

GOVERNMENT OF PAKISTAN
The National School of Public Policy



Report

Project Management

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Training Course
Executive Development Institute

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NATIONAL SCHOOL OF PUBLIC POLICY

EXECUTIVE DEVELOPMENT INSTITUTE (EDI)

Welcome address and Introduction to the Course

Mr. Ahmad Nazir Warraich, Dean EDI

Introduction of the School

The National School of Public Policy is the premier national institution for the training of civil servants in Pakistan. The training methodology of the School aims at fostering an environment of intellectual freedom amongst participants for investigative analysis, a spirit of rational inquiry, and a genuine desire to seek knowledge. The overarching aim of the NSPP is to improve the quality and effectiveness of public policy, its implementation and the provision of executive education through policy dialogues and trainings.

Executive Development Institute

The EDI is an integral unit of the NSPP, which is engaged in continuous professional development of executives, officers of the public and private sector, as well as professionals from the civil society including academia, through training sessions, workshops, policy dialogues, and Webinars. EDI holds all activities on current issues of national importance. As the Institute is placed in the premier civil training institute, NSPP, of the Government of Pakistan, EDI is in a unique position for bringing together leading experts from various fields as well as participants from diverse backgrounds.

In addition to continuous professional development, the focus of EDI is also on providing input on critical, current policy issues for promoting a better understanding of policy and governance issues. EDI recognises the need to continuously update skills and knowledge for improving public administration for better service delivery. It, therefore, tries to fill this gap through its training workshops as well as policy dialogues.

An Overview of Training on Project Management

In keeping with its tradition of holding training workshops on issues of importance and relevance in areas in demand, the EDI recently held a Two Days' training programme on Project Management on 3rd and 4th of May 2023.

EDI designed the course in consultation with subject specialists and after a review of courses being offered in other institutions and in demand by various stakeholders. The speakers were specialists, academicians, trainers, practitioners and leading consultants who led a highly interactive

discourse, providing participants with a depth of information and understanding of the intricate subject matter.

The honourable Guest Speakers included Mr. Hassan Hameed (Director Logestions Consultant Pvt. Ltd. Lahore.), Dr. Kamran Shams (Akhuwat Microfinance), Dr. Ali Hussain Kazim (Director, Automotive Engineering Center, UET, Lahore), Mr. Mohsen Islam Khan (Senior Procurement and Contract Management Specialist Asian Development Bank), and Engr. Wajih Nadeem Qamar (Project / Construction Management Professional).

EDI aims to have diverse group of participants to facilitate maximum cross-sectoral learning. The participants joined from public, private and social sectors representing the Federal Government, Provincial Government of Punjab, Sindh, Balochistan, and Gilgit Baltistan, Military Land and Cantonments, Pakistan Software Export Board, Civil Aviation Authority, Wapda, Punjab Industrial Estate Development and Management Company, NESPAK, Telecom Foundation, WWF, PIMSAT and Punjab University amongst others. This ensured a vibrant cross-sectoral participation and discussion during the training workshop.

The areas covered during the training included; Project Management Concepts and Definitions, Risk and Stakeholder Management, Social Sector Project: Case Study of Kamyab Pakistan Programme, Project Planning and Scheduling, Execution of Projects, Contract Management and Dispute Resolution.

Overview of the Sessions (Sequence wise)

Project Management Concept and Definitions, Risk and Stakeholder Management - Dr. Ali Hussain Kazim

Dr. Ali Hussain Kazim, the first Director of the Automotive Engineering Centre at the University of Engineering and Technology in Lahore, holds B.Sc. & M.Sc. Mechanical Engineering degrees from the same university. As a Fulbright scholar, he earned his doctorate from Georgia Institute of Technology. His research interests include Project Management, Thermophotovoltaics, Flow Thermo-electrochemical cells, Biofuels, and Solar radiation management. He has contributed to the completion of projects exceeding \$50 million in revenue at Schlumberger and ENI, major oil and gas companies.

Dr. Kazim delineated the technical definition of Project Management to include a set of interrelated tasks to be executed over a fixed period and within certain costs and other limitations to achieve predefined objectives. Every project is unique because it has several characteristics with clearly defined goals and objectives. The quality of projects requires careful monitoring, with budget and timeline clearly defined. Prior anticipation of uncertainties and risks are vital considerations, while

stakeholder management must be ensured by keeping them informed about the progress in order to execute the smooth functioning of projects.

Public and private sectors run projects differently. The major difference lies in purpose, source of capital, and methods of financing, etc. The purpose of privately owned projects is to provide goods and services at a profit while minimising cost, whereas publicly owned projects protect the health, lives, property, provide jobs, potable water and services at no profit.

Public sector projects undergo five phases which include probable PC-I, PC-II, PC-III, PC-IV, and PC-V. The first step starts with the concept clearance, followed by project initiation, preparation and getting approval. The next phase is execution along with monitoring of performance – then, project closure based on terminal evaluation comes, followed by the fifth and final phase which covers the impact evaluation.

He stated that the success of projects depends on following the estimated timeline, budget, and resources. However, projects in the public sector of Pakistan often face failure due to several factors. The major reasons are lack of justification for projects, improper economic/financial analysis and inappropriate feasibility of projects. During the planning of projects, risks are neither identified appropriately nor are stakeholders assessed properly. The project can run smoothly by carrying out the planning phase properly with regard to determining risks, budget, resources and stakeholders. Furthermore, in the planning phase, a third-party evaluation for design holds pivotal importance for ensuring the authenticity of the design synopsis, which can ensure future safety.

Social Sector Project: Case Study of Kamyab Pakistan Programme – Dr. Kamran Shams

EDI in keeping with its tradition of catering to the demand for course in the target audience, this time added a session on social sector project management, based on feedback from the last workshop. In this regard, Dr. Kamran Shams, a very well experienced person working in social sector was invited to speak on the subject. He is renowned for his extensive educational background and transformative leadership roles in various organizations. His career spans the fields of education, finance, and healthcare. As the CEO of Akhuwat Islamic Microfinance, he's pioneered interest-free microfinance in Pakistan, dispersing loans to over six million families. He's also instrumental in the Punjab Educational Endowment Fund and the Lahore Knowledge Park Company. A prolific trainer, attended numerous professional development programs, exemplifying his commitment to lifelong learning.

He emphasised the significance of social sector initiatives. He used the 'Kamyab Pakistan Programme' as an example, a scheme introduced by the Finance Division of the Pakistani government during the fiscal year 2021-22. Dr. Shams emphasised that microcredit is of the utmost

importance because it provides financial access to individuals who have been excluded from conventional banking systems.

Approximately 37% of Pakistan's population, or approximately 85 million people, live below the poverty line. As of June 2021, the National Financial Inclusion Strategy (SBP) 2023 data indicated that Pakistan's overall financial inclusion rate was only 33%. This indicates that only one-third of the country's adult population has access to formal financial services. In addition, only 21% of the adult population maintains a formal bank account, and only 12% have access to formal financial services such as insurance, pension plans, and mutual funds. The rate of financial inclusion for women is significantly lower than for men, at 27% compared to 39%. 10% of the population living below the poverty line has access to microcredit, a figure that is three times higher in neighboring Bangladesh.

Numerous socioeconomic goals, such as poverty alleviation, inclusive economic growth, equitable distribution of economic opportunities, job creation, and financial stability, rely heavily on the provision of financial resources. There is an urgent need for micro-loans to achieve these goals. Dr. Shams proposed that commercial banks with sufficient liquidity could provide funding for microfinance if the government assumed the associated credit risk and funding cost. If the necessary funding is available, Microfinance Institutions (MFIs) with a combined portfolio of 8.8 million active microfinance borrowers could rapidly expand their reach.

Dr. Shams explained in his discussion of the Kamyab Pakistan Programme (KPP) that this federal initiative aims to support socially and economically marginalised segments of society by providing various types of microfinance loans, such as interest-free business or enterprise loans, interest-free agricultural loans, and subsidised-rate housing finance.

This program's ultimate goals are multifaceted and target micro-level improvements using a bottom-up strategy. These objectives include the reduction of poverty, the generation of income, the encouragement of self-employment, the provision of low-cost housing, and the stimulation of GDP and economic growth.

Project Planning and Scheduling – Engr. Wajih Nadeem Qamar

Project planning and scheduling is a critical part of project management. In this regard renowned expert Engr. Wajih Nadeem Qamar was invited to conduct this session. He is a Civil Engineering graduate from UET Lahore, furthered his studies with a post-graduation in Project Management from Middlesex University, London. He is a certified Project Management Professional (USA), and member of Institution of Civil Engineers UK & Chartered Institute of Building Services Engineers UK. His diverse experience in the construction industry spans infrastructure, power plants, high-rise buildings, educational complexes, and pre-engineered structures.

He informed that planning is the process of selecting a method or order of work which is to be used on a project among the various methods or sequences possible. Whereas, scheduling is

determination of the timing and sequence of operations in the project to give the overall completion time.

The plan of a project should be based on clearly defined objectives with a proper Work Breakdown Structure (WBC) with allocation of responsibilities in balance that can ensure order and continuity of work. Objectives and targets of projects should be clearly defined with consultation of interested parties and required approvals should be sought from relevant authorities. Projects should be assessed prior in time in terms of technicalities, budget, and quality. Similarly, scheduling of projects should be based on rational timelines, capacity and resources. Additionally, one of the important elements for scheduling is to take into consideration the penalties and bonuses for taking required steps to avoid any problem

Scheduling in the project management is important for looking at the output of an overall project. It helps in tracking the progress of the project especially for understanding the risks in any change of plans and for dispute resolution. The project can be scheduled with the help of various tools such as Gantt Charts and Network Scheduling for breakdown structure. Scheduling is thus the sequential combination of activities and relationships from the start of the project till its end and requires the longest time to complete. MS Project and Primavera are widely used applications for project scheduling, floating activities, and finding critical path.

Execution of Projects – Mr. Hassan Hameed

The realisation of the goals can be achieved through execution of projects. To learn and deal with the complexities of projects execution Mr. Hassan Hameed was invited who has 21 years of diverse experience. He is a Director at La Gestion Consultants Pvt. Ltd., specialising in Project Management and Design services. He served as GM Project Management at IDAP. He also spent ten years at Lendlease, Australia, contributing to mega projects like the Gateway Upgrade Project and Northconnex Tunnel. He earned his B.Sc. in Civil Engineering from UET Lahore and M.Sc. in Building Engineering from Universite de La Rochelle, France, via a Ministry of Science and Technology scholarship.

He stated that the execution of projects is dependent on a sound system of monitoring and evaluation which is important throughout the process of project management from initiation to the closure of projects. The first phase starts with the monitoring of design, followed by execution and subsequently the finale is the closure of projects. Monitoring and Evaluation is necessary for all important aspects of projects including utilisation of human and financial resources, time phased work completion and ensuring quality of reporting each detail, which should be compliant to project targets and achievements.

Projects in Pakistan often face challenges of time and cost overrun which can be avoided with proper monitoring and evaluation.

Contract Management and Dispute Resolution– Mr. Mohsen Islam Khan

Contract Management and Dispute Resolution are critical elements within any project or business relationship. To brief about the topic, an expert, Mohsen Islam Khan was invited, with 14 years of varied experience, serves as a Senior Procurement & Contracts Management Specialist at the Asian Development Bank since 2020. His extensive project involvement ranges from the Karrakoram Highway to the Dhabeji Special Economic Zone. He is a PMI-certified Project Management Professional and Accredited Mediator.

He stated that an Agreement is a mutual understanding between two or more persons about their relative rights and duties regarding past and future performance. While a Contract is an agreement between two or more parties creating obligations that are enforceable or otherwise recognisable at law.

Contracts help in transfer of work and risk based on fundamental principles of validity that include equality, fairness, civil rights, interests protected by law, prohibition of abuse of rights and negotiation consensus.

Management of contracts involves a broad array of elements involving disputes, legal clauses, ambiguous terminologies, drawings, indeterminate assets ownership, unclear mechanics and processes and unclear scope requirements. The contract can better be managed by assuring certain aspects. For instance, ensuring that conditions of contract are followed in letter and spirit. The equal allocation of risks, meritorious treatment among parties, equal opportunities, non-confrontational approaches, relational contracting, contract monitoring and compliance.

There are phases of procurement management that involve a pre-award stage followed by a construction phase and a post-construction review. Procurement management is based on project charters, tender documents, contract types, invitations and evaluation of bids for contract awards. Contract Management is a pre-award stage which includes risk assessment, estimation and submission of quotes and finally, submission of bids. Contract Administration is a construction phase based on risk assessment, red-lining contracts, performance, payments, notices, claims and disputes. Contract Close-Out is post-construction review for final bills, handing/taking over of the facility, closure of accounts and settlement of disputes. The core principles of contract management involve economy, efficiency, fairness, transparency, quality, and value for money (VFM).

The procurement planning of PPRA procurement cycle starts from need assessment and then making of budget and market analysis. The next phase is formulation of bidding documents with detailed specifications & the selections of procurement method and criteria. Next comes prequalification that again defines need, criterion, and process. Then, bids are evaluated technically and financially, followed by the next phase of grievance redressal, which is done by

constituting an independent committee. The final stage is contract award and management which comprises payment scheduling, pre-shipment inspection, arbitration, and closure. Although procurement generally follows a defined cycle but there are certain roadblocks that hinder the smooth process. The major obstacles are pitfalls in design, unclear specifications and inappropriate verification of the availability of equipment within the lead time; other factors are remote locations, and budget's constraints. An added complexity of projects is when multiple stakeholders get involved in a project.

Conclusion

The training was beneficial in that it brought attention to the importance of project management as a tool for ensuring the success of planned programmes. It is essential for the success of a project to go through the process of prior planning and scheduling with clearly defined allocations of responsibilities and budget, as well as to anticipate risks in order to develop timely strategies for mitigating those risks. It has been determined that an evaluation of the design by a third party is required in order to prevent any future issues that may be related to the design, the budget, the time, or the risk. In addition, quality control of the work and timely completion of each phase of the project are both ensured by monitoring and evaluation that are carried out throughout the entirety of the project. In the context of the legalities surrounding the resolution of disputes and the maintenance of the security and safety of projects, agreements and contracts are two primary essential components that need to be taken into consideration.

The participants of the Project Management training programme were professionals from diverse fields. They expressed their appreciation for organizers, speakers, and the content of the workshop. They commended the meticulous planning and flawless execution which made the learning experience seamless and productive. The course content was lauded for its depth, relevance, and practicality, making it an invaluable resource for their professional development. Many praised the interactive approach of the sessions which fostered active engagement and a deeper understanding of the subject matter. The active participation through question and answers of the participants made the session more interactive and this interaction added more value to the training program. The feedback underscored the effectiveness of the training, its transformative impact on their skills, and a strong desire for more of such enriching experiences in the future.

Picture

Gallery













