project activity shall be carried out preferably by an external independent agency/ specialist/ consultant.

9.5 A report of the actual performance of NEEPCO's SD projects/activities shall be prepared by the Evaluator, preferably external and be enclosed with its evaluation report for scrutiny and evaluation by the Task Force.

9.6 At the year end, NEEPCO shall submit the evaluation report on the SD performance in MOU including actual achievement in respect of expenses on SD as a percentage of PAT and achievement of performance indicator in respect of



each of the projects/activities under SD, after passing through NEEPCO's top management (Board of Directors or its Designated Committee on SD, etc.) and scrutiny by administrative Ministry/Department. The DPE/Task force will evaluate the actual performance vis-à-vis targets in MOU and award the final score.

## **10.0 SD REPORTING**

10.1 The corporation shall report on the SD performance on the public domain. This reporting could be based on any of the globally available guidelines on reporting of SD performance.

## **11.0 FILLING UP TARGET SETTING CUM EVALUATION TEMPLATE AND MARK/WEIGHTAGE ALLOTMENT FOR MOU**

11.1 NEEPCO would be evaluated under the MoU framework for its achievement in the area of SD.

11.2 For this purpose NEEPCO shall select any 5 projects i.e. any 3 projects from Schedule A and 2 from Schedule B of the latest DPE Guidelines.

11.3 NEEPCO's actual performance vis-à-vis MoU targets on SD will be evaluated on the basis of the following:

- a) SD expenses incurred and
- b) Progress made in respect of chosen projects

11.4 NEEPCO shall submit the requisite information on SD in the prescribed target Setting cum Evaluation Template given at **Annex - III** at the time of:

- (i) Submission of the draft MoU to the Task Force Syndicate and
- (ii) Submission of self-evaluation report on or before 31<sup>st</sup> August each year i.e. just before MoU Performance Evaluation by Task Force or as amended from time to time.

11.5 The Target Setting cum Evaluation Template consists of 5 Tables, details of which are as under:

### **During Submission of Draft MoU**

**Table 1:** NEEPCO shall submit the details of approval of Specific SD Plan and SD Budget, by Board of Directors at the time of submission of Draft MoU. Creation of Board level Designated Committee on SD and minutes of regular committee meetings duly signed by the members will have a **weightage of 0.5** out of 5 on SD in the MoU.

**Table 2:** NEEPCO shall indicate proposed SD Budget as a percentage of Profit after Tax (PAT) of the previous year at the time of submission of Draft MoU on a five point scale (Excellent, Very Good, Good, Fair and Poor). It will have a **weightage of 1 out of 5** on SD in the MoU.

At the year end, during performance evaluation of MoU, NEEPCO shall indicate actual expenditure incurred on SD, as percentage of Profit after Tax (PAT). This should be verified by an independent Expert or the SD Committee.

**Table 3:** NEEPCO shall submit 5 SD Projects (any 3 Projects under Schedule A and any 2 under Schedule B of the latest DPE Guidelines) with one performance indicator for each and performance target values on a five-point scale (Excellent, Very Good, Good, Fair and Poor) at the time of submission of Draft MoU. Total **weightage for projects chosen will be 2.5 out of 5** on SD in MoU.

**During Submission of performance Evaluation Report**

**Table 4:** NEEPCO shall submit documentary evidence in respect of Evaluation of SD Projects by independent External Agency/ Expert/ Consultant, which will carry a weight of 0.5 out of 5.

**Table 5:** Documentation and reporting of SD in the form of a stand-alone SD Report or a chapter as a part of the Annual Report carrying a weightage of 0.5 out of 5.

## **Annexure I**

### **Schedule A**

#### **List of Projects/Activities that may be implemented**

*The projects/activities given below are only indicative and not exhaustive.*

#### **Waste Management**

- Cleaner waste Treatment Processes
- Substitution of Hazardous Chemicals with Cleaner Alternatives
- Recycling/Reduction/ Reuse of waste (in Process)
- Responsible Waste Disposal Practices
- Waste to Energy
- Waste Footprinting

#### **Water Management**

- Aqifer Recharging
- Desalination Plants
- Effluent Reduction and Control (beyond statutory requirements)
- Rain water harvesting
- Recycling of Sewage Water
- Water Foot Printing
- Watershed Development
- Revival, Maintenance and Upkeep of natural Water Bodies
- Waste Water Contaminant Reduction

#### **Energy Management**

- Captive Power Generation(Based on clean/alternative fuel)
- Cleaner Coal Technologies
- Energy Efficiency
- Energy Conservation
- Renewable / Cleaner / Alternative Energy Usage
- Registration of CDM projects

#### **Biodiversity Conservation**

- Land Rehabilitation
- Afforestation
- Flora and Fauna Conservation
- Soil Conservation
- Restoration/ Remediation of Habitats (Beyond Compliance)

## **Material and Natural Resource Management**

- Reduce, Re-use and Recycling of Materials and Resources
- Regeneration of Natural Resources.
- Material Footprint
- Reduction of Material Intensity
- Reduction of Virgin Material Consumption
- Use of Waste from Other Industries as replacement of natural resources

## **Others**

- Funding and Participating in External Sustainable Development projects/activities like Global Gas Flaring project, Global Methane initiative, Renewable Energy and Energy Efficiency Partnership, SD partnership programs initiated by various state governments and also by the central government, etc.
- Green Buildings
- Reduction of Air Emissions (SPM/Sox/NOx/VOCs/POPs/ etc.) (Beyond Compliance)
- Reduction of Noise Emissions (Beyond Compliance)

## **Schedule B**

### **List of Projects/Activities that may be implemented**

*The projects/activities given below are only indicative and not exhaustive.*

## **Carbon Management**

- Greenhouse gases (GHG) emission reduction initiatives
- Carbon foot printing
- Low carbon strategy development and implementation
- **Development** of Clean development mechanism (CDM) projects

## **Supply chain**

- Greening of supply chain
- Conducting promotional activities on aspects SD performance at supplier premises

## **External charters/ mandates**

- Adherence to global initiatives and suitable project selection/ development there of :
  - UN Millennium Development Goals
  - UN Global Compact Principles

- ISO 26000:2010
- Any other charter/mandate/program on SD

(Merely being signatory to UNGC / UNMDG will not be considered unless a project/ activity within the principles / goals contained therein, is implemented and the same is covered under the Communication on Progress (COP)

### **Life cycle analysis**

- Study of life cycle environmental impacts products/ services offered
- Development of products / Services with a low environmental (material intensity, water energy, waste, GHG emission, biodiversity impact, or all) footprint
- Development of products and services that help to reduce environmental footprint at customer and (e.g. providing finance for SD projects, developing of rapid transport systems, etc.)

### **SD Reporting**

- Reporting and disclosure on sustainable development issues, performance, and practices based on:
  - GRI G3 guidelines
  - CDP and water disclosure parameters
  - API/ IPIECA Guidelines for Oil & Gas sector
  - WBCSD focus areas
  - UNGC water mandate
  - IFC EHS guidelines
  - Any other

### **Training**

- Training of employees, contract labour, vendors, suppliers, partners, local communities and other stakeholders on aspects of SD.
- Creating mandatory hours of SD training for employees

## **ANNEXURE II**

### **Guidance on Selecting Performance Indicators**

For each project/activity under the defined items of Schedule A and Schedule B, corresponding performance indicator(s) may be identified, monitored and measured to gauge the actual performance of the project that has been taken. There can be three types of indicators :

#### **a. Environmental Condition Indicators (Ambient) (ECI)**

Indicators that influence the local, regional, national or global condition of the environment, ecology and energy

**b. Operational Performance Indicators (OPI)**

Indicators that impact the:

- Inputs of materials, energy and services
- Design, installation, operation and maintenance of the facilities and equipment
- Outputs of products, services, wastes and emissions (recycled, reused materials, etc.)

**c. Management performance indicators (MPI)**

Indicators that are based on:

- Implementation of policies and programmes (trainings)
- Resource allocation & efficient utilization
- Financial performance (environmental cost management)
- Community relations (interactions on environment issues)

**Examples of Performance Indicators for Projects under items of Schedule A**

- **Waste Management**
  - **Project Objectives(s)** : To reduce hazardous waste generated
  - **ECI**: Concentration of toxic contaminants in waste outlet steam.
  - **MPI**: Percentage of targets to achieving projects objective that have been successful as planned
  - **OPI**: Amount of hazardous waste produced per unit of product.
- **Water Management**
  - **Project Objectives(s)**: To reduce water consumption
  - **ECI**: Concentration of contaminants in water inlet to plant
  - **MPI**: Cost of water savings after implementation of project/ activity to achieve objective
  - **OPI**: Water consumption per unit of product
- **Energy Management**
  - **Project Objectives(s)**: To increase the energy efficiency
  - **MPI**: Number of persons trained in implementing Energy Management Systems in the plant.
  - **OPI**: Energy used annually per unit of product
- **Biodiversity Conservation**
  - **Project Objectives(s)**: To implement initiatives to protect a particular animal species in the vicinity of the plant
  - **ECI**: Population of specific animal species within a defined area
  - **MPI**: Percentage of initiatives targets that have been achieved

- **Material & Natural Resource Management**
  - **Project Objectives(s):** To implement initiatives to ensure the soil quality in the surrounding area of the plant
  - **ECI:** Contaminant concentration in soil
  - **MPI:** Percentage of initiatives targets that have been achieved

### Annexue III

#### SD Performance Target Setting cum Evaluation Template

1. To be filled and submitted by NEEPCO to the Task Force prior to Annual Target Setting as well as prior to Performance Evaluation of MoU.
2. Circuit Breaker: If NEEPCO has not got its Specific SD plan and SD Budget passed by its Board or its Designated Committee it will automatically be rated as 'Poor' in SD of MoU.
3. NEEPCO Ltd., while submitting self-evaluation report to DPE, will not fill up score allotted for each table and the total score, as the same will be awarded by the Task Force at the time of Performance Evaluation of the MoU.

S. No.	Activity	
1.	Whether Specific SD Plan and Budget passed by Board or its Designated Committee	Yes/No No. and Date of Board Resolution
	1	2

Table 1 SD Committee details ( )			
Board Level Designated Committee Name	Chairman of the Board Level Designated Committee	Number of Regular meetings held	Key decisions during the year
1	2	3	4

<b>Total score for this Table</b>	<b>0.5</b>
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Score allotted by the Task Force	
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<b>Table 2 Total SD Expenditure as a percentage of PAT</b>			
Target Value as % of PAT (on a five point scale)	Total expenditure (current FY) (Rs Lakhs)	Profit after tax (Previous FY) (Rs Lakhs)	Actual Expenditure as % of PAT
1	2	3	4

<b>Total score for this Table</b>	<b>1</b>
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Score allotted by the Task Force	
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**\* Note: - The projected annual expenditure as % of PAT for the performance year will be considered as target for the year.**

<b>Table 3 Projects Chosen by CPSE</b>							
Sl. No.	Schedule A/B	Project/ Activity	Performance Indicator	Total expenditure on Project/ Activity (Rs lakhs)	Durati on S/M/L	Target set (on a five-point scale)	Target Achieved
1	2	3	4	5	6	7	8
1	A						
2	A						
3	B						
4	A/B						
5	A/B						

<b>Total score for this Table</b>	<b>2.5</b>
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Score allotted by the Task Force	
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<b>Table 4 - Evaluation of Projects</b>	
<b>No. of Projects evaluated by an independent External Agency/ Expert/ Consultant, etc.</b>	

<b>Total score for this Table</b>	<b>0.5</b>
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Score allotted by the Task Force	
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<b>Table 5 - Publication of SD Performance Report</b>		
<b>Activity</b>	<b>Yes/No</b>	<b>Mode of SD Report</b> (If reported, whether a stand-alone SD Report or a part Annual Report, etc)
1	2	3
SD Performance Report		

<b>Total score for this Table</b>	<b>0.5</b>
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Score allotted by the Task Force	
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<b>Total Score of all Tables</b>	<b>5</b>
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Total allotted Score for all Tables	
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