

Organizational Transformation Initiative of OREDA

September 2019



The case of Odisha Renewable Energy Development Agency. How they transformed the organization in response to the external requirements by introducing advanced IT solutions to improve their service to their customers and end users.



Odisha Renewable Energy
Development Agency
oredaodisha.com



oreda.resolveworld.net

Overview

- Switching to low carbon energy sources is no more an option. It's a compulsion. Existence of humanity is dependent on it and every state has realised and is committed to it. Intended Nationally Determined Contribution (INDC) Statement bears testimony to it.
- State's investment and implementation of RE projects only meets the urgent short-term goals and international commitments; but sustainable long-term goals can be achieved only if it is led by people themselves on the twin merit of cost and convenience.
- Sustainable RE adoption and proliferation will only happen if people find the use and adoption of it physically less burdensome and financially rewarding.
- States should develop their country specific strategy to respond to these challenges and trigger demand at the people's level.
- RE adoption at the macro level is always expressed in terms of Gross Installed Capacity and the calculated carbon volume it has replaced. This doesn't consider the period of non-service and atrophy due to endogenous and exogenous factors. The net RE generated could be lot less than what is theoretically computed.
- Our experience in the RE sector in general and the community and users in particular have shown us that the period of non-service of the installations in some cases remain very high and in spite of all the technical advancement there still exist low dependence on the RE source and high dissatisfaction at the users end.
- Our study showed us that it is so mostly due to small issues at various stakeholders which remain unattended. This can be attributed to the enormity of the number of stakeholders, types/ number of installations and geographical spread.
- We realised that the goals of the country/ organization cannot be achieved without bringing the user to the focus, engaging the stakeholders, and without monitoring assets and service performance using the latest technology. To achieve the twin objective of Asset Sustainability and User Satisfaction.
- What we present now is the story of that journey which not only achieved the stated objectives but transformed the organization to achieve the next level of goals.





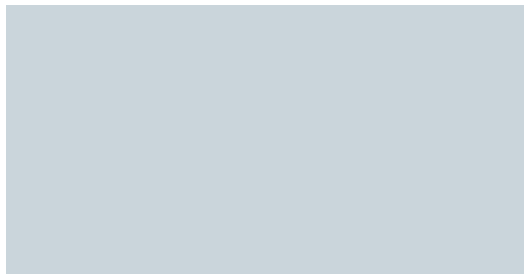
**Odisha Renewable Energy
Development Agency**

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About OREDA

OREDA is a society formed under the Department of Science and Technology, GoO, in the year 1984 to promote use of renewable energy in the society. This organization in its 35 years of existence has done path breaking and pioneering work in the area of renewable energy and left its footprint in almost all the unreached, unserved and remote areas of the state.

With the threat of Climate Change looming large over the humanity and the state's commitment for massive scaling up of renewable energy intervention; OREDA had to first strengthen itself both internally and externally to meet the new energy challenge.



Organizational/ Sectoral Problem Statement:

Pressure of proliferation diverting attention from existing assets.

Assets getting defunct due to endogenous and exogenous factors

Absence of tool to scientifically manage the service needs coming from ever expanding number of assets and location

Poor maintenance leading to loss of trust in the technology and organizational capability

Organizational Learning

- Sustainable long-term goals of RE proliferation can be achieved only if it is led by people themselves on RE's twin merit of cost and convenience.
- Adoption/ use of RE should be physically smooth and not burdensome for an individual during its economic life.
- Performing systems can only deliver the desired results and catalyze development.



Guiding Philosophy



CUSTOMER RELATIONSHIP CENTRE

- ♦ Achieve substantially higher consumer-base of Renewable Energy across the state of Odisha
- ♦ Disseminate knowledge concerning Renewable Energy. Provide all round excellence in users' physical and economic experience
- ♦ Automate the end-to-end processes through a SEAMS. Provide virtual interface to all category of users through a Customer Relationship Centre (CRC). Monitor end-to-end processes for ensuring quality service standard.

Organizational Short-term Objective:

To achieve the twin objective of Asset Sustainability and User Satisfaction.

Sectoral Long-Term Objectives:

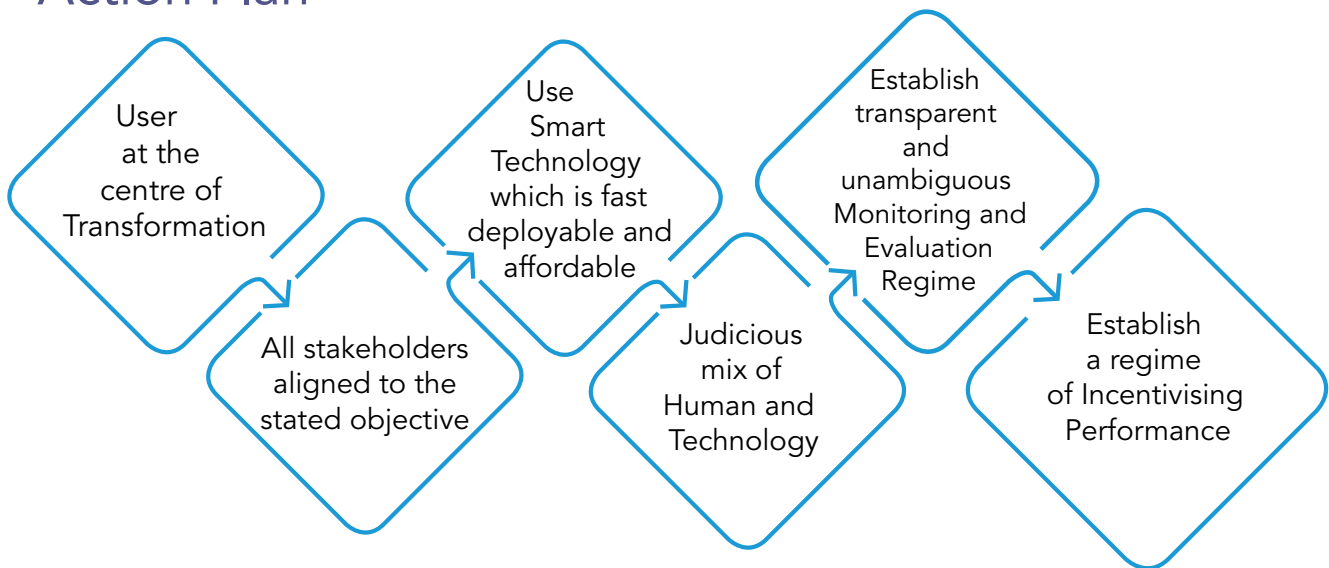
To transform the organization and its stakeholders for the next level of challenge and facilitate RE proliferation through satisfied users.



Standards

- Scheduled Maintenance Characteristics:
 - ♦ Surety and Timeliness of maintenance of assets
- Corrective Maintenance Characteristics:
 - ♦ Promptness of Service to keep the downtime to the minimum
- Performance Parameters:
 - ♦ Assets: At any point of time 98% of the assets are to be in working condition.
 - ♦ Breakdown Time: No break down will go beyond 7 days of reporting.

Action Plan



Interventions

OREDA in Oct 2015 started putting the bricks together for this long journey.

- Engagement of Consultant
- Establish CRC
- 7 to 7 X 7 Helpdesk
- Implement Management Software
- All stakeholder IT Platform
- Formalise O&M Guidelines and service Standards

Improvements

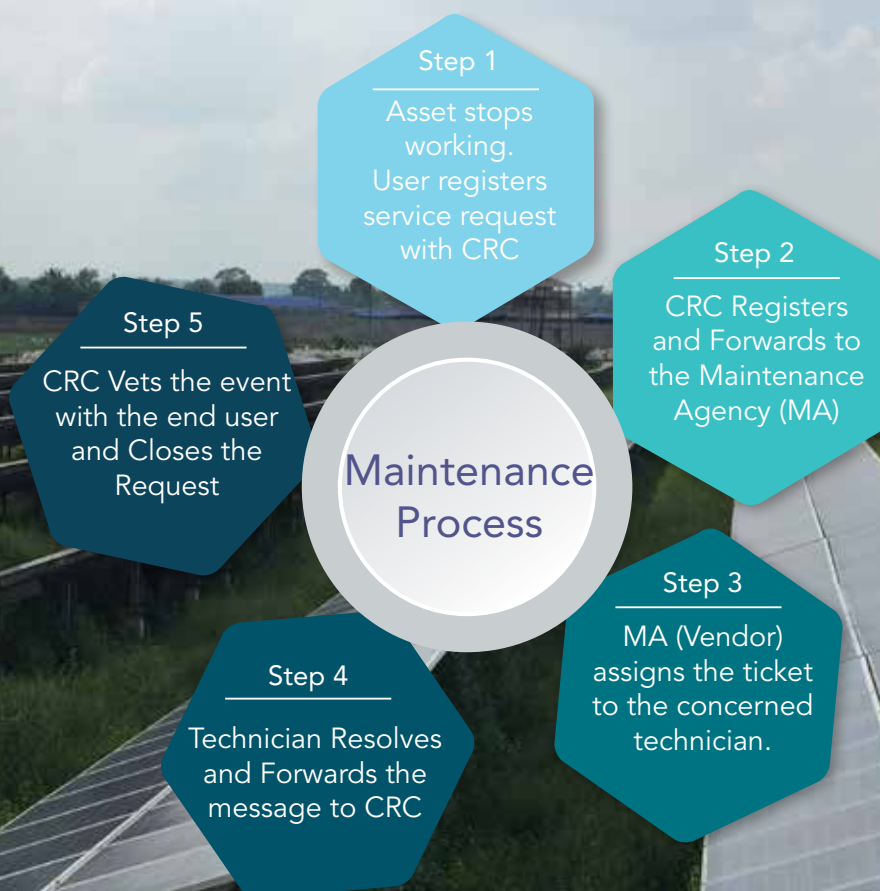
- Breakdown getting prompt and timely response
- All stakeholder aligned with the objective
- Breakdown 2% and 15 day
- 24x7 monitoring of performance
- Empowered Users
- Renewed interest in RE



RESolve Components



Maintenance Lifecycle





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