Final Report on 5 Days Project Planning and Management Training (From 30th July to 3rd August 2012)

The Infrastructure and Project Monitoring Division of MOSPI monitors and facilitate the implementation status of all **Central** Sector projects coasting Rs.150 Cr**.** and above. Due to high cost and their technologies the performance of any infrastructure project depends on how the project manager deals the nitty-gritty of the project stages since the conceptualization to the commissioning of the project. During the project cycle, the role of project managers become very crucial in deciding day to day planning, taking financial decision, providing labour welfare measures and winning the confidence of the local Community/ Leaders. In the complex project scenario, the skill of project manager also requires to be updated by way of providing focused technical inputs and knowledge of latest IT tools including project scheduling and handling software.

The Infrastructure Project Monitoring Division conducted a training programme for five days on **"Project Planning & Management"** from **30th July to 3rd August 2012 at NASA**, **Greater Noida.**

The training programme was inaugurated by **Shri Pankaj Jain, Special   Secretary**, Ministry of Statistics & Programme Implementation.

Shri Pankaj jain, Special Secretary, while delivering his inaugural address to the participants emphasized on timely completion of the projects with highest level of quality so that the desired output can be delivered efficiently. Shri Jain invited the participants to express their views regarding the problems faced by them while executing the projects e.g. land acquisition, utility shifting, law and order etc. The Special Secretary, while suggesting some of the possible solutions to the problems informed by the participants, asked them to convey the pending issue/problems to this Ministry in writing this ministry could facilitate resolving the same. He informed the participants regarding the status of infrastructure project casting more than 150 crore as on 1st June 2012. Shri Jain, expressed his views regarding importance of infrastructure projects in the development of the country.

While welcoming the participantes, Shri D.K.Ojha, Director, IPMD commented that the successful project delivery of infrastructure Projects becomes most important in the current complex scenario and inefficient project delivery would be detrimental

to economic growth. Shri D.K. Ojha, Director, (IPMD) emphasized the pre-project planning and project scheduling using computer aided software like MS project 2010 and discussed the agenda of the programme. Shri Ojha also added that this training programme apart from the theoretical components also includes practical aspect as hands on activities on project management's software i.e., MS Project 2010.

The faculties were invited both from the public and private sector having vast experience in related field. On the basis of the feed back received during last training programme, lecture on pre-project activities and Appraisal of projects were organized to the detailed input to the participants. Two days hands on activity on project schedule software i.e. MS Project, 2010 were also provided to the participants. The list of participants is given in Annexure – 1.

The following important topics were discussed during this training programme:

a) Pre-project activities and pre-project feasibility report.

b) Concept of project cycle.

C) Project formulation, Procedure for preparation of proposal.

D) Application of CPM/PERT/Project planning.

E) Appraisal of project and Preparation of -EFC, PIB Memo.

F) Project Budgeting appraisal.

G) Project monitoring & OCMS.

H) Challenges in gas pipe line projects.

I) Environment Impact Assessment studies of Projects.

J) Leadership in Project Management.

K) Forest clearance issues studies.

L) Project Risk Management

M) Project Management-Planning, Scheduling, Monitoring & Execution of projects by Microsoft Project 2010 etc.

N) Study on Project Schedule and Cost Overrun.

O) Project Performance Review.

Shri D.K. Ojha, introduced the concepts of performance measurement and Earned value management (EVM) with some of the practical problems and their interpretation. Shri Ojha further emphasized the importance of monitoring the progress of projects by an independent agency like IPMD. He also delivered a lecture on project management information system and elaborated the working on Online Computerized Monitoring System (OCMS). OCMS has been developed on oracle software with two tier authentication system for timely updation of progress of projects. The Ministry's initiatives to further improve the shared monitoring mechanism through computer software were also discussed. Creation of separate project monitoring office (PMO) in each PSU's especially in Telecom sector was also emphasized.

Shri D.K.Ojha, also made a presentation covering pre-project activities, project Implementation & monitoring System. He discussed some ongoing projects of different sectors. He also discussed on current operating units, project under construction, project under various statutory clearance and new projects under DPR preparation stage. The participants were quite interested in the training programme and they cleared their doubts. Shri Ojha, paid more emphasis on schedule completion of the projects to save time, cost & manpower which could be used otherwise. He discussed various problems, which are responsible for time and cost overrun and measures to be taken up in advance. He further discussed various steps/procedure relating to project formulation, implementation and monitoring to cut short the delays. He also emphasized the Milestones in the projects, prioritization of projects with reference to available resources and several other project based interventions. He also stressed on accountability for time and cost overruns. He also discussed the various aspects of earned value management of the Projects.

Ms.Shyama Chakraborty, ViceChairman, QAI and Mr.NilanjanKar, Member,QAI, discussed about quality issues in infrastructure projects. Ms. Chakraborty and Mr. Kar jointly delivered in brief Project quality management, Agile Methodologies, Agile Project Management Context, Agile Estimation, Planning, Monitoring and Adapting, Agile Communication & Soft Skills, Agile Risk Management, Project Procurement Management, Professional Responsibilities. They discussed the control charts & six sigma concepts of quality management. All participants paid utmost attention to both the lectures.

Shri Chanchal C. Sarkar, Deputy Secretary, PF-II, Ministry of Finance discussed the mechanism of Project financing and limits of different forums to sanctions the investment limits. He also shared the difficulty and delay in financing the projects where incomplete information was furnished by the PSU's. He also emphasized to prepare long term planning for better resource allocation and the same should also be included in the Five Year Plan for balanced economic growth of the country.

Shri Shatrughan Lal, former Joint Adviser (PAMD), Planning Commission made a presentation on the Appraisal of projects – EFC, PIB & non-PIB. During this session, the more emphasis was on Public Investment Board (PIB), Project Appraisal Division (PAD), Appraising Agencies, Forum for Appraisal, Approval Authorities as per financial limits, different aspects of Project Approval, Project formulation, Cost estimation, Benefit cost Analysis, Environmental impacts, Risk & sensitivity Analysis, Financial & Economic Viability and Sensitivity Analysis etc. Shri Lal also shared some live examples of the project appraisal & the limitations in this area.

The topic of "Challenges in gas pipe line" was elaborately discussed by Mr. Asim Prasad, Chief Manager, GAIL. He shared his knowledge and experience of handling many gas pipe line projects. Situated in difficult areas. Further he discussed Petroleum sector scenario, contribution of gas pipe line in Petroleum sector. He includes the challenges facing gas pipe line projects such as land acquisition, resettlement, forest clearance, natural calamities, geological uncertainties etc. Mr.Prasad also delivered lecture on controlling cash flows in infrastructure projects.

Mr. Harish Choudhary, Director (FC), MOEF, clarifies the intricacies, objective and requirement of environment as well as Forest clearance for Projects. He further discussed in detail **Latest Forest Act** and **Forest clearance issues**. He informed the flow chart of activities involved in Forest clearance process. Forest clearance is subjected to sustainability of projects & natures together.

Mr.A.K.Lal, Ex. Deputy Advisor, MOSPI, Ex. Consultant, IPMD, delivered lecture on Earned value Management, Project Schedule and Cost Overrun. The EVM technique for assessing the own progress of the project implementing agency. It works like an eye opener & give very early warning signals about what could go wrong in the projects. EVM is more a precautionary tool than a post mortem exercises with the help of EVM indices [SPI, CPI, EV, PV,

AC etc.] the anticipatory assessment of risk & appropriate mitigation plan can be chaked out. He explains in detail about various reasons for cost overrun and remedial measures.

Mr.Upendra Giri , discussed about setting up a PMO, Project Monitoring & Evaluation frame work, Project Implementation Practices, Project Human Resource Management, Project Performance Review. PMO would coordinate all activities regarding implementation of project including HR, Quality & risk. PMO is the central agency to monitor the overall progress of projects in line with implementation plan.

Hands' on activity on 'MS Project 2010' was taken up by Shri P.M.Prasad, a Microsoft certified trainer on MS- Project 2010. Shri Prasad discussed the various stages of project life cycle and ways to translate them into computer software using scheduling the project activities and milestones of a real time project with the help of MS Project 2010. He explained the tools menu and icons like calendar, Gantt chart, Activity, Network diagram, Task uses etc. He also explained plan outline in detail the project Set up, Task details, Duration against task, Link tasks, Check & adjust, Assign resource and Costs, Resolve resource allocations, baseline of the Plan, Manage-track projects, sharing of project information etc. The participants had taken keen interest in using the IT techniques in real time situation. The soft copy of the guide book on MS Project 2010 was also distributed among the participants for future reference.

The valedictory session was chaired by Mr.Agrawal Deputy Director General in presence of Shri R.Rajesh, Director, IPMD. Mr.Rajesh invited the participants to express their views regarding the problems the training. In an open environment, the participants expressed their views regarding the training course, its duration, contents, faculty members and their suggestion for future improvement.

Participants gave a positive feedback of the course material and the faculty. They made some suggestions and requested that they should be made part of future training programmes. One of the suggestions was to have case study presentations of live central sector projects where application of project management techniques has led to successful attainment of set targets. This could be an open session where the project manager of successful projects could interact with the participants and share his/her knowledge regarding effective project management. This would be immensely beneficial to the participants as this would provide insight to practical aspects of project management besides the theoretical knowledge that they gain at such training programmes.

One more suggestion came regarding inclusion of one day tour in and around Delhi which refreshes the mind in training period.

The participants were satisfied with the assistance/facilities provided by the staff/officials of NASA during their 5 days stay. During feedback session, some of the participants requested for increase in duration of the training programme to 2 weeks, study tour, to nearby ongoing project, and case studies of successful projects may be included.

Mr. Agrawal DDG, distributed the participation certificates & group photograph to all the participants and congratulated them for successful completion of the training. Director IPMD expressed vote of thanks to all the staff official of NASA for their support in successful completion of this training.

Participant list of Training Programme

(From 30th July to 3rd August 2012)

1.	Shri S.P.Satpathi	Sr.Manager Projects HB3	HPCL	8879121280	spsatpathy@hpcl.co.in
2.	Shri V.VenuMadhav	Sr.Manager Projects HB3	HPCL	9820226172	venumadhav@hpcl.co.in
3.	Shri Sekhar Roy	Project Manager,Paharpur	HPCL	9433362678	sroy@hpcl.co.in
4.	Ms. T.K.Jha	Manager-RKPL Project	HPCL	9311903330	tkjha@hpcl.co.in
5.	Mr.B.K.Gangadhar	Sr. Manager-MHBPL Project	HPCL	9449002927	bkgangadhar@hpcl.co.in
6.	Mr.Ravi Kumar	Manager-ASPL Project	HPCL	9413301031	ravik@hpcl.co.in
7.	Mr.Mohan K Babu	Executive Engineer-P&P,HQ	HPCL	8888844976	mohnak@hpcl.co.in
8.	Shri C S Sharma	DyGM	BSNL	9412739209	cssharmas@gmail.com
9.	Sh. D. Chakrvarty	SDE	BSNL, ALTTC, Ghaziabad	9412739251	d_chakravarty@bsnl.co.in
10.	Sh. K K Dhupar	SDE	BSNL, ALTTC, Ghaziabad	9412739315	kawaldhupar@bsnl.co.in
11	Sh. Ompal Singh	SDE	BSNL, ALTTC, Ghaziabad	9412739244	sde.sstp.alttc@gmail.com
12.	Sh. G P Goel	DE	BSNL, ALTTC, Ghaziabad	9412739288	gpgoel@bsnl.co.in
13.	Shri Deepak Sharma	Assistant Manager (CP&M)	BSNL	9432000426	deep.glim@bsnl.co.in

14.	Shri Neeraj Chaturvedi	Manager (PP&M)	NTPC/CC /New Delhi	9650990979	nkchaturvedi@ntpc.co.in
15.	Shri P.V.Shathish	Engineer (PP&M)	NTPC/CC /New Delhi	9650990730	pvshathish@gmail.com
16.	Sh Dhirendra Singh	DM(C)	NHPC	9717444206	
17.	Sh Vishesh Saxena	AM	NHPC	9871612333	
18.	Shri Ravi Prakash Saran	SSO	MOSPI	9415227587	ravisaran.11@gmail.com
19.	Shri Mithlesh Kumar Singh	Asstt. Manager	BSNL	9868184111	mksingh99@gmail.com
20.	Shri Ritu Raj Basant	Asstt. Manager	BSNL	9868528999	
21.	Shri S.S.N. Varma	Project Engineer	IOCL	9711411235	varmassn@iocl.co.in

Feedback Report

Name of Module:- Project Planning & Management

Period:-   From 30th July to 3rd August 2012

To improve the training module in future IPMD ,MOSPI collects the data through Questionnaire.. Feedback report is based on the summary of questionnaire which has been filled by the participants.. In this questionnaire participants use codes as per the instruction wherever applicable.The summarized feedback is as following:-

1:-Rating about the Structure / Design of the Module is based on the following point:-

a) **Duration of Module:-** The rating of the Duration of Module is based on the Average of total gain points which is 3.6,this is near to Excellent.
b) Sequencing of Topics:- The rating of the Sequencing of Topics is based on the Average of total gain points which is 3.625,this is near to Excellent.
c) **Content/Coverage :-** The rating of the Content/Coverage is based on the Average of total gain points which is 3.438,this is in between the Very Good and Excellent. Overall the coverage of the training programme was appreciated..

2:- The Most interesting Topics in this Module :- As per participants the first four most interesting Topics are as follows:-
Interesting Topics

a) Forest clearance issues
b) Project Planning & Preparedness
c) Project Quality Management
d) Hands on activity on MS Project 2010

3:- Performance Appraisal of the Faculties :- Performance Appraisal of the Faculties

are based on their performance of six points which were given by participants (the average gain point 3.50 out of 4 points is Exellent and below the 3.50 is very good). These are following:-

a) Shri D.K.Ojha :- Topic is "Project Planning & preparedness".

    I) Command over the Topics / Subject is Excellent
    II)Clarity in Explanation of Topics/Subjects is Excellent.
    III) Presentation the Lecture notes /Material to participants is Excellant.
    IV) Provide the lecture notes/material to participant. Very good.
    V) Quality of the Lecture Notes /Material is Very good
    VI) Class Management is Excellant.

b) Shri Shatrughan Lal :- Topic is "Project Appraisal".

    I) Command over the Topics / Subject is Excellent
    II)Clarity in Explanation of Topics/Subjects is very Good
    III) Presentation the Lecture notes /Material to participants is Very

Good.

    IV) Provide the Very Good lecture notes/material to participant.
    V) Quality of the Lecture Notes /Material is Very Good.
    VI) Class Management is Very Good .

c) Shri.A.K.Lal :- Topic is "Earn Value Management".

    I) Command over the Topics / Subject is Excellent
    II)Clarity in Explanation of Topics/Subjects is Very good
    III) Presentation the Lecture notes /Material to participants is Very

good

    IV) Provide good lecture notes/material to participant.
    V) Quality of the Lecture Notes /Material is Very good
    VI) Class Management is Excellent .

d) Shri Chanchal C. Sarkar :- Topic is "Project Financing".

    I) Command over the Topics / Subject is Excellent.
    II)Clarity in Explanation of Topics/Subjects is Very Good.
    III) Presentation the Lecture notes /Material to participants is Very

Good.

    IV) Provide lecture notes/material to participant Very good
    V) Quality of the Lecture Notes /Material is Very Good.
    VI) Class Management is Very Good .

e)   Shri D.K.Ojha :- Topic is "MIS, Project Monitoring & OCMS".

I) Command over the Topics / Subject is Excellent
II)Clarity in Explanation of Topics/Subjects is Excellent.
III) Presentation the Lecture notes /Material to participants is Excellent.
IV) Provide excellent lecture notes/material to participant.
V) Quality of the Lecture Notes /Material is Excellent.
VI) Class Managemnt is Excellent .

f)   Shri Asim Prasad :- Topic is "Challenges in Gas Pipe Line Projects".

& "Controlling cash flows in infrastructure project"
I) Command over the Topics / Subject is Excellent
II)Clarity in Explanation of Topics/Subjects is Very Good.
III) Presentation the Lecture notes /Material to participants is Very

Good.
IV) Provide Very Good lecture notes/material to participant.
V) Quality of the Lecture Notes /Material is Very Good.
VI) Class Management is Excellent .

g)   Shri Harish Choudhary :- Topic is " Forest clearance issues" .

I) Command over the Topics / Subject is Excellent
II)Clarity in Explanation of Topics/Subjects is Excellent.
III) Presentation the Lecture notes /Material to participants is Excellant.
IV) Provide Excellant lecture notes/material to participant.
V) Quality of the Lecture Notes /Material is Excellent.
VI) Class Management is Excellent .

h)   Shri P.M.Prasad :- Topic is "Hands on activity on MS Project 2010"

I) Command over the Topics / Subject is Excellent
II)Clarity in Explanation of Topics/Subjects is Excellent
III) Presentation the Lecture notes /Material to participants is Very

Good.
IV) Provide Very Good lecture notes/material to participant.
V) Quality of the Lecture Notes /Material is Very Good.
VI) Class Management is Excellent

**I)   Ms.Shyama Chakraborty & Shri Nilanjan Kar :- Topic is
"Project Quality Management"**

I) Command over the Topics / Subject is Excellent
II)Clarity in Explanation of Topics/Subjects is Excellent
III) Presentation the Lecture notes /Material to participants is Excellent
IV) Provide Excellent lecture notes/material to participant.
V) Quality of the Lecture Notes /Material is Excellent.
VI) Class Management is Excellent.

j) Mr. Upendra Giri :- Topic is " Benefits of setting up of PMO"

I) Command over the Topics / Subject is Good
II)Clarity in Explanation of Topics/Subjects is Good.
III) Presentation the Lecture notes /Material to participants is Very

Good.

IV) Provide Good lecture notes/material to participant.
V) Quality of the Lecture Notes /Material is Good.
VI) Class Management is Very Good.

4) Mention relevant topics that have not included in this module: - Participants have advised to include the following topics:-

i) Most of the Participant are in fovour of inclusion of one day site visit..

ii) Best practice of various projects worldwide.

5) The overall rating of the Course Module, as per the Perception of the.
Participants are Excellent. Every participant expressed their gratification for the excellent Hospitality and Accommodation " extended by Programme Organizer. Mr. Ojha and his team are really admirable & will always be appreciated." The environment for learning is just electric here" said by one participant. This comment is also evaluating the total module. The Participant has shown satisfaction over the modules covered in this training programme.