

APRIL, 25 - 26

2024

# PROJECT MANAGEMENT PROJECT

Training Workshop Report

**Executive  
Development  
Institute**

National School of Public Policy



87-Shahrah-e-Quaid-e-Azam, Mall Road, Lahore



[www.nspp.gov.pk](http://www.nspp.gov.pk)



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# TRAINERS



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Director La Gestion Consultants



**AHMAD NAZIR WARRACH**  
Dean EDI, NSPP



**MOHSEN ISLAM KHAN**  
Senior Procurement and Contract  
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**DR. KAMRAN SHAMS**  
CEO, Akhuwat Islamic Microfinance



**ASIF REHMAN BABAR**  
Director Construction, CBD Punjab



**DR. ALI HUSSAIN KAZIM**  
Director, Automotive Engineering  
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# Introduction

## **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, engaged in the continuous professional development of executives and officers from both the public and private sectors, as well as professionals from 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 25th and 26th of April 2024.

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.

# Introduction

The honourable Guest Speakers/trainers included **Mr. Hassan Hameed** (Director La Gestion Consultants Pvt. Ltd. Lahore), **Dr. Kamran Shams** (Akhuwat Islamic Microfinance), **Mr. Ahmad Nazir Warraich** (Dean EDI, NSPP, Lahore), **Dr. Ali Hussain Kazim** (Director, Automotive Engineering Centre, UET, Lahore), **Mr. Mohsen Islam Khan** (Senior Procurement and Contract Management Specialist, Asian Development Bank, Islamabad), and **Mr. Asif Rehman Babar** (Director Construction, CBD Punjab, Lahore).

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 & KPK, Civil Aviation Authority, WAPDA, Islamabad Model School, The Urban Unit, NESPAK, Quaid-e-Awam University, FCCI, MCB, and University of Lahore amongst others. This ensured a vibrant cross-sectoral participation and discussion during the training workshop.

The areas covered during the training included; Project Management Concept and Comparison of PMBOK 6th & 7th Edition, Risk and Stakeholder Management, Stewardship and Change Management, Cost Management: Value and Engineering, Social Sector Project: Case Study of Kamyab Pakistan Programme, Project Planning and Scheduling, Execution of Projects, Contract Management and Dispute Resolution.

# Project Management Concept and Definitions, and PMBOK Updates



## Dr. Ali Hussain Kazim

Dr. Ali Hussain Kazim, a distinguished scholar with a PhD in Mechanical Engineering from Georgia Institute of Technology, delivered an insightful session on the evolving landscape of Project Management as outlined by the updates from PMBOK's 6th to the 7th edition. His expertise in Project Management was instrumental in explaining the complex changes and their implications for current practices.

During his session, Dr. Kazim highlighted the transition from PMBOK's 6th edition, which emphasized knowledge areas and process groups, to the 7th edition, which focuses on project performance domains and principles. This shift marks a significant evolution in the field, prioritizing adaptability, flexibility, and value delivery over rigid processes.

Dr. Kazim provided a thorough explanation of the core principles that guide the 7th edition of PMBOK, including stewardship, team environment, and stakeholder engagement, which are vital for successful project outcomes. He stressed the importance of tailoring project management practices to the specific context of the project, which allows for more responsive and effective management strategies.

One of the key updates discussed was the enhanced emphasis on value delivery, which involves aligning projects more closely with organizational goals and strategic objectives. Dr. Kazim explained how this is achieved through a systematic approach that integrates project outcomes with business operations, ensuring that projects deliver maximum value. His detailed analysis and practical insights into adapting to these changes were highly appreciated by all attendees, who gained valuable strategies for enhancing their project management capabilities.

## Stewardship and Change Management

### Mr. Ahmad Nazir Warraich

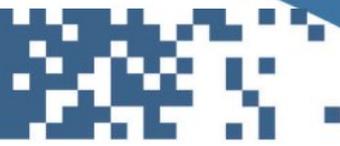
Mr. Ahmad Nazir Warraich, Dean of the Executive Development Institute at the National School of Public Policy, presented a comprehensive exploration of "Stewardship and Change Management," providing valuable insights into effectively managing transformation within organizations.

In his discourse on stewardship, Mr. Warraich emphasized its critical role in both internal and external organizational contexts. Internally, stewardship focuses on aligning operations with the organization's mission, ensuring fair treatment of team members, and managing resources judiciously. Externally, it involves sustainable environmental practices, fostering positive stakeholder relationships, and enhancing the organization's societal impact.

The approach of Mr. Warraich to change management was equally insightful. He stressed the necessity for systematic processes to manage the transition of organizational goals and technologies. Effective change management, according to him, hinges on proactive stakeholder engagement, clear communication, and the adaptability of leadership to guide their teams through change phases effectively.

Additionally, he shared several international best practices and models that aid in embedding sustainable change, such as the McKinsey 7S Framework, Lewin's Change Model, and Kotter's 8-Step Process for Leading Change. Each model provides a structured approach to ensure that change initiatives are comprehensively planned, implemented, and sustained.

The session concluded with a strong emphasis on the need for leadership to embody the principles of stewardship and change management to drive successful and sustainable outcomes. Mr. Warraich provided actionable strategies that attendees could apply within their own organizations to foster environments of trust, responsibility, and continuous improvement.



### Mr. Asif Rehman Badar

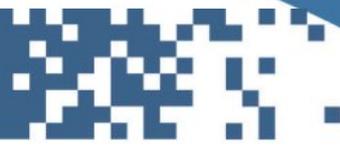
Mr. Asif Rehman, an esteemed expert in project cost management, delivered a comprehensive overview on maintaining project budgets within their designated limits through advanced cost management techniques. In his session he explored the differences and benefits of various cost management methods, including Earned Value Management (EVM), traditional cost management, and value management, equipping attendees with practical tools for enhancing cost efficiency and project value.

Mr. Badar emphasized the necessity of rigorous cost management processes to effectively avoid budget overruns and manage financial risks. He detailed the application of Earned Value Management, illustrating through examples how to compute metrics such as Planned Value (PV), Actual Cost (AC), and Earned Value (EV). These metrics assess project performance and help forecast future trends, providing early warnings of potential budget or schedule issues. He also discussed key performance indicators like Cost Variance (CV), Schedule Variance (SV), Net Present Value (NPV) and Return on Investment (ROI), providing formulas and scenarios that underscore their importance in project decision-making.

Mr. Badar also touched upon the unique challenges of cost management in public sector projects, particularly highlighting the updates in the PMBOK guidelines from the 6th to the 7th edition. His insights into these changes pointed to the evolving nature of project management practices, with an increased focus on outcome-based processes.

Mr. Asif Rehman's session offered a thorough insight into effective cost management strategies, clarifying complex concepts and equipping participants with the necessary knowledge to implement cost-effective measures aligned with strategic objectives and operational benchmarks. His expertise not only enhanced understanding of cost management but also prepared attendees to handle the financial aspects of project management more proficiently.

## Project Planning and Scheduling



### Mr. Mohsen Islam Khan

Mr. Mohsen Islam Khan, a Senior Procurement Officer with the Asian Development Bank, delivered a comprehensive presentation on the crucial aspects of project planning and scheduling. He highlighted the importance of meticulous planning in providing direction, reducing risks, and minimizing wasteful activities while fostering innovative ideas and aiding in decision-making. Mr. Khan defined planning as the process required to establish the total scope of the effort, refine objectives, and develop the course of action needed to attain those objectives.

He emphasized that effective project scheduling involves the determination of the timing and sequence of operations to achieve the overall completion time. He illustrated how scheduling allows for the efficient mobilization of resources, coordination of events within the project, early detection of risks or problems, and facilitates "what if" analysis for contingency planning.

In his exploration of project planning tools, Mr. Khan discussed the benefits of using a Work Breakdown Structure (WBS) to subdivide project deliverables and work into smaller, more manageable components. He provided an exercise on creating a WBS for planning an event, demonstrating the practical application of this tool. Additionally, he detailed the use of network diagrams and Gantt charts (bar charts) to graphically represent project activities and their inter-relationships, which are essential for managing work within a project.

Furthermore, Mr. Khan addressed the techniques of schedule compression, such as fast-tracking and crashing, to manage project timelines effectively under constraints. He also compared IT tools for project planning and scheduling, such as Microsoft Project and Primavera, highlighting their features and how they can be utilized to enhance project management processes.

## Social Sector Project: Case Study of Kamyab Pakistan Programme



### Dr. Kamran Shams

Dr. Kamran Shams, CEO of Akhuwat Islamic Microfinance, elaborated on the transformative impact of the Kamyab Pakistan Programme (KPP) during his comprehensive session on grassroots financial inclusion through public-private partnerships (PPP). His discourse highlighted the challenges of social and financial marginalization in Pakistan, underscoring the critical role of innovative financial solutions in addressing these pervasive issues.

Dr. Shams outlined the multifaceted approach of the KPP, which leverages PPP to extend microfinance services to underserved populations, thereby fostering socio-economic upliftment. He detailed the programme's structure, which includes components like enterprise/business loans, agricultural loans, and subsidized housing finance, all designed to facilitate self-employment, income generation, and poverty alleviation.

A significant focus of Dr. Shams was on the governance, funding, implementation, and monitoring mechanisms of KPP, emphasizing transparency and risk mitigation. He shared insights into the operational challenges within the public sector, such as limited outreach, funding constraints, and bureaucratic red tape, which often hinder effective service delivery. Dr. Shams advocated for the PPP model as a means to enhance capacity, efficiency, and scalability in implementing social sector projects. By partnering with non-profit organizations and leveraging their on-ground presence and expertise, KPP aims to achieve a broader and more impactful reach.

Dr. Shams' session provided a critical evaluation of the Kamyab Pakistan Program's strategy to integrate financial inclusivity into the fabric of Pakistan's social policy framework. His analytical and forward-thinking session offered valuable lessons on the synergy between public initiatives and private expertise to achieve common welfare goals.

# Execution of Projects

## Mr. Hassan Hameed

Mr. Hassan Hameed, an expert with extensive experience in building management and civil engineering, delved into the intricacies of Quality Management Systems (QMS), Project Monitoring and Control, and IT Integration in Project Management.

### **1. Quality Management Systems (QMS):**

He defined QMS as a cohesive framework of processes and procedures used to ensure that an organization can fulfil all tasks required to achieve product and service excellence. Mr. Hameed emphasized the importance of QMS in achieving consistent quality across projects by adhering to a structured system that documents processes, responsibilities, and actionable steps toward quality objectives.

In discussing the key components of Quality Management Systems (QMS), the focus was primarily on three fundamental aspects: Plan Quality Management, Quality Assurance, and Quality Control. Plan Quality Management involves outlining strategies to meet specific quality requirements, ensuring that every phase of the project aligns with the predefined standards essential for project success. This initial planning stage sets the foundation for all subsequent quality-related activities. Following this, Quality Assurance involves the application of systematic activities planned in advance to ensure that the project utilizes all the necessary processes to meet the set requirements. It acts as a proactive measure to secure quality before the project outputs are completed. Lastly, Quality Control is crucial for monitoring specific project results against the relevant quality standards. This process not only assesses compliance but also focuses on identifying and eliminating the causes of unsatisfactory performance.

Through these measures, QMS ensures that project outputs are not only consistent with the expected standards but also aim to enhance overall project performance by addressing and mitigating any deviations from quality standards.

### **2. Project Monitoring and Control:**

Mr. Hameed highlighted the critical role of monitoring and control in managing projects, stressing that without these elements, projects are significantly more likely to go over budget and extend beyond scheduled timelines. He outlined the dire statistics showing common project failures and cost overruns, reinforcing the necessity for robust project controls.

## Execution of Projects

### Mr. Hassan Hameed

The implementation of effective strategies for project control is essential for maintaining the integrity and success of any project. These strategies focus on three critical areas: Information Flow, Resource Flow, and Financial Flow. Ensuring a smooth and efficient Information Flow is pivotal; it involves providing timely and accurate updates about the project's progress. This transparency is crucial for facilitating informed decision-making and ensuring all stakeholders are aligned and aware of the project's current state. Similarly, Resource Flow management plays a vital role in the smooth execution of project tasks. Efficient management of resources is necessary to avoid bottlenecks that can delay project timelines and inflate costs.

Finally, Financial Flow management involves meticulous tracking of project expenditure against the budget. This practice is critical to pre-empt financial issues and mitigate risks associated with budget overruns. By maintaining close oversight of financials, project managers can make proactive adjustments to the project plan to address potential financial discrepancies before they escalate into more significant problems.

### **3. IT Integration in Project Management:**

In the final segment, Mr. Hameed discussed the transformative impact of IT on project management. He explored how modern project management software, like MS Project, Primavera P6, and specialized ERP systems, streamline project planning and execution. These tools provide critical data analytics, real-time communication, and resource management capabilities that significantly enhance project efficiency and effectiveness.

Integrated Project Management Systems offer several significant advantages that streamline and enhance the efficiency of managing projects. One of the primary benefits is Centralized Data Management, which serves as a single source of truth for all project-related information. This centralization ensures that all data regarding project status, resource allocation, and progress tracking is consistent and accessible, reducing confusion and discrepancies across the project team.

Mr. Hameed said that enhanced communication facilitate improved coordination among team members and stakeholders by providing a unified platform for communication and information exchange. This improvement in communication helps in aligning objectives, clarifying expectations, and ensuring that everyone involved is on the same page, thereby enhancing overall project coordination. Furthermore, Integrated Project Management Systems significantly improve Scheduling and Resource Planning. They enable more accurate forecasting and necessary adjustments throughout the project lifecycle. This capability allows project managers to optimize the allocation and utilization of resources, anticipate potential delays, and adjust schedules proactively to meet project deadlines. These systems, therefore, not only streamline project management processes but also contribute to more robust and adaptive project execution.

## Mr. Mohsen Islam Khan

Mr. Mohsen Islam Khan, presented a comprehensive exploration of sophisticated procurement and contract management strategies along with advanced dispute resolution techniques. His dual expertise in civil engineering and law enables him to integrate practical engineering concerns with legal principles, offering a holistic approach to tackling the challenges inherent in modern procurement and contract management.

### **1. Advanced Procurement and Contract Management:**

Mr. Khan's detailed discussion on procurement began with the initial stages of project planning, emphasizing the importance of thorough project charters that clearly define project objectives and scope. He meticulously explained the process of creating tender documents that are both inclusive and precise, ensuring they cover all necessary aspects to avoid ambiguity and future disputes.

He delineated the procurement process into three critical phases:

*Pre-award phase:* This phase includes conducting detailed risk assessments, preparing accurate cost estimates, engaging potential bidders through pre-bid meetings, and carefully black-lining contracts to ensure all terms are agreed upon before any commitment is made.

*Construction phase:* Here, Mr. Khan emphasized the importance of rigorous contract administration, continuous risk assessments, and the proactive management of contracts through regular performance reviews, timely payments, and efficient handling of any claims or notices.

*Post-construction review:* This final phase involves a thorough review and finalization of all contractual obligations, including the settlement of disputes, final billing, and the formal handing over of the project, ensuring that all accounts are closed and any pending issues are resolved.

Throughout these phases, Mr. Khan stressed the procurement principles of economy, efficiency, fairness, transparency, and quality. He highlighted the concept of Value for Money (VfM), which involves not just the initial costs but the total cost of ownership, including maintenance, usability, and end-of-life disposal.

### **2. Comprehensive Dispute Resolution Framework:**

The second session of Mr. Khan was on dispute resolution in which he provided an in-depth analysis of Alternative Dispute Resolution (ADR) methods, which serve as essential tools to avoid costly and time-consuming litigation. He detailed various ADR mechanisms such as:

# Contract Management and Dispute Resolution

## Mr. Mohsen Islam Khan

*Mediation:* A non-binding process where a mediator helps both parties reach a voluntary agreement.

*Arbitration:* A more formal process, which can be binding, where an arbitrator makes a decision based on the evidence and arguments presented.

*Dispute Adjudication Boards (DABs):* Employed during the construction phase to resolve disputes in real-time, which helps in maintaining project momentum.

Mr. Khan used real-life examples and case studies to illustrate how these mechanisms are applied in practice, emphasizing their roles in minimizing disruptions and fostering a cooperative rather than confrontational relationship between parties involved.

Mr. Mohsen Islam Khan provided a robust framework for understanding and implementing advanced procurement strategies and effective dispute resolution techniques. His integration of theoretical knowledge with practical applications offers invaluable insights for professionals involved in project management, procurement, and contract administration, ensuring that projects not only meet their defined objectives but are also completed with minimal conflicts and legal disputes.

## Conclusion

This year's project management training workshop once again brought together a diverse group of experts whose training sessions provided profound insights and actionable strategies in the realm of project management. From the nuances of procurement and contracts outlined by Mr. Mohsen Islam Khan to the intricate details of quality management systems detailed by Mr. Hassan Hameed, each session contributed to a richer understanding of the complex environment that project managers navigate daily.

Innovative solutions such as the Kamyab Pakistan Programme discussed by Dr. Kamran Shams highlighted the intersection of public policy and project management, underscoring the role of inclusivity in financial practices. Additionally, Dean EDI Mr. Ahmad Nazir Warraich's discourse on *Stewardship and Change Management* emphasized the ethical dimensions and the need for adaptability in leadership to effectuate significant organizational transformations.

Reflecting on the insights shared by the trainers, it becomes clear that the landscape of project management is continuously evolving, with new challenges and opportunities emerging in tandem with technological advancements and changes in the global business environment. The discussions underscored the importance of resilience, strategic planning, and the proactive management of resources and risks to steer projects towards success.

This compilation of knowledge and expertise serves not only as a record of what has been achieved but also as a beacon for future project endeavours. It offers a foundation upon which professionals can build as they navigate the complexities of modern project management, ensuring they are well-equipped to face the challenges of tomorrow.

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 programme. 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





## EXECUTIVE DEVELOPMENT INSTITUTE NATIONAL SCHOOL OF PUBLIC POLICY “Training Workshop on Project Management” April 25 - 26, 2024



1st Row:	Mr. Waseem Ahmad PS to Dean	Mr. Hussain Anwar Research Associate	Dr. Ali Hussain Kazim Guest Speaker	Mr. Asif Rehman Babar Guest Speaker	Mr. Hassan Hameed Guest Speaker	Mr. Ahmad Nazir Warraich Dean, EDI
L to R	Ms. Tayyeba Kayani Director EDI	Ms. Faryal Maaz Research Associate	Mr. Qaisar Mehmood DD (P&R)	Mr. Zulfqar Ali DD (Coord)	Mr. Muhammad Irfan Protocol Pfficer	
2nd Row:	Mr. Ali Raza	Prof. Dr. Abdul Sattar Saand	Ms. Maria Tariq	Hafiz. Muhammad Mudassar Nawaz	Mr. Nadeem Iqbal Baloch	Mr. Rizwan Rasheed
	Mr. Zahid Ali	Mr. Sauood Sadiq	Mr. Bilal Sharif	Ms. Amara Awais Niazi	Ms. Tayyaba Ali	
3rd Row:	Mr. Waseem Ahmad	Mr. Imran Ahmed	Mr. Sarfaraz Ahmed Brohi	Mr. Rangzeb Goraya	Engr. Qasim Khan	Dr. Syed Murtaza Asghar Bukhari
	Mr. Talib Hussain Naqvi	Mr. Muhammad Masood Soomro	Dr. Khawar Munir	Mr. Umair Mannan	Ms. Zubaria Zahoor	
4th Row:	Dr. Syed Irfanullah Hashmi	Mr. Asif Iqbal	Engr. Farrukh Siyyar Gondal	Mr. Faisal Bin Saleem	Mr. Ameer Bukhsh Mahar	Mr. Hamad Ahmad
	Mr. Malik Ikram Ullah	Mr. Nasir Maqbool				