Knowledge Centre- Defence Audit

Group VII

Working of Army Base Workshop

Dr. Ajeet Kumar Maurya
Sunil Kumar
Vandana Sharma
Ippili Hemanth Kumar
Md Shadab

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WORKING OF ARMY BASE WORKSHOP

Presented By:
Dr. Ajeet Kumar Maurya
Sunil Kumar
Vandana Sharma
Ippili Hemanth Kumar
Md Shadab
The Army base workshop (ABW)

• Responsible for major repairs and overhaul of weapons, vehicles and equipment.
• To ensure battle worthiness of Indian Army at all the time.
• Equipment in Zero Hour Zero Kilometer.

There are 8 army base workshops:
1. 505 ABW Delhi
2. 506 ABW Jabalpur (MP)
3. 507 ABW Kankinara (WB)
4. 508 ABW Allahabad (UP)
5. 509 ABW Agra (UP)
6. 510 ABW Meerut (UP)
7. 512 ABW Pune (MH)
8. 515 ABW Bengaluru (KR)
Organizational Structure

**Master General of Ordnance (MGO)**
Policy makers and Regulatory authority in respect of framing of overhaul Programme, interface with line directorates and EME authorities. Overall responsibility for maintenance of equipment of Indian Army.

**Directors of General of Electronics and Mechanical Engineering (DGEME)**
Maintenance/Upgrade of equipment held by Indian Army. The control over ABW’s is exercised through HQ Base Workshop Groups.

**Director General of Ordnance Services (DGOS)**
Provision, procurement and storage of spares required for overhaul and maintenance through Ordnance Factories, DPSU’s and Trade.

**Line Directorates**
Equipment/Weapon Holders and distribution of target among Command headquarters.

**ABWs Overhauling Agency**
## Classes of Vehicles

<table>
<thead>
<tr>
<th>Class A</th>
<th>Class B</th>
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<tr>
<td>Major Fighting Vehicles</td>
<td>All Supporting military land vehicles</td>
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### Armoured Fighting Vehicles (AFV), Infantry Combat Vehicles (ICV), Armoured Recovery Vehicles (ARV), Snow Vehicles

<table>
<thead>
<tr>
<th>Vehicles</th>
<th>Features</th>
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<tbody>
<tr>
<td><strong>Tank T-90</strong> (2002)</td>
<td>the main stay of Armoured Corps</td>
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<td><strong>MBT Arjun</strong> (2004)</td>
<td>An indigenously developed Tank with 120 mm rifled bore gun. Critical in NBC war scenario</td>
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<td><strong>Tank T-72</strong> (1979)</td>
<td>Main Tank of the Army. Fitted with 780 HP super charge engine and 125mm smooth bore gun</td>
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<td><strong>BMP-II</strong> (1985)</td>
<td>an Infantry Combat Vehicle (ICV) with amphibious capabilities and high degree of mobility and provides additional safety to Infantry soldiers</td>
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<td><strong>ARV WZT-2</strong></td>
<td>recovery vehicle for Tank T-55 and its variants</td>
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### Scania, Tatra, Kraz

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- **ARV WZT-2** - recovery vehicle for Tank T-55 and its variants.
**Audit Objective 1:** Whether the ABWs were able to fulfil their role economically, efficiently and effectively?

**Audit Objective 2:** Whether infrastructure available at the ABWs was adequate and modernized timely?

### Audit Design Matrix

<table>
<thead>
<tr>
<th>Audit Question</th>
<th>Audit Criteria</th>
<th>Audit Evidence</th>
<th>Data Collection Methodology</th>
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<tbody>
<tr>
<td>• Whether was there any Backlog of overhaul of equipment?</td>
<td>Army Base Workshop Procedure.</td>
<td>• Records Of All selected ABWs</td>
<td>• Entry Conference with Ministry of Defence</td>
</tr>
<tr>
<td>• Whether the overhaul targets were achieved by ABWs?</td>
<td>• Five Year Repair Programme framed by MGOs Branch at Army Headquarters.</td>
<td>• Physical observations of workshops</td>
<td>• Collection of data through document analysis, response to audit queries, questionnaires,</td>
</tr>
<tr>
<td>• Whether the testing facilities were available at ABWs?</td>
<td>• Induction Pattern and Overhaul Cycle of the equipment inducted in Army.</td>
<td></td>
<td>joint Physical Verifications, joint collection of samples and photographic evidence</td>
</tr>
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<td>• Whether the long range perspective plan was prepared by ABWs?</td>
<td>• Instructions, Standard Operating Procedures (SOPs), letters issued by DG EME, DGOS, HQ BWG.</td>
<td></td>
<td>• User feedback on overhauled equipment</td>
</tr>
<tr>
<td>• Whether the creation of overhaul facilities and induction of new equipment</td>
<td>• Special Provision Review Directives, Technical Instructions, and Issue Procedure framed by DGOS</td>
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<tr>
<td>was done timely?</td>
<td>for provisioning of spares.</td>
<td></td>
<td></td>
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<tr>
<td>• Whether the ABWs were modernized from time to time?</td>
<td>• Overhaul scales for spares framed by DGEME for overhaul of the equipment.</td>
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Sample 5 out of 8 (New Delhi, Agra, Meerut, Kirkee, Bangalore)

Period 2010-11 to 2015-16
Audit Findings

Backlog of overhaul of important class ‘A’ equipment

- BMP-II and III
- ARV WZT-2
- Tank T-72

Non-achievement of overhaul targets:

- At ABW-New Delhi, ranged between 60 to 83 per cent
- At ABW-Kirkee, ranging from 13 to 62 per cent
- At ABW-Agra, 50 per cent in respect of Radar Fly Catcher and up to 60 per cent in respect of Radar TC Reporter
- ABW-Meerut, HRV AV15 during 2014-15 was merely 10 per cent of the original targets
Inordinate delay in overhaul

- Norm of 153 days
  - Delayed up to 1512 days

- Norm of 30 days
  - Delayed up to 308 days

- Norm of 144 days
  - Delayed up to 836 days

Non-availability of testing facilities at the ABWs
- ABWs did not have the requisite test facility
- The BMPs and Tanks T-72 overhauled by ABWs were issued to user units without test firing

Non-existence of cost accounting system
- Guidelines 30 per cent of the cost of new vehicle/engine
- No cost accounting mechanism was in place in the ABWs to ensure the cost effectiveness of the repairs and overhauls

Delay in Modernization of ABWs
- As per the 11th Army Plan (2007-2012) – Proposal Costing Rs. 1781.44 crores
- MGO proposed to prepare PDR for all 5 ABWs till Dec. 2012
- But final DPR by all submitted Sep. 2016
- May 2016, MGO stated to complete the modernisation work till 2021-22
Key Recommendations

• Ministry should formulate the overhaul policy for Class ‘B’ vehicles.
• Original Equipment Manufacturer (OEM) prescribed test facility should be installed at the time of setting up of infrastructure for overhaul.
• For augmenting availability of spares, constraints in the availability of spare need to be identified and process of making available spares through manufacturing or procurement need to be streamlined.
• Army Headquarters should lay out a time bound action plan for modernization of ABWs to overcome the problems due to vintage.
Key Recommendation

• Ministry should expedite the Component Level Repair (CLR) project for supporting Tank T-90 with repair facilities.
• Quality Index of Overhauled BMP tanks despite improvement during 2015-16 still remains low and needs to be further improved.
• For overhaul of vision devices, Ministry should review the scope and implementation of Project Tulip for establishment of additional facilities at 512 ABW.
• Cost accounting system should be introduced in the workshops to ensure optimum utilization of resources viz. man-power, machines and materials and to assess the cost effectiveness of overhauls.
Conclusion

• The delayed overhaul, compounded by delay in issue of release orders and dispatch of the overhauled equipment to the unit.

• Quality Index was far below the prescribed norms.

• Lack of tests facilities and test equipments.

• No Long Range Perspective Plan for creation of infrastructure.

• Impact on the operational readiness

• Present plant and machinery at ABWs was technologically inadequate.

• Non availability of spares in adequate range.
Current scenario

• Private firms to get entry into ABWs.
• Privatisation is based on the recommendations of Lt. Gen. DB Shekatkar (Retd.) Committee.
• Dates set to privatise 4 ABWs by April 2019.
  - GOCO Model – Govt. Owned Contractor Operated.
• 12000 employees across 8 ABWs - 75% civilian staff.
• Issues and concerns related to privatisation.
• Present plant and machinery.
• Collaborate with Original equipment manufacturer (OEM)
References

• https://en.wikipedia.org/wiki/515_Army_Base_Workshop

Thanks