

SECTION - 7

PROJECT MANAGEMENT, QUALITY ASSURANCE AND DOCUMENTATION

This section describes the project management, schedule, quality assurance, and documentation requirements for the project.

7.1 Project Management

The Contractor shall assign a project manager with the authority to make commitments and decisions that are binding on the Contractor. Employer will designate a project manager to coordinate all employer project activities. All communications between employer and the Contractor shall be coordinated through the project managers. The project managers shall also be responsible for all communications between other members of the project staffs.

Bidder shall submit the manpower deployment plan along with the bids, describing the key roles of each persons.

7.2 Project Schedule

The project implementation schedule shall be not exceed 18 months from the date of award. Based upon this schedule the bidder shall submit a preliminary implementation plan along with the bid. The detail project implementation schedule shall be submitted by the contractor after award for employer's approval, which shall include at least the following activities:

- (a) Site Survey
- (b) Documents submission and approval schedule
- (c) Factory & Site Testing Schedule
- (d) Database development schedule
- (e) Hardware purchase & Manufacturing, Software development & integration schedule
- (f) Despatch Schedule
- (g) Installation / commissioning schedule
- (h) Training schedule

The project schedule shall include the estimated period for completion of and its linkage with other activities.

7.2.1 Progress Report:

A progress report shall be prepared by the Contractor each month against the activities listed in the project schedule. The report shall be made available to employer on a monthly basis, e.g., the 10th of each month. The progress report shall include all the completed, ongoing and scheduled activities.

7.3 Transmittals

Every document, letter, progress report, change order, and any other written transmissions exchanged between the Contractor and employer shall be assigned a unique transmittal number. The Contractor shall maintain a correspondence index and assign transmittal numbers consecutively for all Contractor documents. Employer will maintain a similar correspondence

numbering scheme identifying documents and correspondence that employer initiates.

7.4 Quality Assurance & Testing

All materials and parts of the system / sub-system to be supplied under the project shall be of current manufacture from a supplier regularly engaged in the production of such equipment.

7.4.1 Quality Assurance and Quality Control Program

The Contractor shall maintain a Quality Assurance/Quality Control (QA/QC) program that provides that equipment, materials and services under this specification whether manufactured, designed or performed within the Contractor's plant, in the field, or at any sub-contractor source shall be controlled at all points necessary to assure conformance to contractual requirements. The program shall provide for prevention and ready detection of discrepancies and for timely and positive corrective action. The Contractor shall make objective evidence of quality conformance readily available to the Owner. Instructions and records for quality assurance shall be controlled and maintained at the system levels. The Contractor shall describe his QA/QC program in the Technical Proposal, (along with samples from his QA/QC manual) and shall submit his QA/QC Manual for review and acceptance by the Owner.

Such QA/QC program shall be outlined by the Contractor and shall be finally accepted by Owner after discussions before the award of Contract. A Quality Assurance Program of the Contractor shall generally cover but not be limited to the following:

- a. The organization structure for the management and implementation of the proposed Quality Assurance Program.
- b. Documentation control system.
- c. Qualification data for key personnel.
- d. The procedure for purchase of materials, parts/components and selection of sub-contractor's services including vendor analysis, source inspection, incoming raw material inspection, verification of material purchases, etc.
- e. System for shop manufacturing including process controls.
- f. Control of non-conforming items and system for corrective action.
- g. Control of calibration and testing of measuring and testing equipments.
- h. Inspection and test procedure for manufacture.
- i. System for indication and appraisal of inspection status.
- j. System for quality audits.
- k. System for authorizing release of manufactured product to utility.

- i. System for maintenance of records.
- m. System for handling, storage and delivery.
- n. A Quality Plan detailing out the specific quality control procedure adopted for controlling the quality characteristics of the product.

The Quality Plan shall be mutually discussed and approved by the employer after incorporating necessary corrections by the Contractor as may be required.

Neither the enforcement of QA/QC procedures nor the correction of work mandated by those procedures shall be cause for an excusable delay. An effective Quality Assurance and Quality Control organization shall be maintained by the Contractor for at least the duration of this Contract. The personnel performing QA/QC functions shall have well-defined responsibility, authority, and organizational freedom to identify and evaluate quality problems and to initiate, recommend, or provide solutions during all phases of the Contract. The QA/QC organization of the Contractor shall be an independent administrative and functional structure reporting via its manager to the Contractor's top management. The QA/QC manager(s) shall have the authority within the delegated areas of responsibility to resolve all matters pertaining to quality to the satisfaction of employer when actual quality deviates from that stated in the Work Statement.

The Contractor shall be required to submit all the Quality Assurance Documents as stipulated in the Quality Plan at the time of employer's inspection of equipment/materials.

The employer or his duly authorized representative reserves the right to carry out Quality Audit and Quality Surveillance of the systems and procedures of the Contractor's/his vendor's Quality Management and Control Activities.

The scope of the duties of the employer, pursuant to the Contract, will include but not be limited to the following:

- (a) Review of all the Contractor's drawings, engineering data etc.
- (b) Witness or authorize his representative to witness tests at the manufacturer's works or at site, or at any place where work is performed under the Contract.
- (c) Inspect, accept or reject any equipment, material and work under the Contract in accordance with the specifications.
- (d) Issue certificate of acceptance and/or progressive payment and final payment certificate
- (e) Review and suggest modification and improvement in completion schedules from time to time; and
- (f) Monitor the Quality Assurance program implementation at all stages of the works.

The Contractor shall give the employer/Inspector two weeks in case of domestic supplies and six weeks in case of foreign supplies written notice of any material being ready for testing. Such tests shall be to the Contractor's account except for the expenses of the Inspector. The employer/Inspector, unless witnessing of the tests is waived, will attend such tests on the scheduled date for which employer/Inspector has been so notified or on a mutually agreed alternative date. If employer/Inspector fails to attend the testing on the mutually agreed date, Contractor may proceed with the test which shall be deemed to have been made in the Inspector's presence and Contractor shall forthwith forward to the Inspector, duly certified copies of the test results in triplicate.

The employer/Inspector shall, within fourteen (14) days from the date of inspection as defined herein, give notice in writing to the Contractor of any objection to any drawings and all or any equipment and workmanship which in his opinion is not in accordance with the Contract. The Contractor shall give due consideration to such objections and shall make the modifications that may be necessary to meet said objections. When the factory tests have been completed at the Contractor's or Sub-contractor's works, the employer/Inspector shall issue a certificate to this effect within fourteen (14) days after completion of tests but if the tests are not witnessed by the employer/Inspector, the certificate shall be issued within fourteen (14) days of receipt of the Contractor's Test Certificate by the Employer/Inspector. The completion of these tests or the issue of the certificates shall not bind the employer to accept the equipment should it, on further tests after erection, be found not to comply with the Contract.

In cases where the Contract provides for tests, whether at the premises or works of the Contractor or of any Sub-contractor, the Contractor except where otherwise specified shall provide free of charge items such as labour, materials, electricity, fuel, water stores, apparatus and instruments, as may be reasonably demanded by the employer/Inspector or his authorized representative to carry out effectively such tests of the equipment in accordance with the Contract and shall provide facilities to the employer/Inspector or his authorized representative to accomplish testing.

The inspection by Employer and issue of Inspection Certificate thereon, shall in no way limit the liabilities and responsibilities of the Contractor in respect of the agreed Quality Assurance Program forming a part of the Contract.

The Contractor shall keep the Employer informed in advance of the time of starting of the progress of manufacture of material in its various stages so that arrangements can be made for inspection.

Record of routine test reports shall be maintained by the Contractor at his works for periodic inspection by the Employer's representative.

Certificates of manufacturing tests shall be maintained by the Contractor and produced for verification as and when desired by the Employer. No material shall be dispatched from its point of manufacture until it has been satisfactorily inspected and tested. Testing shall always be carried out while the inspection may be waived off by the Employer in writing only.

However, such inspection by the Employer's representative(s) shall not relieve the Contractor from the responsibility for furnishing material, software, and equipment to conform to the

requirements of the Contract; nor invalidate any claim which the Employer may make because of defective or unsatisfactory material, software or equipment.

Access to the Contractor's facilities while manufacturing and testing are taking place, and to any facility where hardware/software is being produced for Employer shall be available to Employer representatives. The Contractor shall provide to Employer representatives sufficient facilities, equipment, and documentation necessary to complete all inspections and to verify that the equipment is being fabricated and maintained in accordance with the Specification. Inspection rights shall apply to the Contractor's facilities and to subcontractor facilities where equipment is being manufactured.

Inspections will be performed by Employer, which will include visual examination of hardware, enclosure cable dressings, and equipment and cable labeling. Contractor documentation will also be examined to verify that it adequately identifies and describes all wiring, hardware and spare parts. Access to inspect the Contractor's hardware quality assurance standards, procedures, and records that are applicable to the facilities shall be provided to Employer.

7.4.3 Inspection and Test

All materials furnished and all work performed under this Specification shall be inspected and tested. Deliverables shall not be shipped until all required inspections and tests have been completed, all deficiencies have been corrected to Employer's satisfaction, and the equipment has been approved for shipment by Employer.

Should any inspections or tests indicate that specific hardware, software or documentation does not meet the Specification requirements, the appropriate items shall be replaced, upgraded, or added by the Contractor as necessary to correct the noted deficiencies. After correction of a deficiency, all necessary retests shall be performed to verify the effectiveness of the corrective action.

The test shall be considered complete when (a) when all variances have been resolved (b) all the test records have been submitted (c) Employer acknowledges in writing the successful completion of the test.

7.4.3.1 Test Plans & Procedures

Test plans for both factory and field tests shall be provided by the Contractor to ensure that each test is comprehensive and verifies all the features of the equipment are tested. The test plans for factory and field tests shall be submitted for Employer approval before the start of testing.

The contractor shall prepare detail testing procedure in line to specification and submit for employer's approval. The procedure shall be modular to the extent possible, which shall facilitate the completion of the testing in the least possible time.

7.4.3.2 Test Records

The complete record of all factory and field acceptance tests results shall be maintained by the Contractor. The records shall be maintained in a logical form and shall contain all the relevant information. The test reports shall be signed by the testing engineer and the engineer

witnessing the tests.

7.4.3.3 Reporting of variances

A variance report shall be prepared by either Employer or Contractor personnel each time a deviation from specification requirements is detected during inspection or testing. All such variances shall be closed in mutually agreed manner.

However, at any stage if employer feels that quality of variances calls for suspension of the testing the testing shall be halted till satisfactory resolution of variances, which may involve retesting also.

7.4.3.4 Factory Test

The factory tests shall be conducted on all the equipments and shall include, but not be limited to the following, appropriate to the equipment being tested:

- (a) Verification of all functional characteristics and requirements specified
- (b) Inspection and verification of all construction, wiring, labeling, documentation and completeness of the hardware

Before the start of factory testing, the Contractor shall verify that all changes applicable to the equipment have been implemented. As a part of the factory tests, unstructured testing shall be performed for SCADA/DMS system to allow Employer representatives to verify proper operation of the equipment under conditions not specifically tested in the above structured performance test. The Contractor's test representative shall be present and the Contractor's technical staff members shall be available for consultation with Employer personnel during unstructured test periods. All special test facilities used during the structured performance test shall be made available for Employer's use during unstructured testing.

Unless otherwise specified in the relevant sections of the specification & except for SCADA/DMS Hardware , Software, RTUs , the sampling size for FAT () is 10% and incase any selected sample fails during the test, the failed samples shall be rejected and 20% of the samples from the balance quantity shall be tested. If any failures are observed, the entire lot shall be rejected.

7.4.3.5 Field Performance Test

After the equipment has been installed, the Contractor shall start up and check the performance of the equipment of field locations. All hardware shall be aligned and adjusted, interfaces to all inputs and outputs installed, operation verified, and all test readings recorded in accordance with the Contractor's recommended procedures. The field performance test shall exhibit generally all functions of the equipment and duplicate factory test. All variances must be corrected prior to the start of the field performance test. The list of final tests to be carried out in the field shall be listed in the site-testing document in line to the requirements specified in the relevant sections of this volume.

7.5 Type Testing

The equipment being supplied shall conform to type tests as per technical specification and

shall be subjected to routine tests in accordance with requirements stipulated under respective sections. The type test shall be conducted on the equipment if it is specifically mentioned in the relevant section, for other equipment the type test report shall be submitted. Employer reserves the right to witness any or all the type tests. The Contractor shall intimate the Employer the detailed program about the tests at least three (3) weeks in advance in case of domestic supplies & six (6) weeks in advance in case of foreign supplies.

The reports for all type tests as per technical specification shall be furnished by the Contractor along with equipment / material drawings. The type tests conducted earlier should have either been conducted in accredited laboratory (accredited based on ISO / IEC Guide 25 / 17025 or EN 45001 by the national accreditation body viz NABL / of the country where laboratory is located) or witnessed by the representative(s) of Utility. However, type test reports shall not more than 5 year old than the date of bid opening

In the event of any discrepancy in the test reports i.e. any test report not acceptable due to any design / manufacturing changes or due to non-compliance with the requirement stipulated in the Technical Specification or the type test(s) not carried out, same shall be carried out without any additional cost implication to the Employer.

In case of failure during any type test, the Supplier at his own expenses shall modify the equipment and repeat all type tests successfully at his own cost and within the project time schedule.

Wherever, the make of the items is indicated in the technical specification, the type test reports are not required to be submitted for the makes, indicated in the specification. For the new makes (other than those indicated in the technical specification), type test reports as per relevant standard shall be submitted for Employer's approval.

7.6 Documentation

To ensure that the proposed systems conform to the specific provisions and general intent of the Specification, the Contractor shall submit documentation describing the systems to employer for review and approval. Further the contractor shall also submit the drawings/documents for all the hardware & software required for site installation, testing and commissioning and thereafter operation of the system. The contractor shall obtain approval of employer for the relevant document at each stage before proceeding for manufacturing, system development, factory testing, site testing, training etc. The schedule for submission/approval of each document shall be finalised during the discussions before placement of the contract, this schedule shall be in line to overall project schedule.

Each document shall be identified by a Contractor document number, the employer document number, and the employer purchase order number. Where a document is revised for any reason, each revision shall be indicated by a number, date, and description in a revision block along with an indication of official approval by the Contractor's project manager. Each revision of a document shall highlight all changes made since the previous revision.

The contractor shall submit two copies of each document/drawing for employer's review and approval. After approval five sets of all the documents shall be submitted as final documentation, however, for site specific documents two sets of documents shall be provided for each site. Any changes observed during field implementation shall be incorporated in the as-built drawing and required sets of the same shall be submitted to employer/owner. In addition to paper copies all the documents shall also be provided on electronic media in two

copies. In case any documentation requirement is specified in the relevant section the same shall apply for the equipment /system defined in that section. The contractor shall also supply five sets of User manuals/guides/O&M manuals/manufacture's catalogues for all the hardware & software supplied under the contract which shall be in addition to the one set each at all the locations where the System has been installed. The user manual shall at minimum include the principle of operation, block diagrams, troubleshooting and diagnostic and maintenance procedures. Considering all the components of the project briefly the following documents/drawings shall be required under the project.

- (a) System Description Documents (Overview)
- (b) Data Requirement sheets
- (c) Software Requirements Specification
- (d) Data base Documents
- (e) Drawings/Documents for manufacturing/Assembly of the equipment/system
- (f) Drawings/Documents for installation of the equipment/system at site
- (g) Software description/design documents for each software module
- (h) Testing Procedures and reports
- (i) Manuals for each equipment/hardware/test equipment
- (j) Bill of Quantities
- (k) Site Testing documents
- (l) Training documents
- (m) System Administrator Documents
- (n) User guide for Despatcher

However, all the above type of documents may not be required for each sub-system of the project e.g. item (n) above may not be required for auxiliary power supply system, therefore, the contractor shall submit a comprehensive list of the document as applicable for the offered system for employer's approval immediately after signing of the contract and the documents shall be finalised as per the approved list. In regard to Data requirement sheets (DRS) for these will be duly filled in by the bidder & submitted along with the bid. During detailed engineering, contractor will be required to submit detailed DRS to include all technical parameters of the equipment to ensure that the offered equipment meets all the technical specification requirements