IT in Power

‘e-Urja’

End-to-End IT Solution for
Gujarat State Electricity Corporation Ltd.
Agenda

- Unbundling Process
- Business Drivers
- ERP Overview
- The ‘e-Urja’ Project
- Key Results and benefits
Unbundling Process

1. Gujarat Urja Vikas Nigam Limited (Trading/Holding Company)
2. Gujarat State Electricity Corporation Limited (Generating Company)
3. Gujarat Energy Transmission Corporation (Transmission Company)
4. Uttar Gujarat Vij Company Limited (Distribution Company)
5. Paschim Gujarat Vij Company Limited (Distribution Company)
6. Madhya Gujarat Vij Company Limited (Distribution Company)
7. Dakshin Gujarat Vij Company Limited (Distribution Company)
Vision
To become one of the most efficient power generating companies globally

Mission
To generate power by adopting global best practices through
- Professional Excellence
- Transparency
- Value Addition
- Highest level of Productivity
- Nation Building
- Safety, Self discipline

Core Values
- Customer satisfaction
- Pride of Belongingness
- Being ethically and socially responsive
- Participative Work Culture
- Excellence
Agenda

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Typical Business Drivers

- To satisfy critical business drivers for Power Utilities
  - Sharpening customer focus
  - Enhancing operational efficiency by adopting global best practices
  - Increasing profitability through better management of revenue and resources
  - Improve agility to stay ahead of the competition
  - Compliance to regulatory framework

- Streamlining business activities
  - Process driven Organization
  - Transparency in Operation
  - Reduce non-value-added activities
  - New Business Opportunities
  - Faster Decision-making

**Need for an Integrated IT Solution as an ‘Enabler’**
Synergy for improving efficiency

People

Business capability

Process

Technology
Agenda

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What is ERP?

- ERP is a software solution that takes a process view to meet organizational goals, tightly integrating all functions of the enterprise.

- ERP facilitates integration of company-wide information systems with the potential to go across companies.

- An ERP system integrates information and business processes to enable information entered once to be shared throughout the organization.
Major Application Areas of ERP

- Finance
- HR
- Purchasing
- Sales
- Maintenance
- Projects
- Inventory
- Manufacturing

ERP
ERP - Salient Features

- **Readymade** package
- Comparatively **shorter** implementation time
- **Best business practices** are embedded
- **Integrated** and **stable**
- **Real Time** Access to Data
- Improved **Visibility** of Information
- State of the art **Technology**
- **Scalable & Upgradeable**
ERP Enables

Information availability
- Right place
- Right time
- Independent of source

Information integration
- Right information
- Right combination
- Seamless real time integration
Agenda

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e-Urja: The Project

an ERP based End-to-End IT Solution

e-Urja

to manage the complexity of the power sector through IT enabled, improved Business Processes
End-to-end IT solution for each of the seven companies....

- Oracle Applications ERP; e-Business Suite
- Oracle Collaboration Suite
  - Utility Billing - Broadline
  - Payroll - TCS E’nrgise Payroll
  - Energy Trading - Triple Point Technology
  - Network analysis - KLG Systel
The Challenges...

- **Organizational Change Management**
  - Scale of the Project
  - Transition from legacy
  - Optimisation and Standardisation of Processes
  - IT literacy of end-users

- **Program Management**
  - Multi-vendor environment;
  - Geographical Scale;
  - Large User Base;

- **Infrastructure Management**
  - Setting up Connectivity *(lease line)* across the State
  - Setting up alternate wireless connectivity
  - PCs & Hardware;
  - Data Center
...and how we got through

- Organizational Change Management
  - e-Urja Steering Committee at apex level (Chairman & MDs)
  - Formation of Change Management Group
  - Stakeholders’ Workshops at various phases
- Extensive Awareness Campaign
  - eUrja Newsletter
  - Desktop background notifications & Intranet
  - eUrja week
- Field Sensitization Sessions
- Recognition to core team and key contributors

- Program Management
  - e-Urja Cell (CNO / NO) to Monitor Progress
  - Driving usage through Process Champions
  - Setting up maintenance support framework
  - Implementation of Infrastructure Security & IT Policy
Implementation Phases

1. AS-IS
2. TO_BE
3. CRP
4. Data Migration
5. Integration & Acceptance
6. Go-Live
7. Rollout & Support

Flow:
1 → 2 → 3 → 4 → 5 → 6 → 7
Agenda

- Unbundling Process
- Business Drivers
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- The ‘e-Urja’ Project
- Key Results and benefits
Efficient inventory management
- Online on-hand inventory status
- Better tracking of Inventory items
- Inventory planning methods like Min Max Planning introduced.

Costing process
- Unit-wise generation cost
- Inventory Item wise average cost

Maintenance Management
- Efficient Resource Planning
- Efficient Material Planning for Maintenance Activities
- Efficient Maintenance Job Scheduling
- Analysis of Maintenance Problems like breakdowns, tripping
Benefits - Optimized Organizational Processes

- **Account Payables**
  - Setting up of Supplier Ledger
  - Matching of Bills with Payment
  - Online TRC and SR Note
  - Online Bill passing and Audit

- **General Ledger**
  - Standardized and common account codes across companies
  - Trial Balance and P&L Statement as per our requirement

- **Fixed Asset**
  - Depreciation calculation monthly basis
  - Depreciation program for the requirement of Income tax and GERC

- **Cash management**
  - Online reconciliation of Bank statement
  - Online calculation of Interest on daily basis
Benefits - Optimized Organizational Processes

- **Projects**
  - Tracking cost and progress of projects
  - Capitalization of Projects

- **Fuel Management**
  - Accounting of multiple fuel received at multiple sites
  - Reconciliation of Coal receipt with Railways
  - Loading/ Washery contractor performance monitoring

- **Environment Health & Safety**
  - Permit to Work (PTW) for ensuring safety of maintenance personnel
  - Monitoring effluent discharge
  - Safety compliance reporting

- **Reports**
  - Statutory reports
  - Custom reports
Benefits – Improved Employee Satisfaction

- Implementation of common and uniform processes
  - Transparency in HR Processes
- Uniformity in Payroll processing ensures no discrepancy
  - On-line Increment/ Bonus Processing
- Employee Self Service for on-line processing of
  - Leaves
  - Claims
  - Loans etc.
- On-line performance appraisals
- On-line employee training management
- On-line employee Grievance Redressal
- Automated rule-based approval process ensures reduced cycle time

Benefits – Improved Employee Satisfaction
Project Critical Success Factors

- Leadership commitment
- Communication
- Full-time staff
- Professional project management
- Phased implementation approach
- Scope management
- Business transformation and change management
- Job-specific end-user training
- Focused issue resolution
- Post implementation support
Avoiding the “Train Wreck”

• Pick the right system

• Build a strong cross-disciplinary team at project start-up and foster them through project completion

• Deal with organizational resistance quickly

• Make decisions and manage change effectively
## ERP Implementation Activities

<table>
<thead>
<tr>
<th>Manage It...</th>
<th>Change It...</th>
<th>Implement It...</th>
<th>Operate It...</th>
<th>Service It...</th>
<th>Teach It...</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prime Contractor</td>
<td>Project Management</td>
<td>Change Management</td>
<td>Business Vision and Goals</td>
<td>Data Center Operations</td>
<td>Training Needs Assessment</td>
</tr>
<tr>
<td>Project Management</td>
<td>Detailed Project Planning and Tracking</td>
<td>Business Vision and Goals</td>
<td>Application Development</td>
<td>Custom Curriculum and Material</td>
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</tr>
<tr>
<td>Communications Plan</td>
<td>Subcontractor Management</td>
<td>Business Vision and Goals</td>
<td>Performance and Tuning</td>
<td>Development</td>
<td></td>
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<tr>
<td>Project Scope Control</td>
<td>Financial Control</td>
<td>Business Vision and Goals</td>
<td>Software Services</td>
<td>CBT Development</td>
<td></td>
</tr>
<tr>
<td>Project Oversight and Quality Assurance Reviews</td>
<td>Prime Contractor</td>
<td>Business Vision and Goals</td>
<td>Project Management</td>
<td>End User Training</td>
<td></td>
</tr>
</tbody>
</table>

### Change Management Activities
- Business Vision and Goals
- Process Analysis
- Package Select
- Business Case Bus. Process Reengineering
- Industry Best Practices
- As Is / To Be Process Modeling
- Fit-Gap Analysis
- Policy Design and Procedure Dev.
- Readiness Assessment
- Organizational Design
- Communications Plan

### Implement It... Activities
- Package Integration
- Environment Builds
- Enterprise-wide Infrastructure
- Planning/Design & Roll-out
- Interfaces and Conversions
- Data Warehouse Integration
- E-Business
- Business Intelligence
- Networking
- Design
- Implementation
- Tuning

### Operate It... Activities
- Data Center Operations
- Application Development & Maintenance
- Network Station Management
- Network Operations & Support

### Service It... Activities
- Platforms & Technology Services
- Installation/Customization & Maintenance
- Performance and Tuning
- Software Services Planning/Design/Install
- Problem Mgmt.
- Systems Mgmt.
- Internet Enablement
- Web Site Design
- Help Desk
- Disaster Recovery
- Business Resumption Services
- Training Needs Assessment
- Custom Curriculum and Material Development
- CBT Development
- End User Training Classes
- Train-the-Trainers
- Roll-out of Training
What is ERP Myopia?

- Package Implementation
- Resource Intensive
- Opportunity to Recreate
- Business Solution
- Large change initiative
I like things the way that they are. I am comfortable.

Will I be able to produce the same work product?

The other application is more user friendly.

Will I be able to learn to use the new software?

Human being always resist changes

Core Values

Loss

Fear
Information technology is only the enabler; But, people determine success.

“Fifty-five to ninety percent of all technology failures are due to human and organizational problems ...”

Donald J. Kobat
The Change Management Handbook, 1994

“The corporate world is littered with the wreckage of technically sound programs that have been crushed by employee resistance to change!!”

Tom Terez in Modern Management
Thank You
Infrastructure

- State-of-the-art data centre at Baroda
- Servers and infrastructure planned for all seven companies
  - Total number of servers – 107
  - Data storage 68 TB
- Office Infrastructure
  - WAN across all sites in Gujarat
  - LAN and infrastructure
STEERING COMMITTEE
GUVNL Project Sponsor
GUVNL Management Representatives
GUVNL Project Manager
GUVNL Consultant representatives
TCS  Program Manager / PL
TCS  Management Representatives

Optional :
Oracle India CCNR
TCS Utility Practice representative
Third Party Consultant

Frequency : Bi-Monthly

• Project status review
• Decision on Policy related issues
• Major issues needing immediate action
• Change Requests needing immediate action
• Changes to the schedules, if any
• Problems encountered and corrective actions taken
• Any decisions on technical matters.
• Activities completed against planned
• Milestones achieved
• Risk Management
<table>
<thead>
<tr>
<th>Category</th>
<th>Count</th>
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<tbody>
<tr>
<td>Employees</td>
<td>~50,000</td>
</tr>
<tr>
<td>Consumer-base</td>
<td>~99.4 Lacs</td>
</tr>
<tr>
<td>Suppliers</td>
<td>~45,000 nos.</td>
</tr>
<tr>
<td>Inventory Items</td>
<td>~1.6 lacs</td>
</tr>
<tr>
<td>No. of Assets</td>
<td>~43 Lacs units</td>
</tr>
<tr>
<td>Core Team Size</td>
<td>~70</td>
</tr>
<tr>
<td>Chief Nodal Officers</td>
<td>7</td>
</tr>
<tr>
<td>Nodal Officers</td>
<td>~50</td>
</tr>
<tr>
<td>Level 0 Champions</td>
<td>~1050</td>
</tr>
<tr>
<td>Level 1 Champions</td>
<td>~250</td>
</tr>
<tr>
<td>Change Mgmt Group members</td>
<td>~50</td>
</tr>
<tr>
<td>e-Urja users</td>
<td>~12,000 + 38,000</td>
</tr>
<tr>
<td>Locations</td>
<td>~1500</td>
</tr>
</tbody>
</table>
Firewalls & Intrusion Detection System (ISMS)
Group is responsible for:

- Ensuring uniformity of business process across Companies
- Evaluation Change Requests (CR)
- Analysis of Change Impact across modules
- Communication of implemented change to all users across companies through Office Order
- Adherence to Change Management process
Procure to Pay Cycle

**Demand**
- Purchase requisition
- Approval Process
- 1) Sub store stock position,
- 2) Main Store stock position
- 3) Last PO Price
- 4) Last PO Supplier
- 5) Item Specifications

**Source**
- Approval Process
- 1) Technical & Commercial Comparative Analysis
- 2) PO Approval
- 3) TRC & SRN Preparation

**Supplier**
- Approval Process optimised

**Quotation**
- 1) Prepare manual TRC and SRN.
- 2) Physical documents movement across desks
- 3) Inspection report to Finance for payment

**Order**
- Purchase order
- PO Approval

**Receive**
- Receipts
- TRC & SRN Preparation

**Payment**
- Approval process optimised

All the above information's is captured in e-Urja and relevant information flows to Finance. No physical movement of document happens.

e-Urja shows all the above information real-time.
Employee Fills Physical Leave Form

Supervisor approves and forwards the leave form

Dept Head forwards the leave form

Employee cannot track

HR Dept provides leave balance

Employee get intimated by HR Dept

HR Dept issues leave sanction order

If employee doesn’t have sufficient leave balance, then intimate employee of leave rejection.

Pre-validation of Leave Balance does not happen

HR Dept becomes bottleneck for Leave Balance

HR Dept updates leave balance

Leave Form sent to HR Dept for Leave Balance validation and Update

Leave Form sent to HR Dept for Leave Balance validation and Update

Sent for approval to Supervisor

Employee May Check with HR Dept regarding leave balance

HR Dept becomes bottleneck for Leave Balance
Employee Fills online Leave Request Form

Online notification sent to Supervisor

Supervisor Approves the leave online

FYI notification sent to Dept Head

Dept Head views the FYI notification

Employee can check leave balance himself

Employee views leave balance online

System validates request with leave balance

Leave Balance gets updated automatically and employee receives approval confirmation

Employee get intimated via notification

Leave balance accessible to employee

Pre-validation of Leave Balance to avoid duplication of effort

Employee able to track the progress

Reduced dependency on HR dept and removal of redundancy and human error

Employee able to track the progress
Modules Implemented

Project Management
- Project Costing
- Project Planning and Tracking
- Clearance Management

Fuel Management
- Fuel procurement planning & linkage
- Fuel logistics and tracking
- Fuel Stock Management
- Fuel analysis and control
- Fuel finance and accounting

Assets & Maintenance Management
- Asset Monitoring
- Preventive Maintenance planning
- Predictive / Risk based Maintenance
- Work Order Management
- Permit to Work (PTW)

Operations Management
- Generation Planning
- Efficiency Monitoring
- Operation Monitoring
- Safety and Statutory Management
- Environment Management

Materials Management
- Purchase Management
- Stores Management
- Vendor Management
- Inventory Management
- Scrap Management
Modules Implemented

**Human Resource Management**
- Manpower Management
- Performance Tracking
- Payroll
- Recruitment, Training, Separation
- e-learning

**Financial Management**
- General Ledger
- Accounts Payable
- Treasury Management
- Accounts Receivables
- Bills Discounting
- Budgeting
- Lease Finance
- Cash Management
- Fixed Assets
- Cost / Profit Center Accounting
- Term Loan Management

**Groupware, Mail and Messaging**
- Mail
- Workflow
- Web Conferencing
- Voice Conferencing

**MIS & EIS Reports**
- Multiple customized reports
- Statutory reporting requirements

**Interfacing**
- Interfacing between ERP with Payroll, Utility Billing, Trading solution etc.
### e-Urja System Usage Dashboard

<table>
<thead>
<tr>
<th>Module</th>
<th>Dash Board Information</th>
<th>As on Aug 06 2008</th>
<th>As on Aug 05 2008</th>
<th>As of Aug 2008</th>
<th>Till Today</th>
</tr>
</thead>
<tbody>
<tr>
<td>AP</td>
<td>Number of AP Invoices Created (Employee Related Vouchers)</td>
<td>0</td>
<td>625</td>
<td>2961</td>
<td>80331</td>
</tr>
<tr>
<td>AP</td>
<td>Number of AP Invoices Created (Supplier Related Vouchers)</td>
<td>0</td>
<td>582</td>
<td>1591</td>
<td>95217</td>
</tr>
<tr>
<td>AP</td>
<td>Number of Payables Payments made</td>
<td>12</td>
<td>468</td>
<td>1471</td>
<td>63624</td>
</tr>
<tr>
<td>AR</td>
<td>Number of AR Invoices created</td>
<td>13</td>
<td>510</td>
<td>2562</td>
<td>42698</td>
</tr>
<tr>
<td>AR</td>
<td>Number of New Customers Added</td>
<td>34</td>
<td>1530</td>
<td>5775</td>
<td>143988</td>
</tr>
<tr>
<td>AR</td>
<td>Number of AR Receipts entered</td>
<td>27</td>
<td>3275</td>
<td>15134</td>
<td>267698</td>
</tr>
<tr>
<td>All</td>
<td>Number of Users who have used eUrja System since last 3 months</td>
<td>265</td>
<td>2662</td>
<td>4450</td>
<td>8887</td>
</tr>
<tr>
<td>All</td>
<td>Number of Users who have not used eUrja System since last 3 months</td>
<td>1864</td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
</tr>
<tr>
<td>All</td>
<td>Number of Users who have not logged into eUrja System for past 15 days</td>
<td>4817</td>
<td>4792</td>
<td>NA</td>
<td>NA</td>
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<tr>
<td>CRM</td>
<td>Number of Service Requests Created</td>
<td>94</td>
<td>1975</td>
<td>8859</td>
<td>183459</td>
</tr>
<tr>
<td>EAM</td>
<td>Number of EAM Work Orders Created</td>
<td>14</td>
<td>310</td>
<td>1354</td>
<td>30747</td>
</tr>
<tr>
<td>FA</td>
<td>Number of Assets capitalised with value</td>
<td>0</td>
<td>0</td>
<td>3</td>
<td>6</td>
</tr>
<tr>
<td>GL</td>
<td>Number of Manual Journal Vouchers (JV) entered</td>
<td>0</td>
<td>1</td>
<td>1</td>
<td>233</td>
</tr>
<tr>
<td>HELP DESK</td>
<td>Number of issues Closed</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>HELP DESK</td>
<td>Number of issues Logged</td>
<td>5</td>
<td>160</td>
<td>325</td>
<td>3345</td>
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<tr>
<td>HELP DESK</td>
<td>Number of Issues in Waiting for Information</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>HELP DESK</td>
<td>Number of Issues in Work in Progress</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>HR</td>
<td>Number of Advances Applied</td>
<td>0</td>
<td>78</td>
<td>334</td>
<td>12089</td>
</tr>
<tr>
<td>HR</td>
<td>Number of Claims Applied</td>
<td>7</td>
<td>537</td>
<td>2120</td>
<td>83693</td>
</tr>
<tr>
<td>HR</td>
<td>Number of Leaves Applied</td>
<td>4</td>
<td>290</td>
<td>1146</td>
<td>87573</td>
</tr>
<tr>
<td>INV</td>
<td>Number of Inventory Transactions created</td>
<td>113</td>
<td>2858</td>
<td>11079</td>
<td>917177</td>
</tr>
<tr>
<td>OM</td>
<td>Number of Scrap Sales Orders created</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>30</td>
</tr>
<tr>
<td>PAYROLL</td>
<td>Number of Transactions entered in Payroll Module</td>
<td>0</td>
<td>28</td>
<td>128</td>
<td>68495</td>
</tr>
<tr>
<td>PO</td>
<td>Number of Purchase Orders created</td>
<td>2</td>
<td>25</td>
<td>170</td>
<td>84816</td>
</tr>
</tbody>
</table>
Asset Maintenance Process Flow

- Work Requests Entry
- Work Order Generation
- Work Order Operation Planning
- Material Request
- Resource Planning
- Work Scheduling
- Perform Work Order Operations
- Work Order Update and Close Out
- Asset Performance
Overview of Fuel Management Cycle

1. Prepare Linkage Order
2. Prepare Purchase Order (Purchasing)
3. Pay Advance to Coal Company (Account Payable)
4. Enter Freight Invoice in RR Form (Custom – Fuel Management)
5. Export RR to (Account Payable)
6. Pay RR invoices (Account Payables)
7. Export Coal Bill Form (Custom – Fuel Management)
8. Enter Rake Receipt in CRR Form (Custom – Fuel Management)
9. Export CRR to (Inventory)
10. Match RR with CRR (Custom – Fuel Management)
11. Export Coal Bill to (Account Payable)
12. Adjust Coal invoice (Account Payable)
13. Receive, Deliver Consumption of Coal (Inventory, OPM Inventory)
## UKAI HYDRO POWER STATION

**Daily Performance Report**

**Report Date:** 15-MAY-08

**Print Date:** 19-JUN-2008

### DATE OF COMMISSIONING:

<table>
<thead>
<tr>
<th>Unit No</th>
<th>Date of Commissioning</th>
<th>Operation Range Details</th>
</tr>
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<tbody>
<tr>
<td>ONE</td>
<td>08.7.1974</td>
<td>Maximum Operating Reservoir Level: 345 ft.</td>
</tr>
<tr>
<td>THREE</td>
<td>22.4.1975</td>
<td>Average Tail Race Canal Level: 158 ft.</td>
</tr>
<tr>
<td>FOUR</td>
<td>04.3.1976</td>
<td>Maximum Kakarapar level: 160 ft.</td>
</tr>
</tbody>
</table>

### Synchronisation Date:

<table>
<thead>
<tr>
<th>Unit-1</th>
<th>Unit-2</th>
<th>Unit-3</th>
<th>Unit-4</th>
<th>Unit-1 (Mini Hydro)</th>
<th>Unit-2 (Mini Hydro)</th>
</tr>
</thead>
<tbody>
<tr>
<td>19:15:00</td>
<td>19:10:00</td>
<td>19:30:00</td>
<td>21:25:00</td>
<td>17:25:00</td>
<td>09:20:00</td>
</tr>
</tbody>
</table>

### Tripping Date:

<table>
<thead>
<tr>
<th>Unit-1</th>
<th>Unit-2</th>
<th>Unit-3</th>
<th>Unit-4</th>
<th>Unit-1 (Mini Hydro)</th>
<th>Unit-2 (Mini Hydro)</th>
</tr>
</thead>
<tbody>
<tr>
<td>00:00:00</td>
<td>15:45:00</td>
<td>15:25:00</td>
<td>13:20:00</td>
<td>14:35:00</td>
<td>19:10:00</td>
</tr>
</tbody>
</table>

**IRRIGATION PROGRAMME FOR TODAY = 75 x 21.9992 hours.**

**ACTUAL HYDRO MACHINE HOURS = 5,3974 hours.**
### Gujarat State Electricity Corporation Limited

**KUTCH LIGNITE THERMAL POWER STATION**

**Daily Efficiency Report**

Report Date: 19-FEB-08

<table>
<thead>
<tr>
<th>Particular</th>
<th>UOM</th>
<th>Unit-1</th>
<th>Unit-2</th>
<th>Unit-3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Last Synchronized</td>
<td>Date</td>
<td>19-FEB-2008</td>
<td>07-FEB-2008</td>
<td></td>
</tr>
<tr>
<td>Out Since</td>
<td>Date</td>
<td>17-23-00</td>
<td>21-25-00</td>
<td>00-25-00</td>
</tr>
<tr>
<td>Monthly Target Generation</td>
<td>MUs</td>
<td>37</td>
<td>37</td>
<td>55</td>
</tr>
<tr>
<td>Monthly Target PLF</td>
<td>%</td>
<td>20</td>
<td>20</td>
<td>65</td>
</tr>
<tr>
<td>Actual Generation</td>
<td>MUs</td>
<td>1.68</td>
<td>1.54</td>
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<tr>
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