

CHAPTER - 8

MONITORING OF R&M SCHEMES

“Procedural delays in finalising the implementation of Renovation and Modernisation schemes has proved to be a major cause for time and cost over-runs. Experts have often voiced the need to create a ‘Task Force’, a separate high powered committee, in each board invested with full decision making powers, is the only viable solution to this persistent problem.”

8.1 INTRODUCTION :

8.1.1 It is experienced from the implementation of R&M schemes that a lot of time is taken by some of the boards in taking decisions in finalization of orders. This is due to procedural delays and long channels of decision making etc. As such, there is a need to set up a separate high powered committee, in each board with full powers to take decision in all matters relating to implementation of R&M schemes.

8.1.2 The committee may be headed by a senior level officers of the rank of Member (Technical) and comprise of head of power stations, Senior Finance Officer of the Board.

8.1.3 This committee may have the financial powers to place orders and take all policy decisions. This will cut short the delays in taking decisions and thereby help in reducing time and cost over runs. The committee shall also periodically review the progress of R&M works for timely completion.

8.2 R&M UNITS AT POWER STATIONS/HEADQUARTERS

The officers and staff at power stations normally remain busy in their day-to-day O&M works and are not able to pay much attention to the R&M works. As a result, the R&M programme gets delayed. Therefore,

there is a need to set up separate dedicated R&M unit at each power station and at the Headquarters to deal exclusively the R&M schemes.

8.3 PROCUREMENT OF SPARES

Due to fast changing technologies especially in the field of electronics/ control & Instrumentation, the system gets obsolete frequently. As a result the power stations have to go for replacement of the system resulting in extra financial burden. To overcome the problem, power stations should procure sufficient initial spares. Also it may be clearly mentioned in the contract that in the event of manufactures going out of production of certain items, shall inform the users well in advance so that sufficient spares could be procured by them and they should also submit details of drawings for its manufacture.

8.4 TURNKEY ORDERS

Wherever possible orders on turnkey basis may be placed so as to have single point responsibility on the bidder.

8.5 PRIORITISATION OF R&M WORKS

The R&M works should be categorized on the basis of priorities and work relating to safety, availability and environment needs to be taken up as a first priority.

8.6 CENTRALISED ACTION FOR SIMILAR R&M WORKS AT DIFFERENT POWER STATIONS

In case a similar R&M activity is implemented at more than one power station of the same board centralised action for procurement may be taken to reduce time and cost overruns as well as to avail concessional price for bulk order.

8.7 PROPER PLANNING OF R&M WORKS

Unit-wise approach for carrying out R&M works should be followed rather than carrying out R&M works in piecemeal or activity-wise.

As far as possible, the overhauls of the units should be planned in such a way that maximum number of R&M works could be executed during overhauls so as to avoid separate shutdown for carrying out R&M works.

Proper planning of resource (men, material & money) should be made to match with the planned shutdown of unit for R&M.