



# **MEMORANDUM OF UNDERSTANDING**

**BETWEEN**

**DEPARTMENT OF ENERGY,  
GOVERNMENT OF ODISHA**

**AND**

**ODISHA POWER TRANSMISSION CORPORATION LTD.**

**FOR THE FINANCIAL YEAR  
2021- 2022**

Binit  
12.11.21



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## PART – I

### 1. PREFACE:

**ODISHA POWER TRANSMISSION CORPORATION LIMITED (OPTCL)**, a wholly owned Govt. of Odisha Undertaking was incorporated on 29.3.2004 under the Companies Act, 1956. By virtue of the Odisha Electricity Reform (Transfer of Transmission and Related Activities) Scheme, 2005, the transmission undertaking of GRIDCO along with all assets and liabilities, personnel and proceedings were transferred and vested with OPTCL with effect from 1<sup>st</sup> April 2005. OPTCL is a Transmission Licensee and has been notified as the State Transmission Utility (STU) under section 39(1) of the Electricity Act, 2003.

Presently the Corporation is carrying on intra state transmission and wheeling of electricity and is also discharging the functions of State Load Despatch Centre. As nodal agency of the State Govt., the Corporation is executing some of the important projects like, ODSSP, ODAFFP, SCRIPS, DDUGJY, IPDS, SETU, BharatNet etc. fully funded by the State/ Central Govt. At present the Corporation owns Extra High Voltage Transmission system and operates about 14,639 Ckt. kms of transmission lines and 163 nos. of Grid Substations with transformation capacity of 22177MVA.

### 2. MANDATE:

To build, maintain and operate an efficient, coordinated and economical intra State transmission system in the State for transmission of power from the generating stations to the load centre and wheeling of power to other states, undertake power system improvement by renovation, up-gradation and modernization of the existing network.

### 3. VISION:

To make OPTCL one among the leading Transmission Utilities in India, transmitting quality, reliable and secured power with minimum transmission loss at a competitive price.

### 4. MISSION:

- Transmission of power in large quantity with affordable price as per the expectation of customers, Government of Odisha and OERC
- Increase transmission network need based to meet the demand of the State

- Develop a portfolio of Intra-State and some Inter-State transmission assets in national market including business expansion for evacuation of power outside the state in collaboration with PGCIL and others
- Adoption of best Construction and O&M practices supported by system driven processes enabled by cutting edge IT solutions
- Diversification of business by providing consultancy in the areas of construction, maintenance of electricity transmission system and telecommunication so as to achieve optimum utilization of assets for generation of additional revenue
- Develop skilled and satisfied human resources, fostering a service-oriented attitude to its customers/ stake holders and becoming empowered to meet customer need in the changing scenario
- Building Research and Development wing for adoption of new technology
- Discharge the social responsibility with commitment on Environment Protection, Health, Safety, Energy conservation and Community Development
- Practise highest standard of corporate governance and be a financially sound company

## 5. OBJECTIVES:

### (A) DEVELOPMENTAL OBJECTIVE

As a State Transmission Utility, the Corporation has set the following objectives as per mandate given under the Electricity Act, 2003:

1. Undertake transmission of electricity through its Intra-State transmission network.
2. Discharge all functions of planning and coordination relating to intra-State, inter-State transmission system with CTU, State Generating Companies, IPPs, Regional Power Committee, Authority, Licensees or other person notified by State Govt. in this behalf.
3. Ensure development of an efficient and economical intra state transmission system for smooth flow of electricity from generating stations to the load centers and to exercise supervision and control over the transmission system.
4. Efficient Operation & Maintenance of the Transmission systems.
5. Ensure restoration of power in quickest possible time in event of any natural disasters through Emergency Restoration System.
6. Efficiently operate State Load Despatch Centre to ensure optimum scheduling and despatch of electricity and to ensure integrated operation of power systems in the State.
7. Provide non-discriminatory open access for use by any licensee or generating company or any consumer on payment of charges.



8. Ensure implementation of Quality Management System in all functional areas in a phased manner.
9. Ensure timely implementation of Govt. funded distribution projects like ODSSP, ODAFFP, SCRIPS, DDUGJY, IPDS, SETU, BharatNet.
10. Ensure principles of reliability, security and economy matched with the rising expectation of the people for a clear, safer, healthier environment.
11. Setting superior standards in capital project management and operations for the industry and ourselves

**(B) COMMERCIAL OBJECTIVE**

1. Achieve transmission target of 28330MU during 2021-22.
2. Achieve system availability of 99.96 %
3. Achieve reduction of transmission loss to 3.00 %

**(C) INNOVATION**

1. Achieving continuous improvements through innovation and state of- the-art technology
2. Uprating conductors from ACSR to HTLS in important EHT lines to avoid load flow constraints and to meet future load growth.
4. Conversion of S/C Lines in D/C Towers to D/C Lines to double the transmission capacity and better reliability of existing transmission system.
5. Conversion from Air Insulated Substation to Gas Insulated Substation with provisions of state-of-the-art system.
6. Implementation of Smart Grid projects to ensure reliable, efficient and cost effective transmission of electricity.
7. Energy Accounting through Automatic Meter Reading (AMR).
8. Implementation of Substation Automation System in all future Grids and existing important Grids.
9. Commissioning of Advanced Metering Infrastructure (AMI) for timely flow of accurate energy data.
10. Installation of Event Loggers and Bus Bar Protection for strengthening the stability of the system.
11. Use of Multi Circuit Towers for effective & economic utilization of RoW.
12. Implementation of Geographical Information System (GIS) to facilitate Outage Management System (OMS).
13. Digitization of Grid Substations.
14. Replacement of earth-wires by OPGW and renovation of Earthing system
15. Implementation of Automatic Demand Management System (ADMS).

#### (D) HUMAN RESOURCE DEVELOPMENT

1. Inspiring, nurturing and empowering the next generation of Professionals
2. Ensure development of employees through systematic training and providing opportunities for developing new capabilities and introduce modern training policies and practices.
3. To facilitate planned management of organizational change and ensure top management commitment to drive changes, triggered by induction of new technology/implementation of IT-enabled ERP systems/new HR policy to achieve organizational objectives.
4. Committing to highest standards in health, safety, security & environment.
6. Harmonizing interdepartmental relationship and achieving industrial harmony and peace.
7. Introducing modern training policies & practices.
8. Career development of all employees.

#### (E) CUSTOMERS /STAKEHOLDERS

1. Ensure delivery of quality, reliable and secured power with minimum transmission loss at a competitive price.
2. Leveraging capabilities to consistently generate maximum value for all stakeholders in India and in emerging and growing economies
3. Discharge Corporate Social Responsibility through various initiatives having positive impact on the society at large and with commitment on cleaner, safer, healthier environment for people, conservation of energy and community development.
4. In line with its CSR Policy, the Corporation will focus on the following thrust areas in order of priority:
  - i. Strengthening skill building and imparting vocational training/need based training to improve employability of school/college dropouts in different trades in designated institutions as laid down in the policy on priority to meet the sectoral needs.
  - ii. Setting up of Micro Grids in villages along with livelihood options.
  - iii. Strengthening skill building for livelihood by helping women SHGs.





## PART – II

### EXERCISE OF AUTONOMY AND DELEGATION OF FINANCIAL POWERS

- The financial power delegated by the State Government in favour of the Corporation to undertake new programme of capital investment project involving expenditure up to a limit of Rs.100 crore shall be exercised prudently.
- The Corporation will borrow money from Financial Institutions/ Commercial Banks and raise bonds/debentures for timely implementation of various projects at the most competitive rates.
- The Corporation will streamline project execution and shall adopt state of the art project management tools.



### PART – III

#### PERFORMANCE EVALUATION PARAMETERS AND TARGETS

For the purpose of performance evaluation of the Corporation for the year 2021-22, the scale and weight assigned to various parameters are shown in the enclosed table.







**PERFORMANCE EVALUATION PARAMETERS AND TARGETS FOR FY 2021-22 (PART-III)**

Financial performance Indicators	Unit	Weight (%)	Actual of FY 2020-21	Scoring Ranges					
				Excellent	Very Good	Good	Fair	Poor	
<b>STATIC PARAMETERS</b>		<b>40</b>							
Turnover	Rs. Cr.	20	805.83	>=825	>=805	>=775	>=725	<725	
Return on capital employed	%	15	1.01	3	2	1.5	1	0.75	
Employees per Grid	Nos	5	17.45	17	18	19	20	20.5	
<b>DYNAMIC PARAMETERS</b>		<b>40</b>							
System Availability	%	10	99.98	99.90	99-99.89	98.5-98.99	97-98.49	<97	
Transmission Loss	%	10	3.20	<=3.00	3.01-3.15	3.16-3.30	3.31-3.40	>3.40	
Transmission line capacity addition	Ckt. Kms	5	463.29	>500	470-500	440-470	410-440	<410	
Transformation capacity addition.	MVA	5	1384.00	>1400	1360-1400	1320-1360	1280-1320	<1280	
Completion of balance 103 nos. of S/S under ODSSP *	Time	10	-	Sept'21	Nov'21	Dec'21	-	-	

*[Signature]*

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GENERAL MEASURES		20							
Key Performance Indicator (KPI) based Performance Management System (PMS)	Time	4	-	Nov'21	Dec'21	Jan'22	Feb'22	Mar'22	
Approval of Financial Statement for FY 2020-21 **	Time	4	Oct'20	Oct'21	Nov'21	Dec'21	-	-	
Fatal accident in work place	No.	4	Nil	Nil	-	-	-	-	
Loss of man-days due to Industrial conflict.	No.	4	Nil	Nil	-	-	-	-	
Implementation of online Appraisal system for Non-Executive Employees	%	2	New Parameter	July'21	Aug'21	Sept'21	Oct'21	Nov'21	
Development of Works & Procurement Manual ***	Time	2	New Parameter	Oct'21	Nov'21	Dec'21	-	-	

\*No score shall be allowed if completion is delayed beyond Dec' 21

\*\*No score shall be given if the Accounts are not adopted by 31.12.2021

\*\*\*No score shall be given if the Manuals are not adopted by 31.12.2021






## PART – IV

### OBLIGATIONS OF THE STATE GOVERNMENT

- GoO shall provide administrative support of revenue authorities for acquisition of private and Govt. land for construction of Grid Substations and other related establishments of OPTCL.
- GoO shall advise collectors to extend necessary help for resolving Right-of-Way (RoW) issues of transmission projects of OPTCL to facilitate their timely completion.
- GoO shall advise collectors to maintain law and order during execution of transmission project and provide safety to the Corporation's personnel as well as transmission system equipment particularly in the disturbed/ Maoist affected areas.
- GoO shall facilitate grant of forest clearance of projects to avoid delay in timely execution of the projects.
- GoO shall provide financial support in form of equity share capital to the Corporation during FY 2021-22 for execution of new Transmission projects to meet the demand of the State based on the RoI.
- GoO shall provide funds along with supervision charges for timely execution of Govt. funded projects.
- GoO shall facilitate for availing PSDF from Central Government in appropriate cases.



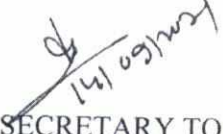
## PART - V

### ACTION PLAN FOR IMPLEMENTING AND REVIEW OF THE MOU

Performance evaluation will be done on half yearly/ yearly basis as may be decided by the Department of Public Enterprises, Govt. of Odisha as per the format for evaluation.

OPTCL Management will also ensure internal monitoring of the performance against MOU targets on quarterly basis.

  
MANAGING DIRECTOR  
ODISHA POWER  
TRANSMISSION CORPORATION  
LIMITED

  
SPECIAL SECRETARY TO GOVT.  
DEPARTMENT OF ENERGY,  
GOVT. OF ODISHA

Date:

Place: Bhubaneswar