

# FOCUS GROUP DISCUSSIONS

## Ghazi Barotha Power Plant - Report

Session conducted June 2, 2015

Energy Policy Program (EPP) successfully completed the “Best Practices in Hydro Operations and Maintenance “ training between October – December, 2014. Through capacity building intervention activities, Hydro Power Stations developed international best practices in O&M programs. Each Hydro Power Plant participant undertook a two weeks extensive training course. The training course was designed to develop practices in operating, maintaining, and managing power plant’s assets. This training not only benefited the participants, but their organization’s daily O&M practices, thus improving overall energy services in Pakistan. The training gave participants’ the opportunity to meet some truly exceptional professional trainers, and helped interact with their colleagues outside of the office. The training program trained 71 people (engineers and students) in three batches which include participants from different Hydro Power Plants including Warsak Power Station, Tarbela Power Station, Ghazi Barotha Hydro Power Project, Mangla Power Station, Chashma and Jinnah Hydel Power Station, Nandipur Power Project, Small Hydel Power Stations, WAPDA House Lahore, National University of Computers and Emerging Sciences, Islamabad, National University of Science and Technology, Islamabad and Center for Advanced Studies in Engineering, Islamabad. Each training group received a two weeks of in-class training and post-training monitoring.

To check the sustainability, EPP conducted a post training evaluation session the participants were asked to elaborate the challenges they encountered, takeaways, and any suggestions for improving the future training via discussion and feedback forms. In Ghazi Barotha, EPP successfully met 9 of the 12 O&M participants to track the implementation and major accomplishments during the post training phase at Ghazi Barotha Power Plant. EPP used the quotes to highlight the challenges and potential solutions for future trainings.

## Focus Group Discussions at Ghazi Barotha Power Plant

This report summarizes the outcomes of the focus group discussions conducted on June 2, 2015 at Ghazi Barotha Power Plant. The focus group discussion was subjected to timely interventions for continuous improvement while focusing primarily at the ‘learning’ and ‘behavioral change’ levels. EPP’s M&E team followed up to track the implementation of the skills learned. EPP’s team asked the participant to share findings, lessons learned, and accomplished achievements while implementing the lesson learned.

EPP’s M&E team conducted an hour long session with Ghazi Barotha Power Plant participants. Below are the findings from the feedbacks given by the participants, for a better comprehension of the discussion, CCA team divided them into three different categories.

- 1) Skills learned and Implemented
- 2) Challenges faced
- 3) Suggestions

## Skills learned and implemented:

Participants mentioned the effective use of their newly acquired skills; including improvements in the plant's operations, efficient store management, quick procurement process, improved safety standards and cost saving. The participants mentioned the following about the newly acquired skills;

*“The fruitful outcomes which were implemented are; planning of maintenance schedule, spare parts list and their stock, employees work progress”*

*“O&M training has given us an idea of going towards the opportunity cost means the next best alternative e.g. we have refabricated a chilling plant instead of purchasing a new one in this way we have saved finance and also time in going the lengthy process of procurement”*

*“Regarding maintenance point of view, I have improved the spare parts management system, preventive maintenance is increased rather than corrective maintenance, efficient utilization of lean period and management of HR and technical resources”*

*“As up to my knowledge only a single good practice has been implemented and that is effective maintenance of spares with a low cost i-e, to purchase spares from local markets and in local currency instead of foreign markets”*

*“After O&M training we have implemented cost control in many cases and project management is improved as well, because of new authority i.e Chief engineer power which had a great concern with effective spares maintenance. We are able to have a proper control on cost. Examples are as Purchase of spares from M/S ABB Pakistan in a case on F.O.R Basis instead of F.O.B Basis which was costly and was time consuming as well, But our safety standards were already up to mark”*

*“O&M training has efficiently improved the using standards in GBHP .In purchases ISO, IEC standards are kept in mind, control protection systems are according to standards, similarly safety standards”*

The participants mentioned the positives while explaining the challenges they are currently facing in implementing some of the required techniques.

## Challenges:

Participants highlighted the challenges they faced during the implementation their skills and completion of assignments; such as, spare parts management, delays in procurements, redtapism, shortage of human resources in operations and working culture at the power plant. Furthermore, they have mentioned:

*“Lack of proper training. Engineers were inducted and directly assigned the job without proper training .Secondly the available training facilities are below standard”*

*“The main challenge that is being faced by us to improve O&M Practice is that WAPDA is a Government organization and we are following the practices that are implemented from long and it's almost impossible to change these practices & conceive authorities to change practices”*

*“Some of the challenges that our organization is facing are shortage of work men power, funds shortage, and somewhat management issues”*

*‘Challenges are lack of computerization in all aspects, implementation of my work requires approvals, but typical procedure of approvals takes too long, lack of budget and inefficient HR man power”*

*There are lot of challenges specially acquiring spares from local market and abroad/foreign. Lot of formalities and hurdles are involve”*

## Suggestions:

In order to further improve the future development initiatives and to determine the effectiveness to achieve the stated aims and objectives, participants were asked to give their suggestions. Participants have given their suggestions for moving forward positively.

*“In order to improve O&M and best practices it is necessary to conduct such kind of trainings after different time intervals but it is necessary that trainings must be relevant to power plant topics instead of construction of dam e.t.c”*

*“Through further trainings to qualified people”*

*“Proper training (preferably hands-on)”*

*“Availability of related information (Relevant International standards)”*

*“Pay structure based on performance”*

*“Our organization can improve by improving store management eliminate different types of hurdles and increase training session in Pakistan and abroad”*

*“By revising the rules/ procedure for approvals and by computerization of all procedures, records e.t.c”*