

**MEMORANDUM OF UNDERSTANDING  
BETWEEN  
WAPCOS LIMITED  
AND  
MINISTRY OF WATER RESOURCES, GOVERNMENT OF INDIA  
2013-2014**

**PART - I**

**1.0 VISION, MISSION AND OBJECTIVES OF THE CPSE**

**1.1.1 Vision**

To be a Premier Consultancy Organization recognized as a Brand in Water, Power and Infrastructure Development for Total Project Solutions in India and Abroad.

**1.1.2 Mission**

Sustained Profitable Growth, Excellence in Performance, Use of State-of-the-art Technical Expertise, Innovativeness and Capacity Building to Meet Society's Needs Globally.

**1.1.3 Objectives**

- To perform the role of a premier agency for offering integrated package of services of scientific, technological and managerial quality for optimal planning and development Projects.
- To adopt modern technology and systems to build in quality, reliability and accuracy thereby ensuring customer satisfaction.
- To continue the pace of growth of domestic and overseas business and to transfer know-how to Clients.
- To adopt international standards in surveys, investigations, designs, cost estimates, project planning including environmental studies and project management services for cost-effective and integrated development of Water resources, Power and Infrastructure Projects.

- 
- To promote research and development through interaction with other national and international agencies.
  - To maintain pre-eminence in the field of consultancy through diversification in allied fields.
  - To secure a fair monetary return to the enterprise as a result of its operations through improved productivity.
  - To play a dynamic role in use of state-of-the-art consultancy for innovative design alternatives.
  - To attract the best available talent and promote a committed and motivated workforce.
  - To strive to achieve client satisfaction
  - To promote WAPCOS as a Brand Name.

## **PART – II**

### **1.2 Autonomy and Delegation of Financial Powers.**


- 1.2.1 Financial Powers as applicable for MOU signing Companies as per policy of Government/ DPE Guidelines.

### PART – III

#### 1.3 Performance Evaluation Criteria and Targets.

Sl. No	Evaluation Criteria	Unit	Weightage %	MoU Target 2013-2014				
				Excellent	Very Good	Good (B.E.)	Fair	Poor
				(1)	(2)	(3)	(4)	(5)
1.	Static/Financial Parameters							
(a)	Financial Indicators – profit related ratios							
i)	Gross Margin/Gross Sales	%	10	16.00	15.50	15.00	15.00	15.00
ii)	Operating Turnover/ Employee	₹ in lakh	12	62.54	59.70	56.72	53.88	51.19
(b)	Financial Returns – size related							
i)	Gross Margin	₹ in crore	8	67.00	62.00	57.00	54.15	51.44
ii)	Gross Sales-Consultancy & Engg. Projects		4	419.00	400.00	380.00	361.00	342.95
(c)	Financial returns – productivity related							
i)	PBDIT/Total Employment	₹ in lakh	07	10.00	9.25	8.51	8.08	7.68
ii)	Added value/ Gross Sales	%	09	10.46	9.78	9.04	8.77	8.47
Sub-Total (1) :			50					
2.	Non-Financial Parameters							
i)	Human Resource Management							
	(a) Employee training & motivation <ul style="list-style-type: none"><li>• Senior Level</li><li>• Middle Level</li><li>• Junior Level</li></ul>	No. of Employees to be Trained	01	20	18	16	14	12
			02	50	45	40	35	30
			01	40	35	30	25	20
			(b) Risk Management training for Senior Management Personnel	Number of Officers	01	10	8	6
ii)	Research & Development		05	Details given in Annexure-II				
vi)	Corporate Social Responsibility/ Sustainability		08	Details Given in Annexure-III				
Sub-Total (2) :			18					

**MoU 2013-14**  
**Approved by DPE/TF**

Signed 

Sl. No	Evaluation Criteria	Unit	Weightage %	MoU Target 2013-2014				
				Excellent	Very Good	Good (B.E.)	Fair	Poor
				(1)	(2)	(3)	(4)	(5)
3.	Dynamic Parameters							
i)	Projects Implementation (Important on-going Projects to be completed/ in progress during the year 2013-2014) Completion of important milestones according to contract to be achieved during 2013-2014 out of 10 identified Projects (Annexure-IV)	No. of Projects	10	08	07	06	05	04
ii)	Order Booking (New Business)	Rs. in Crores						
	➤ Domestic		05	270	260	250	240	230
	➤ Overseas		05	270	260	250	240	230
Sub-Total (3) :			20					

**Footnote: -**

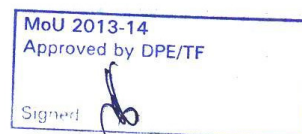
1. Non-compliance of Corporate Governance will be penalized by way of negative marking and the MoU Score will be increased in the following manner in accordance with DPE OM 18(8)/2005-GM dated 22.6.2011: -

S.No.	Annual Score	Grading	Penalty Marks	Difference in Score from "Excellent" Grade
1	85% and above	Excellent	0	0.00
2	75%-84%	Very Good	0	0.00
3	60%-74%	Good	0.5	0.02
4	50%-59%	Fair	0.5	0.02
5	Below 50%	Poor	1.0	0.04

If Company fails to submit the Self evaluation report in the format, its Grading will be treated as poor and score will be inflated accordingly.

2. The Company shall give a Certificate regarding implementation of guidelines issued by DPE as per OM No. DPE/14(38)/10-Fin dated 28.6.2011 and also a certificate from a Practicing Chartered Accountant. Non-compliance of DPE guidelines determined on the basis of certificate submitted will be penalized up to 1 mark at the discretion of Task Force at the time of MoU Evaluation. (In other words, the MoU Ratings can be increased by 0.04)
3. In the interest of the growth of the company, in case, the threshold Excellent Values of Gross Sales and Gross Margin (either/or) i.e. Rs.419 crores and Rs.67.00 crores, respectively, are exceeded then for MoU Evaluation maximum Gross Margin Ratio of 16 % shall deemed to have been achieved including other related ratios like Added Value/Gross Sales etc.

MoU 2013-2014 (WAPCOS)






Sl. No	Evaluation Criteria	Unit	Weightage %	MoU Target 2013-2014				
				Excellent	Very Good	Good (B.E.)	Fair	Poor
				(1)	(2)	(3)	(4)	(5)
4.	Enterprise Specific Parameters							
i)	Customer Satisfaction Feedback to be obtained from customers on the basis of questionnaire on the rating of 10, as per Annexure-V. A total of ten projects will be identified for monitoring of customer satisfaction.	%	03	90	85	80	70	60
ii)	New JVs/Association for taking up projects in India and Abroad	No. of JVs	03	06	05	04	03	02
iii)	New Innovative Activity							
1.	Promote Roller Compacted Concrete Dam Design and Construction in Hydro-Power Projects-Technical Paper to be presented in a Conference		03	Jan., 2014	Feb., 2014	Mar., 2014	-	-
iv)	Review of accounts receivable status with ageing analysis as on 01.04.2013 agenda to be put up to Board		01	Oct., 2013	Nov., 2013	Dec., 2013	Jan., 2014	Feb., 2014
v)	Reduction in Sundry Debtors/Trade receivable over 6 months old and outstanding as on 1.4.2013	%	02	38.00	37.00	36.00	35.00	34.00
Sub Total(4)			12					
Total (1+2+3+4)			100					

#### PART – IV

##### COMMITMENTS/ASSISTANCE FROM THE GOVERNMENT

1. Involve WAPCOS in discussions with overseas missions to promote WAPCOS participation in Government of India programmes of bilateral cooperation with other countries.
2. Facilitate the Company in award of projects contemplated by the Ministry and its attached Departments/Commissions/Boards in the Water Resources Sector on negotiation basis.
3. Expedite deputation of personnel to WAPCOS from Organizations/attached offices of MOWR and other Government Organizations.
4. Assist WAPCOS in recovery of outstanding dues with State Governments/Central Government Departments/Ministries.

MoU 2013-2014 (WAPCOS)

MoU 2013-14  
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#### **PART – V**

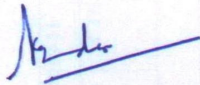
1. Three and a half percent of Net Profit of the Company for the year 2012-13 will be earmarked for Corporate Social Responsibility/Sustainability.

#### **PART – VI**

##### **ACTION PLAN FOR IMPLEMENTATION AND MONITORING OF THE MOU**

- Performance will be reviewed against the targets given in this MOU once in six months by the Ministry of Water Resources and on a regularly basis by PSE.
- The verifiable non-financial targets would be independently verified by a Chartered Accountant.

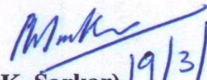
**For WAPCOS Limited**



**(Dr. R.K. Gupta)**  
**Chairman-cum-Managing Director**

**DATED: 19.03.13.**

**For Ministry of Water Resources**

  
**(Dr. S.K. Sarkar)**  
**Secretary**  
19/3/2013

## TREND OF CPSE's PERFORMANCE ON FINANCIAL PARAMETERS FOR LAST FIVE YEARS

(₹ in Crores)

Particulars	2008-09		2009-10		2010-11		2011-12		2012-13		2013-14	
	MoU	ACTUAL	MoU	ACTUAL	MoU	ACTUAL	MoU	ACTUAL	MoU	Projected as on 31.03.2013	Projected	
<b>Production</b>												
Gross Sales												
Consultancy & Engineering Projects		106.45		147.14	160	180.62		314.80	300.00	345.00		380.00
Contract		98.62		155.00	155	170.56						
Gross Margin	21.34	36.80	24.00	46.37	37	57.42		76.70	60.00	80.00		57.00
Profit before tax		35.94		45.58		55.08		75.13		78.90		55.75
Gross Block		14.84		15.11		15.87		17.66		20.29		22.72
Less dep		6.37		6.38		6.97		7.45		8.55		9.80
Net block		8.47		8.73		8.90		10.21		11.74		12.92
share capital of CPSE		2.00		2.00		2.00		3.00		8.00		8.00
Reserves & surplus of CPSE		73.21		96.22		123.69		161.57		201.39		238.52
Less deferred reve exp/ pre-acquisition loss		-		-		-		-		-		-
Less Profit & Loss A/c		-		-		-		-		-		-
Net worth of CPSE		75.21		98.22		125.69		164.57		209.39		246.52
Investment		0.03		0.03		0.03		0.03		0.03		0.03
Sundry debtors/sales (%)		47.00		43.73		48		63.00		-		-
Inventory		-		-		-		-		-		-

MoU 2013-2014 (WAPCOS)



(₹ in Crores)

Particulars	2008-09		2009-10		2010-11		2011-12		2012-13		2013-14	
	MoU	ACTUAL	MoU	ACTUAL	MoU	ACTUAL	MoU	ACTUAL	MoU	Projected as on 31.03.2013	Projected	
Total Current assets		300.80		328.50		393.66		503.03		553.31	607.91	
Total current liabilities & provision		239.28		245.29		283.43		355.36		367.11	394.51	
Net current assets		61.52		83.21		110.23		147.67		186.20	213.40	
Capital employed (Net block + net current assets)		69.99		91.94		119.13		157.88		197.94	226.32	
Total debt (loan funds)		-		-		-		-		-	-	
total assets		75.21		98.22		125.69		164.57		617.55	685.67	
No of employees of CPSE		1379		1380		1312		1370		600	670	
Dividend paid		3.50		6.00		7.50		10.50		10.75	11.00	
Add value (gross margin less capital recovery factor 4% of capital employed for social sector and 10% for other CPSE)		29.80		36.54		45.50		60.91		60.21	34.37	
Ratios												
Debt/equity		-		-		-		-		-	-	
Return on Net worth (% age)		37.72		30.58		28.79		30.37		25.02	14.93*	
PBDIT/ Total employment of CPSE (₹ in Crores)		0.03		0.03		0.04		0.06		0.13	0.08	
Gross Profit/Capital employed (% age)		51.35		49.58		47.43		47.92		39.86	24.63	
Net Profit / Net Worth (%age)		37.72		30.58		28.79		30.37		25.02	14.93*	

MoU 2013-2014 (WAPCOS)

\*Excludes other income

(₹ in Crores)											
Particulars	2008-09		2009-10		2010-11		2011-12		2012-13		2013-14
	MoU	ACTUAL	MoU	ACTUAL	MoU	ACTUAL	MoU	ACTUAL	MoU	Projected as on 31.03.2013	Projected
<b>Working of gross margin</b>											
Net profit		28.37		30.03		36.18		49.98		52.40	36.80
Tax		7.83		15.19		18.90		25.15		26.50	18.95
Net profit before tax		36.20		45.22		55.08		75.13		78.90	55.95
add Prior period		(0.26)		0.36		1.42		0.54		-	-
add extra ordinary items		-		-		-		-		-	-
Profit before prior period		35.94		45.58		56.50		75.66		78.90	55.75
add Interest		-		-		-		-		-	-
Gross profit		35.94		45.58		56.50		75.66		78.90	55.75
add depreciation		0.86		0.79		0.92		1.04		1.10	1.25
Misc. expenditure written off		-		-		-		-		-	-
Gross Margin before Interest, depreciation & misc. expenditure written off		36.80		46.37		57.42		76.70		80.00	57.00
<b>Additional for 'Trading &amp; Consultancy Sector'</b>											
i) Gross margin/gross sales (%)		17.94		15.35		16.35		24.36		23.19	15.00
ii) Operating turnover/ Total No. of employee of CPSE (₹ in Crores)		0.15		0.22		0.27		0.23		0.57	0.57



Particulars	2008-09		2009-10		2010-11		2011-12		2012-13		2013-14
	MoU	ACTUAL	MoU	ACTUAL	MoU	ACTUAL	MoU	ACTUAL	MoU	Projected as on 31.03.2013	Projected
Gross margin - profit before interest, depreciation, tax including deferred tax, amortisation, prior period adjustment a/c & extra ordinary items (₹ in Crores)		36.80		46.37		57.42		76.70		80.00	57.00
Net profit after tax but before extra ordinary items and prior period adjustment a/c (₹ in Crores)		28.10		30.39		36.18		50.51		52.40	36.80
ADDED VALUE (₹ in crores)		29.80		36.54		45.50		60.91		60.21	34.37

## Annexure - II

Table 1- Mandatory Parameter- Total R& D Expenditure as a percentage of PAT								
		Unit	Weightage	Performance Target				
				Excellent	Very Good	Good	Fair	Poor
1	2	3	4	5	6	7	8	9
A.	Total Expenditure on R & D	% of PAT for 2012-2013	2.5	0.50	0.45	0.40	0.35	0.30

Total Score for this Table	2.5
Score allotted by the Task Force	

S. No.	Project Chosen	Performance Indicator	Weightage	Performance Target				
				Excellent	Very Good	Good	Fair	Poor
1	2	3	4	5	6	7	8	9
<b>R &amp; D activities for Environmental Management</b>								
1.	Hydropower and its Impact on Green House Gas Emission	Reduce Environmental Impacts	1.0	28.02.2014	10.03.2014	20.03.2014	25.03.2014	31.03.2014
2.	Assesment of soil loss in Himalayan Watersheds	Process development/ improvement	0.75	31.01.2014	15.02.2014	28.02.2014	15.03.2014	31.03.2014
3.	Sensitivity of HECRAS dam break module to input variables	Reduce Environmental Impacts	0.75	15.02.2014	28.02.2014	10.03.2014	20.03.2014	31.03.2014

Total Score for this table	2.5
Score allotted by the Task Force	
Total Score on R&D	5
Total allotted score for both Tables	

MoU 2013-14  
Approved by DPE/TF

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### Annexure - III

### Part-III

#### 1.3 Performance Evaluation Criteria and Targets

S. no.	Evaluation Criteria	Marks	Unit	MoU Targets 2013-14				
				Excellent (1)	Very Good (2)	Good (B.E.) (3)	Fair (4)	Poor (5)
1	Organize one training sessions to sensitize the employees and change their mindset / orientation.	1.00	Date of Completion	31.12.13	31.01.14	15.2.14	28.2.14	15.3.14
2	<p>Following CSR/SD projects are proposed to be undertaken and submitted for the purpose of Annual MOU evaluation:</p> <p>(i) Inclusive Growth of Society – Capacity Building / Skill Development</p> <ul style="list-style-type: none"> <li>Promotion of Livelihood options – Training and skill development in retail, marketing, cutting, and tailoring, making of handicrafts items in Aurangabad (backward) district of Maharashtra for inclusive growth of weaker and down trodden sections of society. <ul style="list-style-type: none"> <li>Date of Start: June 2013</li> <li>Annual Target: 150 Beneficiaries</li> <li>Budgetary Allocation: 30 Lakhs</li> <li>Date of Completion: December 2013</li> </ul> </li> </ul> <p>(ii) Environmental Sustainability – Promotion of Renewable Sources of Energy</p> <ul style="list-style-type: none"> <li>Non-Conventional Energy Sources – To develop Infrastructure facilities for providing electricity through Solar Lighting Systems in Alwar</li> </ul>	1.0	No. of Beneficiaries	150	130	110	90	70
		1.0	No. of Villages	5	4	3	2	1

MoU 2013-14  
Approved by DPE/TF

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S. no.	Evaluation Criteria	Marks	Unit	MoU Targets 2013-14				
				Excellent (1)	Very Good (2)	Good (B.E.) (3)	Fair (4)	Poor (5)
	district of Rajasthan. o Date of Start: June 2013 o Annual Target: 5 Villages o Budgetary Allocation: 25 Lakhs o Date of Completion: December 2013							
	(iii) Construction of Rainwater harvesting structures and water conservation awareness programs in backward areas of Banas Kantha in Gujarat o Date of Start: July 2013 o Annual Target: 5 Structures o Budgetary Allocation: 12 Lakhs o Date of Completion: January 2014	1.0	No. of Structures	5	4	3	2	1
	(iv) School Sanitation, Hygiene and Health • Construction of School Toilet Complex, installation of incinerator and Provision of taps for safe drinking water for children of schools in Sirsa backward distt. of Haryana o Date of Start: July 2013 o Annual Target: Date of completion o Budgetary Allocation: 8 Lakhs o Date of Completion: December 2013	1.0	Date of Completion	31.12.2013	31.1.2014	28.2.2014	15.3.2014	31.3.2014

MoU 2013-14  
Approved by DPE/TF  
  
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S. no.	Evaluation Criteria	Marks	Unit	MoU Targets 2013-14				
				Excellent (1)	Very Good (2)	Good (B.E.) (3)	Fair (4)	Poor (5)
	(v) Healthcare programme for underprivileged people • Mobile Medicare Unit service to provide basic healthcare to the door steps of the needy people in the villages of Uttarakhand o Date of Start: June 2013 o Annual Target: 10 Villages o Budgetary Allocation: 15 Lakhs o Date of Completion: March 2014	1.0	No. of Villages	10	8	6	4	2
	(vi) Upliftment of deprived society • Vocational Training in different trades for the benefit of underprivileged youth of villages adjoining to Chandigarh o Date of Start: July 2013 o Annual Target: 100 beneficiaries o Budgetary Allocation: 6 Lakhs o Date of Completion: January 2014	1.0	No. of Beneficiaries	100	80	60	40	20
3	The expenditure incurred on CSR and sustainability activities (vis-à-vis the annual budgetary allocation) The annual budgetary allocation of 3.5% of PAT for the year 2012-2013.	1.0	%age	90%	80%	70%	60%	50%

MoU 2013-14  
Approved by DPE/TF  
  
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**Project Implementation (Important on-going Projects to be completed/ in progress during the year 2013-2014) Completion of important milestones according to contract to be achieved during 2013-2014**

Sl. No	Name of Project	Date of Start	Date of Completion	Value (Rs. in crore)	Milestone(s) to be monitored during 2013-2014 as per agreement with the client	Target Date of Achievement of Milestone(s)
1	Consultancy Services for Punatsangchu-I Hydroelectric Project, Bhutan.	Nov., 2007	Nov., 2016	As per actual+20%	<ul style="list-style-type: none"> <li>Completion of U/s Coffor Dam</li> <li>Completion of widening of Surge Shaft</li> <li>Completion of widening of Pressure shafts (2 nos.)</li> <li>Completion of excavation of Underground Power house cavern (upto MIV floor)</li> <li>Excavation of 17 lakh m3 of Main Dam foundation</li> <li>Completion of 75% Concrete lining in HRT</li> </ul>	<ul style="list-style-type: none"> <li>May, 2013</li> <li>July, 2013</li> <li>July, 2013</li> <li>Oct, 2013</li> <li>Jan, 2014</li> <li>March, 2014</li> </ul>
2	Operation and Maintenance support for Hwange Power Station (920 MW), Zimbabwe	February 2013	January 2014	23.60	Monthly submission of performance report	15 <sup>th</sup> of every subsequent month
3	Turga Pumped Storage Project	Nov., 2012	Nov., 2014	13.74	<ul style="list-style-type: none"> <li>Hydrological studies</li> <li>Topographical survey</li> <li>Geo-technical Investigation 65%</li> </ul>	<ul style="list-style-type: none"> <li>May, 2013</li> <li>May, 2013</li> <li>March, 2014</li> </ul>
4	Detailed Design Review – Nacala Road Project, Mozambique	March, 2011	August, 2015	13.32	Monthly Progress Report	By 10 <sup>th</sup> of following month
5	Construction of 230 kV Thabok-Nabong Transmission Line and associated sub-stations in Laos.	March, 2011	March 2014	11.87	<ul style="list-style-type: none"> <li>Review and approve the construction drawing submitted by client / EPC contractor</li> <li>Pre-shipment Inspections offered by client/EPC contractor</li> <li>Supervision of construction, erection, testing and commissioning of works executed by EPC contractor</li> </ul>	<ul style="list-style-type: none"> <li>Within 15 days after receiving the drawings from EPC contractor</li> <li>Issuance of concurrence to EDL for dispatch of material/equipment within 7 days after completion of inspection</li> <li>On jobs supervision of works carried out by the EPC contractor</li> </ul>
6	Mangdechhu H.E. Project, Bhutan	Sept., 2011	Aug., 2016	13.00 + S. Tax	<ul style="list-style-type: none"> <li>Final Route alignment Survey with shortest possible route.</li> <li>Starting of Tower spotting and Foundation Works</li> <li>Construction and Monitoring of 2 nos., 400 kV of Double Circuit Transmission line from pothead yard to Jigmeling Substation via Goling Substation, Bhutan</li> </ul>	<ul style="list-style-type: none"> <li>December, 2013</li> <li>March, 2014</li> <li>Continue activity till completion of Project upto August, 2016</li> </ul>

MoU 2013-14  
Approved by DPE/TF  
Signed 




**Customer Satisfaction**

Ten projects will be identified for monitoring of Customer Satisfaction. Customer feedback to be obtained on the basis of following parameters on the rating of 10:-

Sl. No.	Parameters for Customer Satisfaction	Weightage assigned
1.	Acceptance of Report	2
2.	Timely Receipt of Payment	2
3.	Repeat job from same Client	1
4.	Appreciation Letter	5
	Total	10

**Score  $\geq$  8 reflects Customer Satisfaction**

MoU 2013-14  
Approved by DPE/TF  
Signed 

**वाष्कोस**  
लिमिटेड

(भारत सरकार का उपक्रम - जल संसाधन मंत्रालय)

**वाष्कोस**



**WAPCOS**

**WAPCOS**  
LIMITED

(A Government of India Undertaking - Ministry of Water Resources)

WAP/FIN/MoU 2013-14/1

11<sup>th</sup> March, 2013

**Self declaration/certification by CPSE**

It is hereby certified that the targets and actual achievements in respect of financial parameters have been worked out as per MoU Guidelines by adopting the norms and definitions laid down in MoU Guidelines for the year 2013-14. In case, any deviation is found at the time of appraisal of performance, DPE is free to evaluate as per audited accounts as per MoU Guidelines. CPSE has no right of claim in this regard.

(Sunil K. Puri)

**Sr. General Manager (Finance)**

**सुनील के. पुरी / Sunil K. Puri**  
वरिष्ठ महाप्रबन्धक (वित्त)  
**Senior General Manager (Finance)**  
वाष्कोस लिमिटेड (भारत सरकार का उपक्रम)  
**WAPCOS LIMITED (A Govt. of India Undertaking)**  
76-सी, सेक्टर-18, इंस्टीट्यूशनल एरिया  
76-C, Sector-18, Institutional Area  
गुड़गांव (हरियाणा)/Gurgaon (Haryana)

MoU 2013-2014 (WAPCOS)

18

जल संरक्षण - जीवन संरक्षण  
Conserve water - Save life

"हमेशा हिन्दी में पत्र व्यवहार  
करके देश का गौरव बढ़ाये"

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