Report on 5 Days Project Planning and Management Training

(From 24th to 28th September 2012)

The Infrastructure and Project Monitoring Division of MOSPI monitors and facilitate the implementation of all Central Sector projects coasting   150 Cr. and above. Due to high cost and the technologies involved in the infrastructure projects, the performance of the 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 **24th Sep to 28th Sep'2012 at NASA, Greater Noida.** The training programme was inaugurated by **Shri D.K.Ojha, Director (Projects), IPMD**, Ministry of Statistics & Programme Implementation. During his inaugural speech, **Sh. Ojha** informed that participants about the functioning of Ministry of Statistics & Programme Implementation (MOSPI) in general and **Infrastructure and Project Monitoring Division, in particular.**

While welcoming the participantes, Shri D.K. Ojha commented that the successful 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 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) Lessons learned from Projects.

i) Challenges in construction of Airport Project.

j) Project Financing.

k) Controlling cash flow in projects.

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

m) Study on Project Schedule and Cost Overrun.

n) 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.

Shri Amit Nirmal, Deputy Director, IPMD delivered the lecture on "Lessons learned from project failures". He made understand the topic by citing three cases studies namely, Hubble Space Telescope, Syndey Opera House and RMS Titanic. He elaborated that the projects Hubble Space Telescope and Syndey Opera House are very renowned and landmark projects which can be termed as highly successful projects but during project planning and execution phase these projects also faced failures. He discussed how lessons can be learned from failures of these projects so that such failures can't be repeated in future. The third project was highlighted as a case study of failing in Risk management aspect.

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 "Challenges in construction of Airport Project" was discussed in detail by Sh. S. Bhaduri, Executive Director (AAI), Chennai. He bifurcated the lecture on two topic i.e. "Planning and development of a major airport in India" and "A case study of Chennai Airport". He shared his experience of Chennai airport since Sh. Bhaduri was the Project Manager of Chennai airport project. He lectured about the know tow of an airport projects since the

conception of a project to final commissioning. He also shared his own mistakes while executing the project and cautioned the participants not to repeat them. He made understand the topic through tables, graphs and pictures. He included the calculation of peak hour, capacity of airport etc and also explained the hurdles while executing the project.

Sh. Pravin Malik, PMP shared his knowledge through the topic "Project Financing". He discussed about the project financing to PSUs and risk identification in detail. He told about the sources of funds of a project, funding structure in India and raising project finance. In risk management he includes the pure risk and business risk, risk characteristics, risk management cycle and ten golden rules to mitigate the risk.

The topic "Controlling cash flow in Projects" was discussed by Sh Asim Prasad, Manager, GAIL. He discussed about need for cash flow management and its structure in detail.

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 **Shri. A.K. Mishra** and **Shri R.C. Agrawal,** Deputy Director General, NASA in presence of Shri Amit Nirmal, Deputy Director, IPMD. Shri Nirmal invited the participants to express their views regarding 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. Shri A.K. Mishra,

DDG(NASA) distributed the participation certificates & group photograph to all the participants and congratulated them for successful completion of the training.

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 include more case studies related to infrastructure project. 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. It was also suggested that lectures on various procedures for project approval can also be added. One more suggestion was to upload changes in policy of various ministries on www. cspm.gov.in. DDG appreciated the suggestions but added that IPMD is a facilitator whereas agencies are executors of the project. Therefore, agencies must also be aware of the changes in policies, if any. Inclusion of one lecture on CVC was also suggested by participants. Trainees also demanded BHEL official to come and explain the reasons for delay of supply of equipment.

The participants were satisfied with the assistance/facilities provided by the staff/officials of NASA during their 5 days stay. Shri Mishra, DDG, distributed the participation certificates & group photograph to all the participants and congratulated them for successful completion of the training. Deputy Director, IPMD expressed vote of thanks to all the staff official of NASA for their support in successful completion of this training.

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Annexure-I

Feedback Report

Name of Module:- PROJECT PLANNING AND MANAGEMENT

Period:- From 24th September to 28th September 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 3.4, this is between Very good and Excellent.

   b) **Sequencing of Topics**:- The rating of the Sequencing of Topics is based on the Average of total gain points which is 3.2, this is between Very good and Excellent.

   c) **Content/Coverage: -** The rating of the Content/Coverage is based on the Average of total gain points which is 3.2, this is 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) M.S.Project 2010
   b) Appraisal of project and preparation of EFC and PIB memo
   c) Project Financing
   d) Introduction to Project Management, Monitoring and OCMS

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 Excellent and below the 3.50 is very good). Overall rating is 3.6.

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

   i) **Most of the Participants are in favor of inclusion of case studies of other PSUs.**

   ii) **More time for M.S.Project 2010.**

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 and will always be appreciated. The participant has shown satisfaction over the modules covered in this training programme.