

PMO IMPLEMENTATION AT TOTAL TECHNOLOGIES PRIVATE LIMITED



MSPM- Fall 2023

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DECLARATION

We hereby declare that this project report is based on our original work except for citations and quotations which have been duly acknowledged. We also declare that it has not been previously and concurrently submitted for any other degree or award at Bahria University or other institutions.

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DEDICATION

Specially dedicated to
my parents and teachers
(Muhammad Rizwan)
my parents and teachers
(Muhammad Ahmad)

ACKNOWLEDGEMENTS

We would like to thank everyone who contributed to the successful completion of this project. We would like to express our gratitude to my research supervisor, Mr. Ahsan Maqbool, for his invaluable advice, guidance, and his enormous patience throughout the development of the research.

In addition, we would also like to express our gratitude to our loving parents and friends who helped and encouraged us.

Muhammad Ahmad
Muhammad Rizwan

ABSTRACT

The project report consists of a detailed summary of setting up a new PMO function as well as improvement against gaps identified in the Total Technologies Pvt. Ltd. Lahore. The organization selected is one of the emerging organizations in medical-equipment industry in Pakistan.

1. **Rationale for establishing a PMO:** The document explains the reasons for creating a PMO in the organization, such as improving project success rates, increasing project visibility and control, enhancing resource utilization, and standardizing project management processes and methodologies.
2. **Structure and scope:** It outline the organizational structure of the PMO, including the reporting lines and key roles within the team. The document also defines the PMO's scope of work, which can encompass project portfolio management, project management methodology development, project performance reporting, and project governance.
3. **Roles and responsibilities:** This section details the various roles and responsibilities within the PMO, including the PMO director, project managers, project coordinators, and support staff. It explains the expectations and accountability of each role in ensuring successful project delivery.
4. **Deliverables and milestones:** The document provides an overview of the deliverables and milestones that the PMO will be responsible for, such as project charters, project plans, risk management plans, and project status reports. It sets clear expectations for the quality and timeliness of these deliverables.
5. **Governance and alignment:** This section explains how the PMO will align with the organization's overall governance structure and strategic objectives. It defines the decision-making processes, escalation procedures, and reporting requirements that will be followed within the PMO.

6. **Implementation strategy:** The document outlines the proposed implementation strategy for the PMO, including the steps to be taken, the timeline for implementation, and the resources required. It also addresses potential challenges and risks associated with implementation and provides mitigation strategies.
7. **Types and functions:** This section describes the different types of PMOs that can be established, such as project-focused, program-focused, or enterprise-wide. It provides an overview of the functions that the PMO can perform, such as project portfolio management, project methodology development, and project management training.
8. **Level of support:** The document explains the level of support that the PMO will provide to project teams, stakeholders, and executives. It outlines the resources and tools that will be made available, such as project management software, templates, and training programs.
9. **Maturity assessment:** The document includes a maturity assessment for the PMO, which evaluates its current capabilities and performance against industry best practices. It provides recommendations for improving the PMO's maturity level and advancing its effectiveness.
10. **Benefits for the organization and stakeholders:** The document concludes by highlighting the benefits that the PMO can bring to the organization and its stakeholders, such as improved project success rates, enhanced project visibility and control, increased resource utilization, and standardized project management practices.

Overall, the document serves as a comprehensive guide to understanding the PMO's purpose, structure, roles, responsibilities, and benefits, providing a clear roadmap for implementation and success.

Total Technologies Private Limited is a growing organization in the field of medical equipment and is facing some gaps and challenges of projects completion, such as penalties due to late delivery, supply chain issues, untrained staff, lack of monitoring & evaluation, etc. to address these issues, we have proposed a support PMO model.

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1 Organization Introduction:



Figure 1 Total Technologies Office



Total Technologies (Pvt.) Limited

Lahore – Karachi – Multan – Faisalabad – Islamabad – Peshawar

Foot Print

Offices, Workshops and Warehouses

Corporate Head Office



696 - J2, M. A. Johar Town
 Lahore – 54590, Pakistan
 Tel: +92 42 3595 7281- 3
 Fax: +92 42 3595 7284
 e-mail: info@totalgroup.com.pk
 URL: www.totalgroup.com.pk

Sub Offices

Karachi
 A-522 Block 1 Gulshan-e-Iqbal
 Karachi - Pakistan
 Tel: +92 2134970157

Peshawar
 20 (C-3), Circular Road
 University Road, Peshawar - Pakistan
 Tel: +92 91 5846257

Rawalpindi
 84-B, Iqbal Road Westridge -1
 Rawalpindi - Pakistan
 Tel: +92 51 5158044

Multan
 944 (C-3), Street No 1, Sarwar Road,
 Multan- Pakistan
 Tel: +92 321 7373814

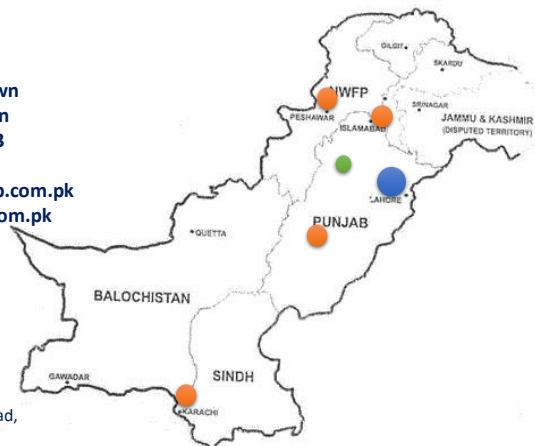


Figure 2 Total Technologies Footprint



Total Technologies (Pvt.) Limited

Lahore – Karachi – Multan – Faisalabad – Islamabad – Peshawar

Certifications, We have;



- ✓ Registered/Certified with PEC ME-06 code who are certified for Mechanical works, CSSD , Laundry, Medical Gas Pipe Line system and Operation Theaters Works.
- ✓ ISO Certified for sales & after Sales services.
- ✓ Registered with Drap for import of Medical Devices.



Connecting Customers through digital gadgets i.e Microsoft ERP/CRM System

Figure 3 Certifications

Total Technologies Private Limited is a complete solution provider of medical equipment to the healthcare industry.

Total portfolio: \$ 30 M USD

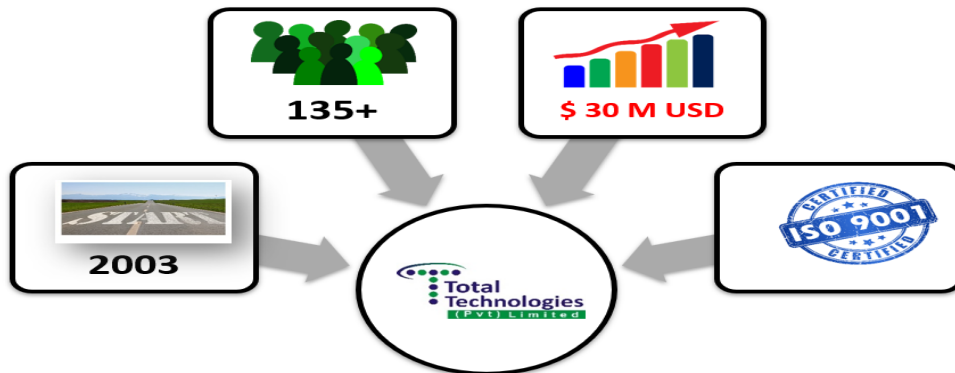


Figure 4 Company Portfolio

Total Technologies Private Limited represent a complete range of world-renowned medical equipment (brands) all over Pakistan. Under the umbrella of Total Technologies Private Limited European, Japanese and USA brands are being marketed and supplied.

Corporate Head Office: 696 J2 M.A Johar Town, Lahore

Chief Executive Officer: Shoukat Ali

Managing Director: Tallat Mehmood Qureshi

2 Brief History of the Company:

In 2003, Total Technologies Private Limited underwent a significant management and vision shift, redirecting its focus from primarily importing and selling dental units to pioneering advancements in Pakistan's healthcare industry. Today, it stands as the foremost provider of electro-medical equipment in Pakistan, holding registrations with key healthcare procurement agencies.

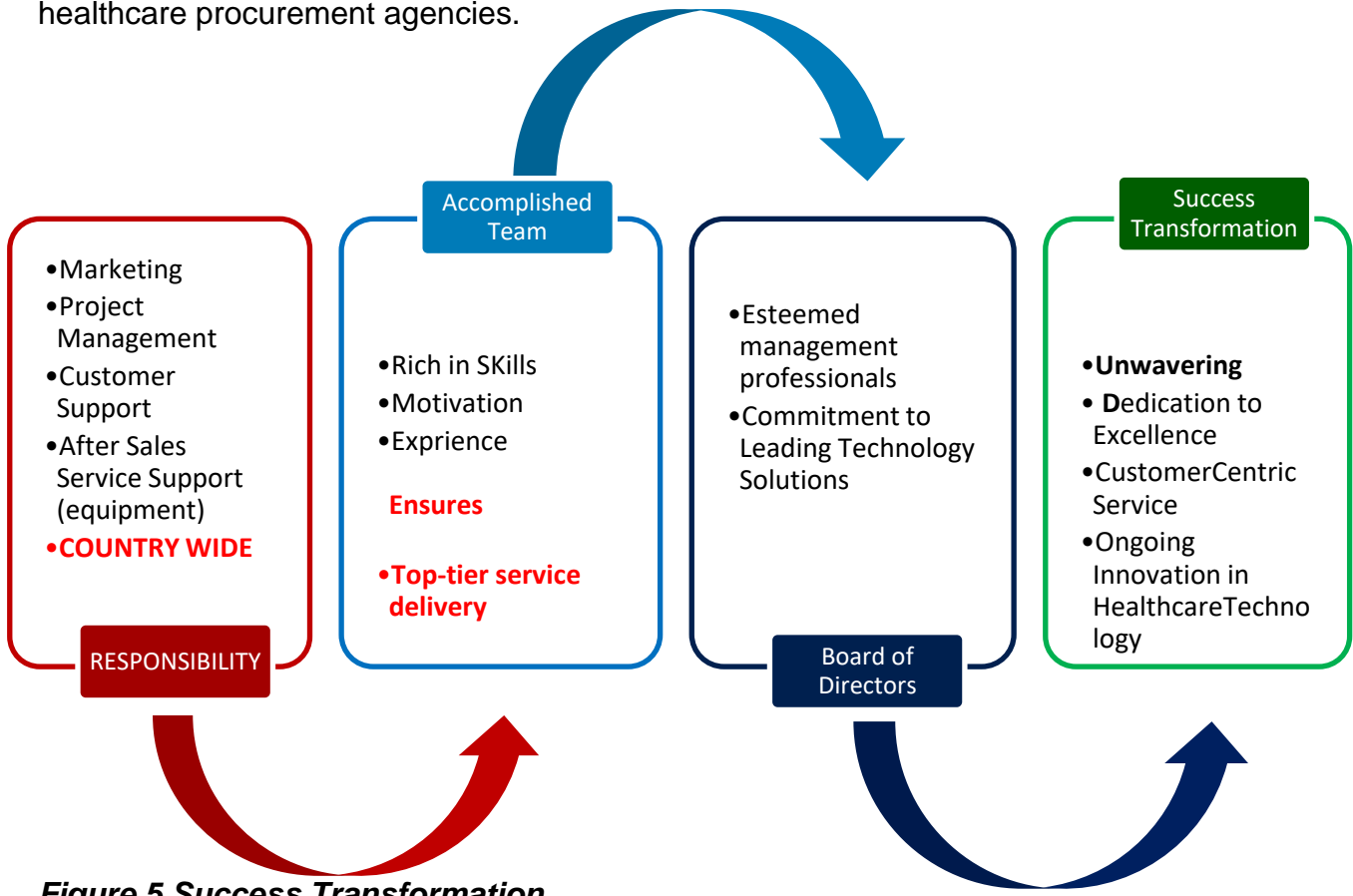


Figure 5 Success Transformation

Total Technologies Private Limited assumes responsibility for

- Marketing,
- Project management,
- Customer support, and
- Equipment after sales services

in healthcare institutions countrywide.

- Accomplished team
- Rich in skill
- Motivation
- Experience

ensures top-tier service delivery to clients.

The board of directors, composed of esteemed management professionals, is steadfast in its commitment to establishing Total Technologies Private Limited as a trusted and leading provider offering.

- Quality
- Dependable
- Cost-efficient medical engineering solutions.

This successful transformation into Pakistan's premier electro-medical equipment supplier is propelled by Total Technologies Private Limited.

- unwavering dedication to excellence,
- customer-centric service,
- ongoing innovation in healthcare technology

This transformation into Pakistan's premier electro-medical equipment supplier is propelled by Total Technologies Private Limited. Its stellar reputation, expertise, and steadfast commitment to enhancing patient care have solidified its position as a reliable and valued partner for healthcare establishments throughout the nation.

3 Vision:

Global Leader through.

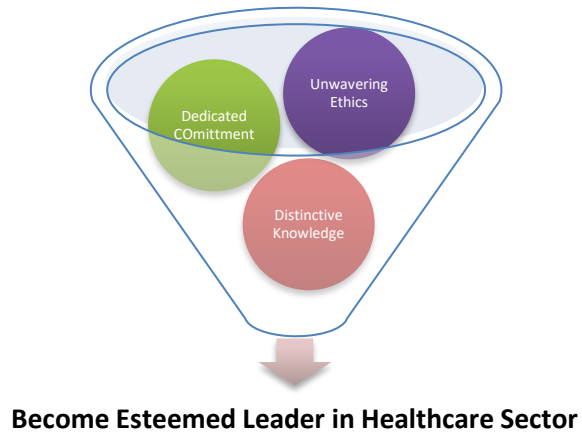


Figure 6 Vision

4 Mission



Figure 7 Mission

5 Company's Core Values



Figure 8 Core Values

6 Portfolio, Programs, Project

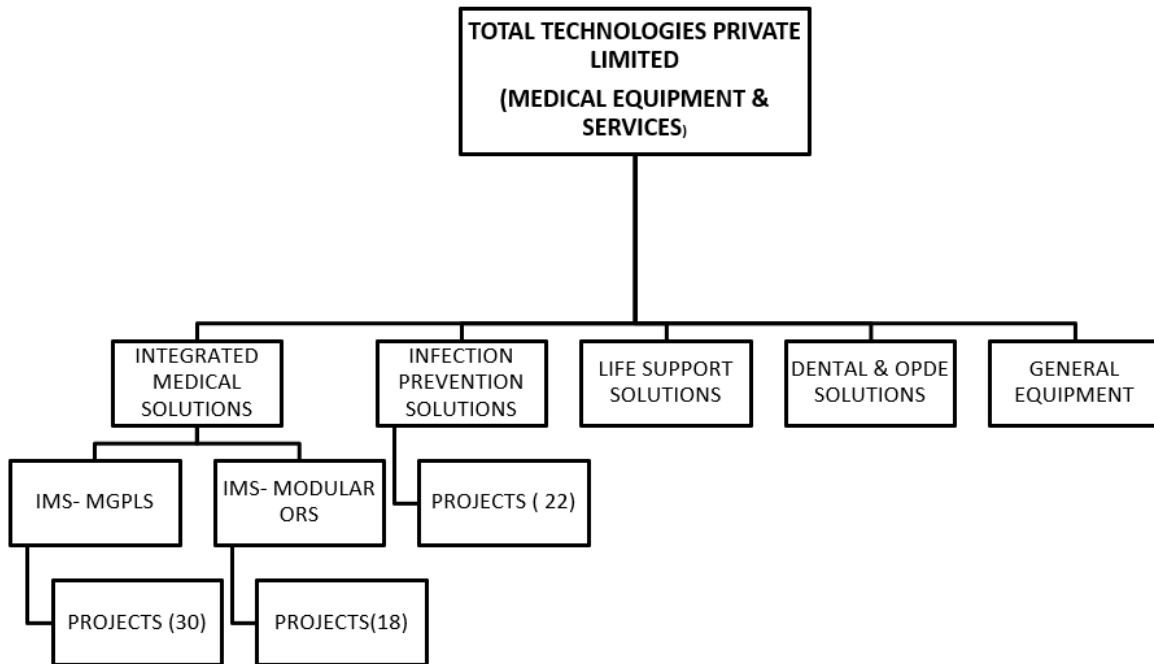


Figure 9 Portfolio, Programs, Projects

7 Portfolio & Programs

SN	Programs	Picture
01	<p>Integrated Medical Solutions (Modular ORS, Pneumatic Tube system, MGPLS)</p> <ul style="list-style-type: none"> - IMS- MGPLS - IMS- MODULAR OR 	
02	<p>Infection Prevention Solutions (CSSD, Laundry, Waste Management Equipment, Surfaces Disinfection system, Air Purifiers, AERs, Consumables etc.)</p>	

<p>03</p>	<p>Life Support Solutions (Anesthesia Machines, Ventilators, Rapid infusers, Infusion Pumps, Patient Monitors) etc.</p>	
<p>04</p>	<p>Dental & OPDE Solutions (Dental Units, Radiology, ENT Units, Laser Proctology equipment)</p>	
<p>05</p>	<p>General Equipment (Mortuary, Waste management) etc.</p>	

Table 1 Equipment's

Total Technologies Private Limited's portfolio is strategically segmented into three distinct categories, reflecting our diverse footprint in the market:

- **Seamless 'Plug-and-Play' Solutions:** Offering hassle-free, installation-free products for immediate use.
- **Portable/Mobile Equipment:** Providing agile and adaptable solutions designed for mobility and flexibility & where no major installation efforts or resources are required.
- **Allied Equipment and Turnkey Solutions:** Comprehensive offerings encompassing allied equipment and end-to-end solutions tailored to meet varied needs encompasses CSSD, Medical Laundry, Medical Gas Pipeline Systems, Oxygen Generation plants, Modular Operation Theatres, Pneumatic Tube systems, and other turnkey solutions, along with various mobile equipment.

8 COMPANY'S PORTFOLIO:

Total Technologies Private Limited Portfolio includes:		
01	Total Programs	05
02	Projects under TTPL Portfolio/Programs	02
02	Total Projects	70

Sr. #	Sector	Projects	% age of Projects sector Wise
01	Government Projects	44	63
02	Private Projects	21	30
03	Defense Projects	05	07

Table 2 Programs and Projects Bifurcation

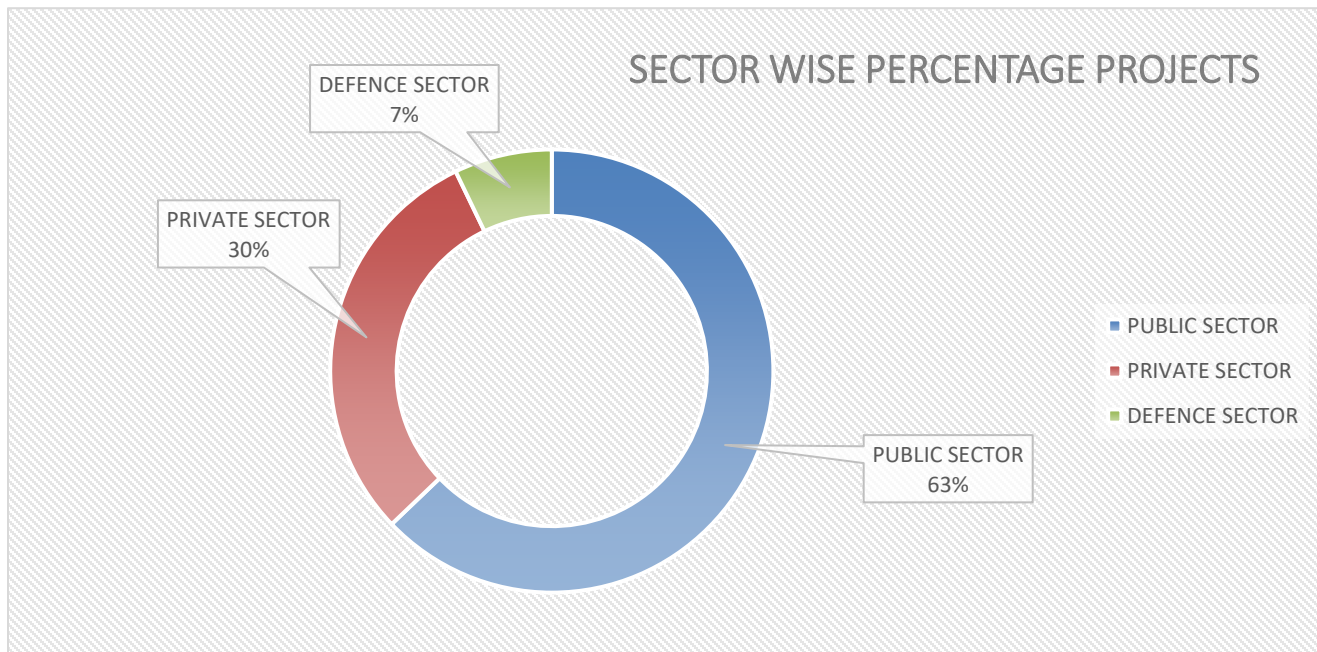


Figure 10 Sector Wise Bifurcation

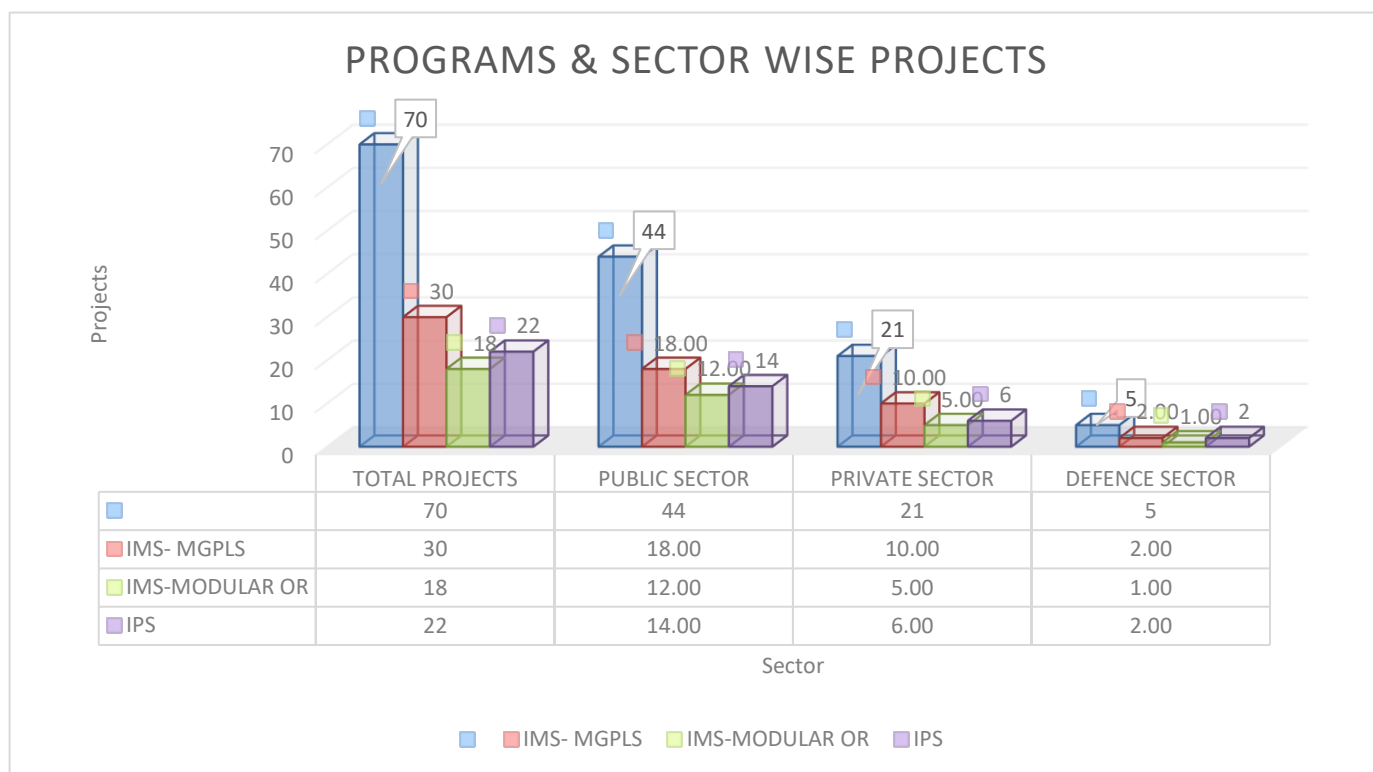


Figure 11 Programs and Sector Wise Projects

9 Few Projects as below:

Sr. #	Name of Project	Sector	City	Project	Year	Amount (Million USD)
1	KICH	Govt	Peshawar	MOR CSSD Laundry MGPLS	2022-23	0.75
2	Gujranwala Medical College	Govt	Gujranwala	Laundry	2022-23	0.45
3	Buch International Hospital	Pvt	Multan	CSSD MGPLS PTS MOR	2022-23	0.35
4	Mother & Child Hospital (Sir Ganga Ram)	Govt	Lahore	MOR	2022-23	0.55
5	AFIU	Defense	Rawalpindi	MOR	2022-23	0.75
6	IDAP MCH - MGPLS	Govt	Attock	MGPLS	2022-23	0.25
7	IDAP Nishtar II - CSSD	Govt.	Multan	CSSD	2022-23	0.4

Table 3 Other Projects

10 Organogram

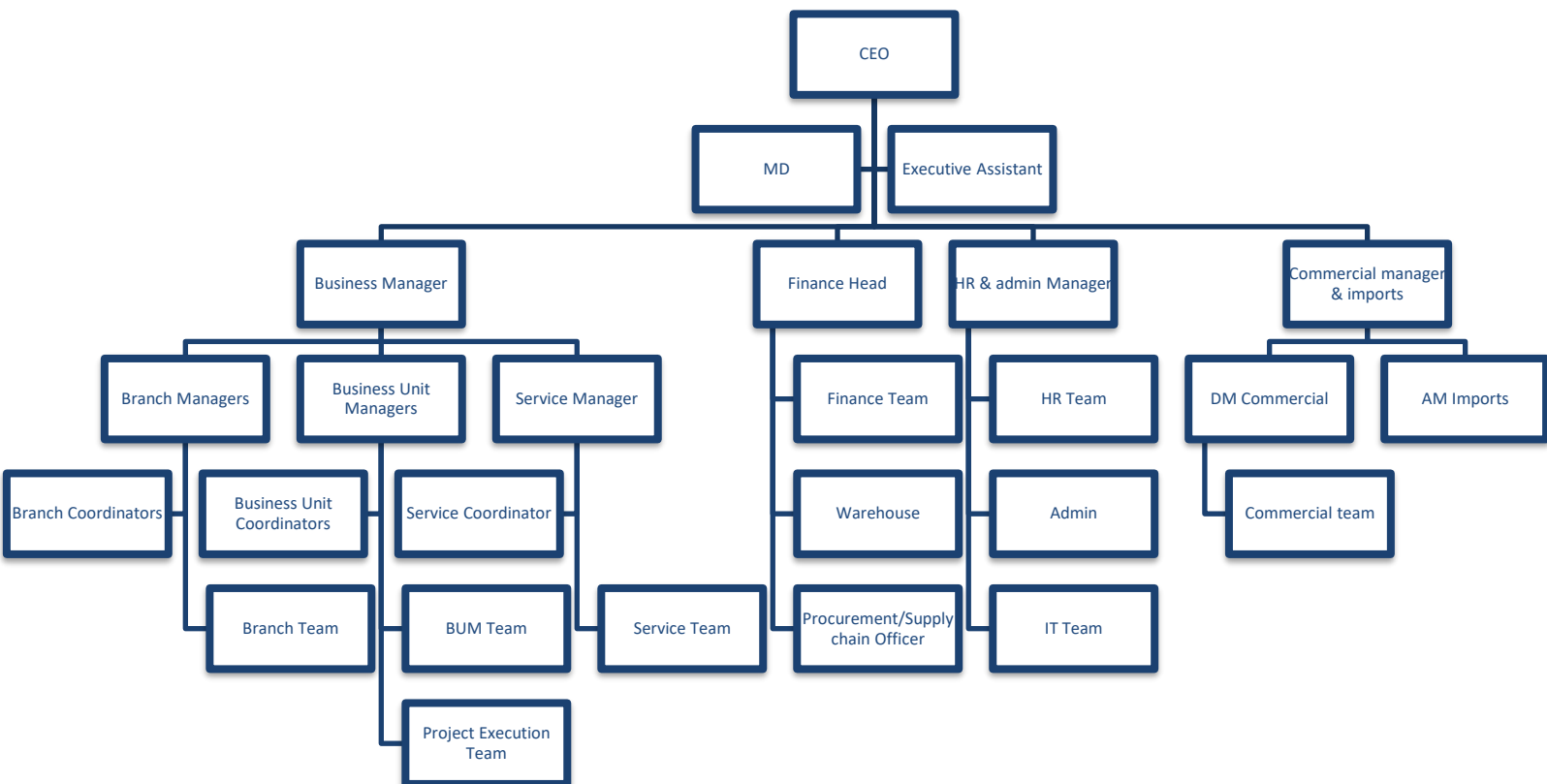


Figure 12 Organogram

11 Sample Project for Implementation:

Project selected for implementation is Supply installation commissioning and maintenance of CSSD equipment at Nishtar II Hospital, Multan.

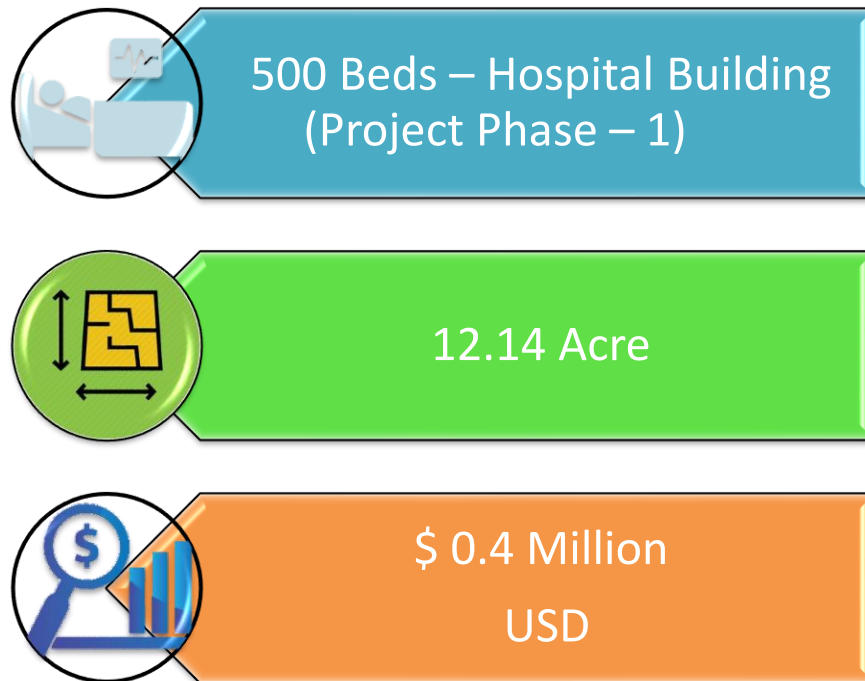


Figure 13 Project Detail

12 Gap Analysis:



To conduct the gap analysis, an organizational gap analysis questionnaire was shared with some key stake holders for their feedback on 10th Sep, 2023. Their first feedback is attached in annex. A & after collecting their feed, 15th Sep, 2023 a meeting was called **(refer to attached MOM - Annex-A)** was held with all Key internal stake holders of Total Technologies Private Limited which includes.

- Chief Executive
- Business Manager
- Business Unit Managers

- Supply chain Head
- Warehouse Manager
- Manager Commercial
- Manager Accounts & Finance
- Manager Human Resources

To discuss based on the questions feedback & engaged all participants in a brainstorming session. The 'as-is analysis' elaborates on the identified concerns after reviewing the questionnaire responses and brainstorming session. The questionnaire encompassed the following queries:

13 Organizational Review

ORGANIZATIONAL REVIEW (TOTAL TECHNOLOGIES PRIVATE LIMITED)				
Name		Department		
Designation		Working Experience		
Sr. #	Questions	Yes	No	Remarks (if any)
01	Do you face an issue in your organization?	<input type="checkbox"/>	<input type="checkbox"/>	-
02	What are main issues faced?	<input type="checkbox"/>	<input type="checkbox"/>	-
03	Does these issues affect organization Projects?	<input type="checkbox"/>	<input type="checkbox"/>	
04	Do you face late delivery charges issues?	<input type="checkbox"/>	<input type="checkbox"/>	
05	What is the current organizational structure?	<input type="checkbox"/>	<input type="checkbox"/>	
06	Are your Projects within approved budgets?	<input type="checkbox"/>	<input type="checkbox"/>	
07	Are your projects on schedule?	<input type="checkbox"/>	<input type="checkbox"/>	

08	Are you satisfied with Project team skills?	<input type="checkbox"/>	<input type="checkbox"/>	
09	How do you monitor & evaluate Projects performance?			

Table 4 Organizational Review

The sequence starts with.

- 1- identifying critical issues and their impacts
- 2- Organizational structure
- 3- Operational aspects like success metrics, penalties, project challenges, and financial performance.

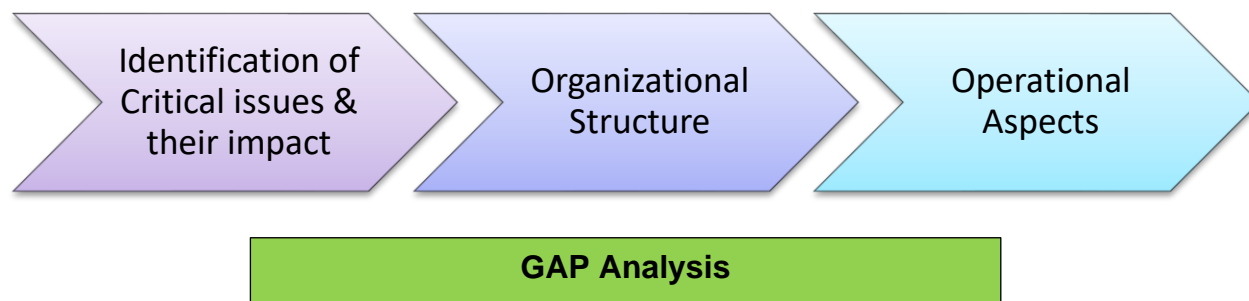


Figure 14 Gap Analysis

14 As-is Analysis of Organization:



Figure 15 As Is Analysis

14.1 Supply Chain & Materials Management

The mismanagement of the supply chain & materials management has been a persistent issue for projects & operations of organization at various levels due to;

- Lack of Proactive forecasting
- Ignoring supply chain challenges
- Lack of Sourcing alternatives
- Poor management of timely resources availability from Supply chain (**Purchase dept.**)
- Lack of Standard operating procedures at warehouse results in firefighting situations that leads to **Late delivery charges per day in public sector Projects,**

wrong deliveries, incomplete deliveries, improper inventory, wastages of resources, mishandling of delicate equipment etc.

Overall, these issues impact project costs from different perspectives due to late deliveries levies imposition, fastest & expensive means to short times, Project schedule slips, Customer dissatisfaction & affects company's reputation.

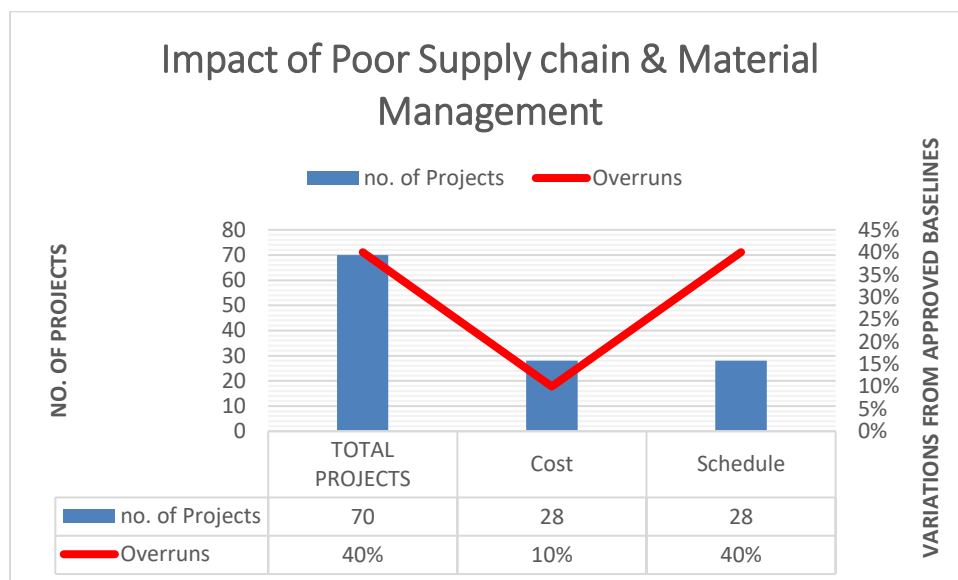


Figure 16 Impact Chart

- Financial impact up to **10 % of Project cost**
- Project delays (Schedule Slips) up to **40 % of Project** planned timelines.
- **30 - 40%** Projects are facing these issues.

14.2 Monitoring & Evaluation

The completion of the project is not monitored and targeted usually, which creates a bad reputation for the company. Sometimes it serves as a mine detonator for future projects.

14.3 Project management Skills & Staff Training

The Functional Manager (Business Unit Manager) holds responsibility for project implementation & execution. However, analysis of a questionnaire revealed that the organization lacks Project Management expertise because functional managers don't have any skills of Project management.

Moreover, the execution team doesn't have the essential know-how to efficiently use the Project Management Professional Tools & Techniques and oversee operations. Without the right mix of skills and training for the team, it is hard to keep up consistent quality standards at all projects.

14.4 Communication Gap among Stakeholders

Poor Communication & Lack of Communication gap within organization at various levels (Teams) & outside/External (Customers) identified which leads to chaos, dissatisfaction & professional relationship strains with customers, embarrassment to management at official forums.

14.5 Standard Templates

Due to absence of standardized templates; internal activities and procedures suffer for resource estimation, project completion, KPIs, Roles & responsibilities, Prerequisites Check lists etc. creates inconsistencies and inefficiencies in operations, hindering streamlined project execution.

14.6 Accountability:

Due to un-clarity in roles & responsibilities of teams due to organizational structure. Functional managers are accountable for every event at projects because no RAM (Responsibility Assignment Matrix Charts) are used on projects management.

15 Rationale of Analysis

The information from the questionnaire, interview notes, and brainstorming session was gathered to analyze data. Issues were then prioritized based on the Chief Executive's requirements, following a specific pattern:

1. **Supply Chain & Materials Management**
2. **Monitoring & Evaluation**
3. **Project management Skills & Staff Training**
4. Standard Templates
5. Communication Gap Among Stakeholders
6. Accountability

Identified Gaps	Assigned Marks
Supply Chain & Materials Management	10
Project management Skills & Staff Training	9
Monitoring & Evaluation	8
Unified Templates	7
Communication Gap Between Stakeholders	6
Accountability	4

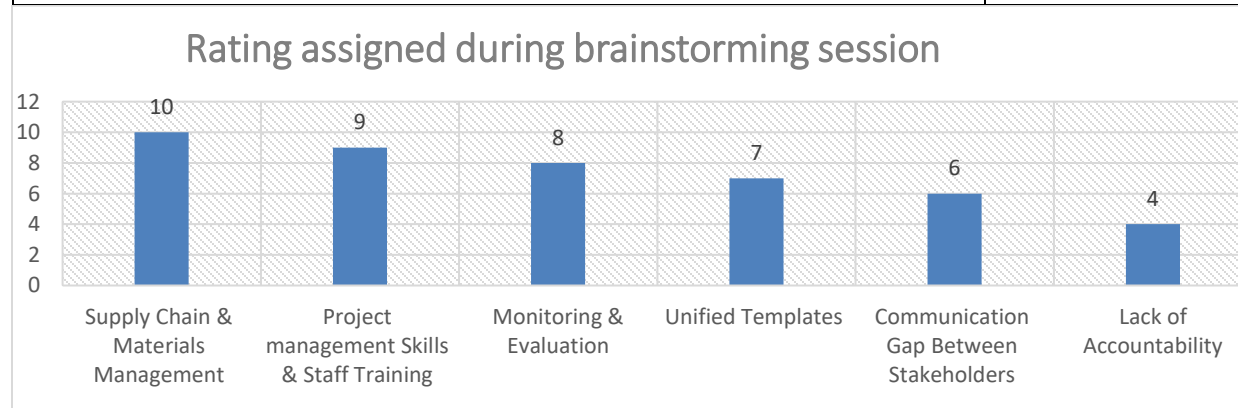


Figure 17 Identified Gaps

16 Findings & Justification

16.1 Justification of PMO:

The above-identified challenges provide a strong justification for the implementation of a Project Management Office (PMO). Based on the identified issues, the establishment of a Project Management Office is justified to address and tackle.

1. Late deliveries (Supply chain & material management)
2. Incomplete deliveries (Supply chain & materials management)
3. Staff Training
4. Project Monitoring & Control
5. Introduce Standard Templates
6. Enhance Stakeholders Communication

The PMO will provide the necessary structure, guidance, and support to improve overall project management capabilities and drive organizational success.

17 Current Structure:

The current operational setup at M/s Total Technologies (Pvt.) Limited adheres to a functional organizational model. Business Unit managers hold responsibility for supervising projects in their specific areas. Nevertheless, this structure has led to operational silos within each function, leading to the subsequent problems:

1. Inadequate communication obstructs the essential flow of information.
2. Difficulties in project execution arise from compartmentalization and a lack of cohesion.

Moreover, direct engagements between senior management and clients have resulted in adverse effects, such as:

1. Project timeline delays.
2. Exceeding budgetary constraints, resulting in cost overruns.

3. Compromised quality standards.

To bolster the effectiveness of project management, it's imperative to encourage collaboration across functions, optimize communication pathways, and institute a formalized connection between top management and clients. Resolving these issues is pivotal in reducing delays, budgetary excesses, and quality shortcomings.

18 Foreseen Value Addition by PMO in First Stage of Implementation:

18.1 Late Deliveries

The PMO will assume a pivotal role in the effective management and monitoring of the supply chain & Material management. This involves a meticulous evaluation of vendor selection criteria, considering factors such as financial stability, experience, personnel, and equipment capabilities of vendors. By employing these measures, the PMO aims to minimize supply chain issues, including proper handling of delicate medical equipment or accessories and late deliveries.

18.2 Incomplete Deliveries:

The PMO will continue to play a critical role in the management and monitoring of the supply chain by developing & implementing proper Pre-Shipment inspection criteria which will not only ensure the quality adherence but also complete deliveries leading to improve projects completion within agreed schedules & revenue generation.

18.3 Training of Staff:

Addressing the imperative issue of staff training, the PMO will develop a comprehensive training program for project teams, focusing on both project management and technical domain skills. This program includes structured training and mentorship opportunities, aiming to enhance the capabilities of the staff by improving their skills and knowledge in project management and the specific domain.

18.4 Monitoring & Evaluation:

Addressing the imperative issue of monitoring & evaluating the projects performance, The PMO will take the lead in defining Key Performance Indicators (KPIs) in collaboration with stakeholders. Additionally, the PMO will provide Key Performance Indicator (KPI) dashboard that allows for efficient monitoring of projects delivery or performance. The KPI dashboard will focus on monitoring project completion without incurring late delivery charges, adherence to approved schedules, timely inspection of delivered items, and the percentage of trained staff assigned to projects which will add value in following ways.

1. Improved Project Oversight
2. Timely Issue Identification and Resolution
3. Enhanced Decision-Making
4. Continuous Improvement Culture
5. Stakeholder Satisfaction
6. Alignment with Project Goals
7. Resource Optimization

In summary, the foreseen value of implementing the PMO's function in defining KPIs and facilitating regular updates and insights is a more efficient, transparent, and adaptive project management process, ultimately leading to successful project outcomes.

19 Proposed PMO:

The establishment of this PMO aims to rectify issues arising from ineffective or poorly executed Project Management practices.

In essence, implementing the PMO will focus on addressing the top three priority issues by enhancing and improving them.



Figure 18 Stages

Stage 1:

- **Project Delivery** (Late Delivery & Incomplete Delivery)
- **Staff Skills**
- **Monitoring & Evaluation**

In Stage 1, PMO will be addressing.

- The integration of proper supply chain and material management practices with effective vendor relationship management functions does lead to an improvement in project delivery by reducing the occurrences of late deliveries and incomplete deliveries.
- Enhance Staff Skill through proper training development programs.
- Projects performance through KPIs in coordination with stakeholders & monitoring Dashboards.

Stage 2:

However, in the next phase, it will be helping the organization in control of the above stage 1 and develop, Implement, and ensure compliance with the below-mentioned processes also.

- Unified templates
- Facilitating Effective Communication

Stage 3:

The PMO will provide a structured framework and governance structure that will enable the organization to overcome these challenges and achieve.

- Better Project Outcomes
- Increased Revenue Generation
- Improved Stakeholder Satisfaction

By progressively implementing these stages, the PMO will drive improvements in project management practices, fostering better outcomes, increased revenue, and greater stakeholder contentment.

20 PMO Roadmap:

The proposed PMO will initially operate in a **SUPPORTIVE** capacity, providing consultations by gaining a comprehensive understanding of the organization's current operations and project life cycle.

The PMO will continue operating in this mode for a **minimum of four months. However,** If there are any organizational obstacles affecting the PMO's governance, this period can be extended.

Following this timeframe, the PMO will transition into a controlling mode, by assessing the organizational processes and ensuring the implementation of the processes introduced by the PMO in stage 1 and also addition of new processes as mentioned in stage 2. The PMO will closely monitor all processes and take necessary corrective actions to enhance the organization's efficiency.

Having made a successful impact on the organization, the PMO will transition into directive mode. In this phase, the PMO will assume direct management of projects, ensuring they are executed in alignment with the organization's objectives. All project managers will be required to adhere to the directives of the PMO, which will establish and maintain consistent standards across all projects, thereby increasing the overall success rate, revenue and stakeholder satisfaction.

21 PBM pillars alignment with PMO:

Sr.No	PMO Function	Pillars	Sub- category	Deliverables
1	Project Monitoring & Evaluation tools	Governance	Evaluate tools performance	Implement & Maintain KPI Dashboard
2	Vendor relationship management	Methodology	Manage vendor acquisition.	Vendor Evaluation Criteria
			Manage vendor performance	Pre-Shipment Inspection Criteria
3	Training & education	Capacity	Manage training programs	Training Plans
			Evaluate training program	Training Effectiveness/Feedback

As the company is growing and taking on more and more projects there is a need of best practices. Once the best practices have been set, we will switch towards controlling PMO in 2024.

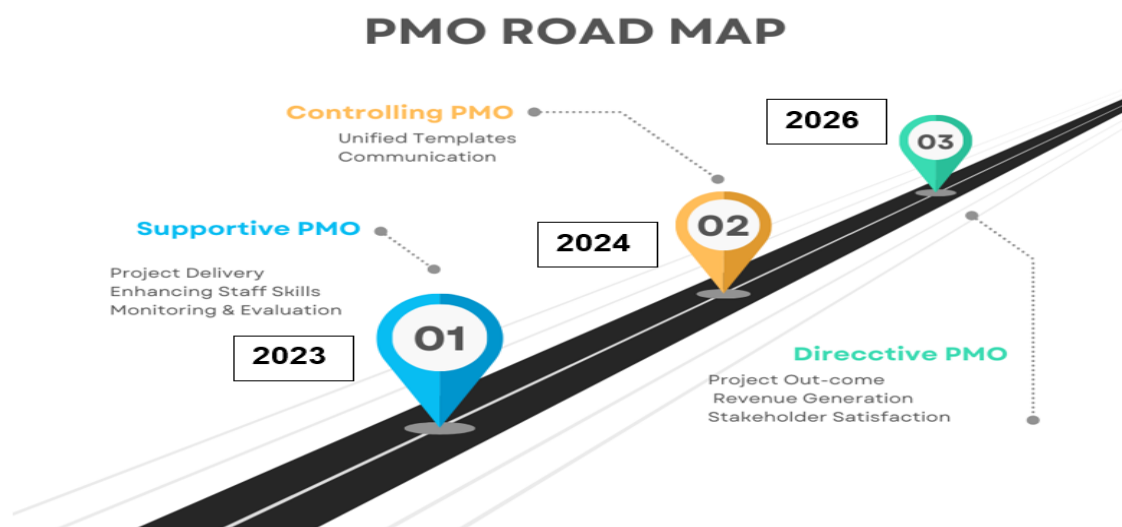


Figure 19 PMO Road MAP

22 PMO Charter:

1. General Project Information				
Project Name:	Implementation of PMO in Total Technologies (Pvt.) Ltd.			
Project Start Date:	Sep 11, 2023			
Project Finish Date:	Jan 10, 2024			
Executive Sponsors:	Chief Executive Officer			
Budget For PMO	0.5 million (PKR)			
2. Project Team				
	Name	Department	Current Designation	Remarks
Project Manager	Umer Khan	PMO		0321xxxxxxxx
Team Members				
Coordinator	XYZ	PMO	N/A	New Team Member will be Hired
Assistant Manager Supply Chain & MMD	XYZ	PMO	AM Supply Chain & MMD	New Team Member will be Hired
3. Project Scope				
To optimize the value generation by developing a supportive level PMO				
Scope includes:				
<ul style="list-style-type: none"> • Staff Training • Vendor relationship Management • Implement & Maintain KPIs Dashboard 				

- Policies for vendor relationship Management, Staff Training & Project Performance evaluation KPIs & Monitoring Dashboard.

4. Project Manager

Mr. Umar Khan

xxxxxx@totalgroup.com.pk

+92 321xxxxx

Objectives:

Elimination of issues that emerged due to inadequate or ineffective applied Project Management practice. Some of the key problems on which the PMO will focus are listed below:

Main Deliverables:

- **KPIs Dashboard**
- **Templates** (vendor selection criteria-shipment inspection, Training request form, Training feedback form)
- **Trained Staff**

Key Benefits:

- Better monitoring & control
- Less Penalties by (90%-95%)
- Trained Manpower (will train 03 tier 1 managers within 3 month)

Success Criteria:

The PMO will be considered as successful if it will.

- Minimizes the late delivery penalties up to 85%.
- Implementation, proper monitoring & evaluation through KPIs
- Regular trainings activities, minimum of each quarter of a year
- Improved quality of equipment delivery.

4-Major Known Risks.			
Risk	Risk Rating (Hi, Med, Lo)		
Issues in Resource allocation	High		
Negative perception/resistance of employees towards PMO	High		
Communication Issues with other departments	High		
Budget constraints	Medium		
Unrealistic expectations	Medium		
Lack of Executive Support	Low		
5. Sign-off			
Role in PMO	Designation	Signature	Date (MM/DD/YYYY)
Executive Sponsor	CEO	Shoukat Ali	10-31-2023
Project Manager PMO	Project Manager	Umer Khan	10-31-2023
6. Authority			
<p>The Project Manager is authorized to make any amendments in activities from initiation to closing that have an impact that is within the 5% of the approved cost.</p> <ul style="list-style-type: none"> • Supply chain: PM is authorized for approval of vendors until 5.0 million (PKR), every vendor proposal is mandatory to be reviewed, recommended by PM • KPIs: PM is authorized to access /demand data for KPI on a monthly basis or as and when required. • Training: PM is authorized to allow for training as per the requirement of the project not exceeding 1% of the total cost of the project 			

Table 5 Project Charter

23 Proposed Organizational Structure:

Based on as-is analysis and the need of the organization, the proposed Support PMO organizational structure will be as follows:

24 Executive Sponsor:

The Executive Sponsor is a senior executive or leader who provides the overall support and championing of the PMO (the current managing director will serve for the designation).

25 PMO Manager:

The PMO Manager is responsible for overseeing the operations of the PMO and ensuring the successful implementation of its objectives and will be responsible for the successful execution of individual projects. He will work closely with the PMO to ensure adherence to project management processes, methodologies, and standards. He will provide leadership, guidance, and direction to the PMO team. The current Business Unit manager will work against this designation.

26 Project Management Office Team:

The PMO team consists of professionals who will support the various functions of the PMO. The team will include:

PMO Manager: Mr. Umer Khan will be serving against this post.

PMO coordinator: An individual resource will be hired who has experience of working as coordinator, can define process definitions and standardization for the organization & and liaison with training institutes for training support.

Assistant Manager Supply chain: Resource from Trade and logistics department, assistant manager logistics, will be transferred to PMO for Supply chain issues.

Steering Committee:

The Steering Committee consists of key stakeholders and decision-makers who provide guidance and governance to the PMO. They review and approve project proposals, monitor project performance, and provide strategic direction to align projects with organizational objectives.

Members will include.

- Chief Executive Officer (Chairperson)
- Managing Director (Member)
- PM PMO (Member)
- Head of Finance Department (Member)
- Concerned Business Unit manager (co-opted Member)

27 Project Team Members:

PMO will support project Team Members assigned to specific projects and work closely with Project Managers to execute project tasks and deliverables as per KPI

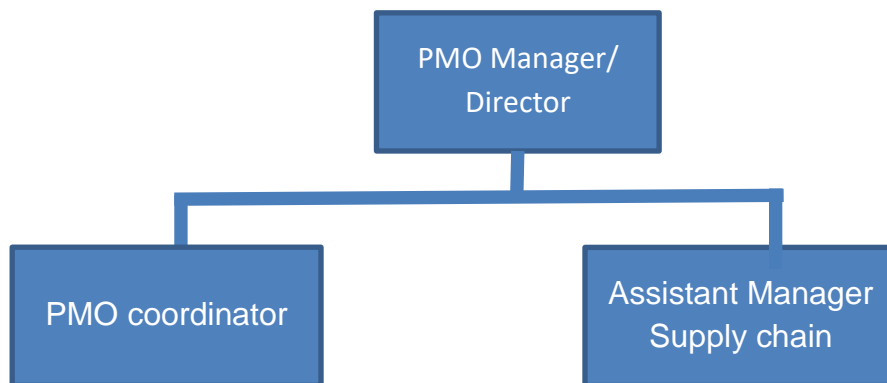


Figure 20 Project Team

28 Placement in Existing Organogram:

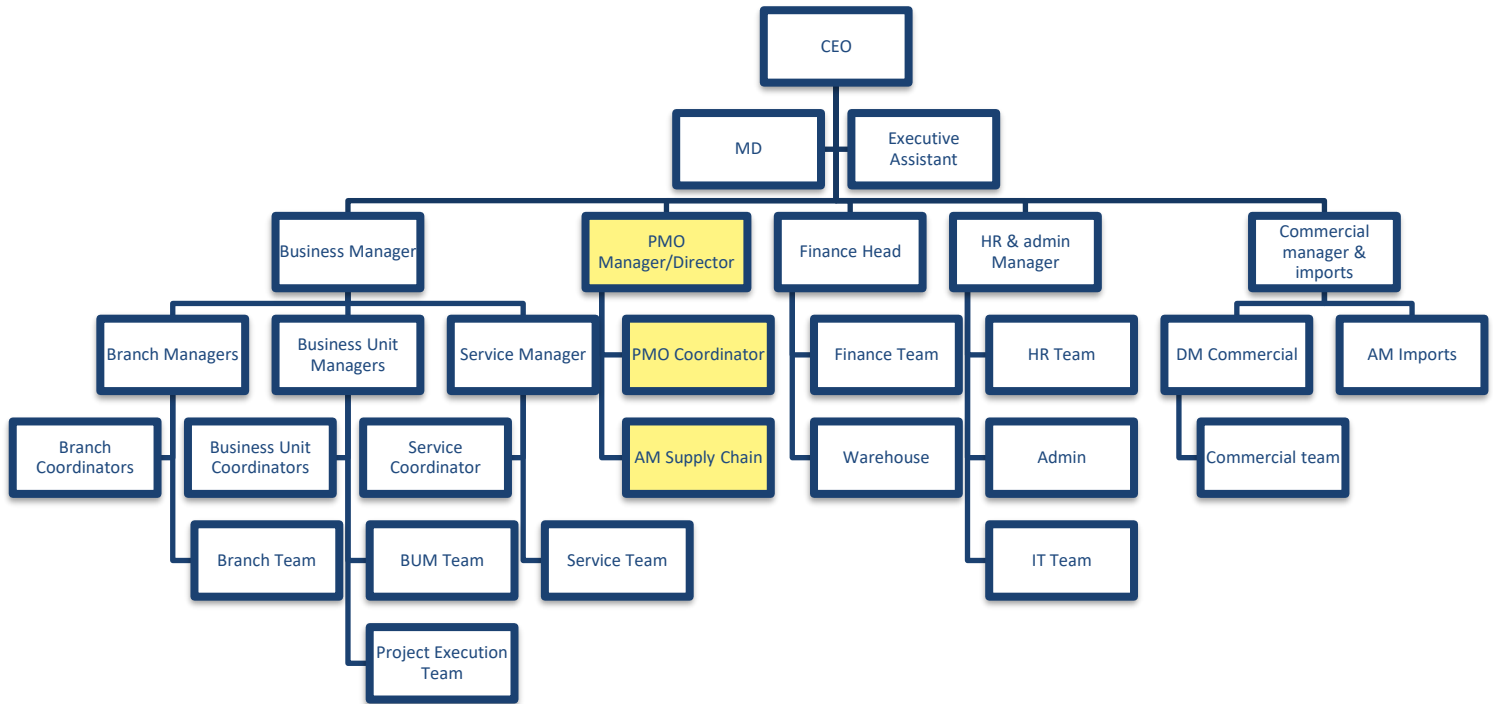


Figure 21 PMO Placement in Organization

29 Stakeholder Register

Sr. #	Name	Designation	Role	Contact #	Email address
1	Shoukat Ali	Chief Executive	Sponsor	XXX	ali@xyz.com
2	Tallat Mehmood	Managing Director	PMO Lead	XXX	tallat@xyz.com

3	Umaid Tahir	Finance Head	Member of steering committee	XXX	umaid@xyz.com
4	Umer Khan	Project Manager	Project Manager	XXX	Umer.khan@xyz.com
5	Tayyab Murtaza	Manager Supply Chain & MMD	Supply chain expert	XXX	tayyab@xyz.com
6	Xyz	PMO Coordinator	Process Expert	XXX	xyz@xyz.com
7	Xyz	Concerned Business Unit manager	Division head	XXX	xyz@xyz.com

Table 6 Stakeholder Register

30 Power / Interest Grid for Stakeholder Analysis

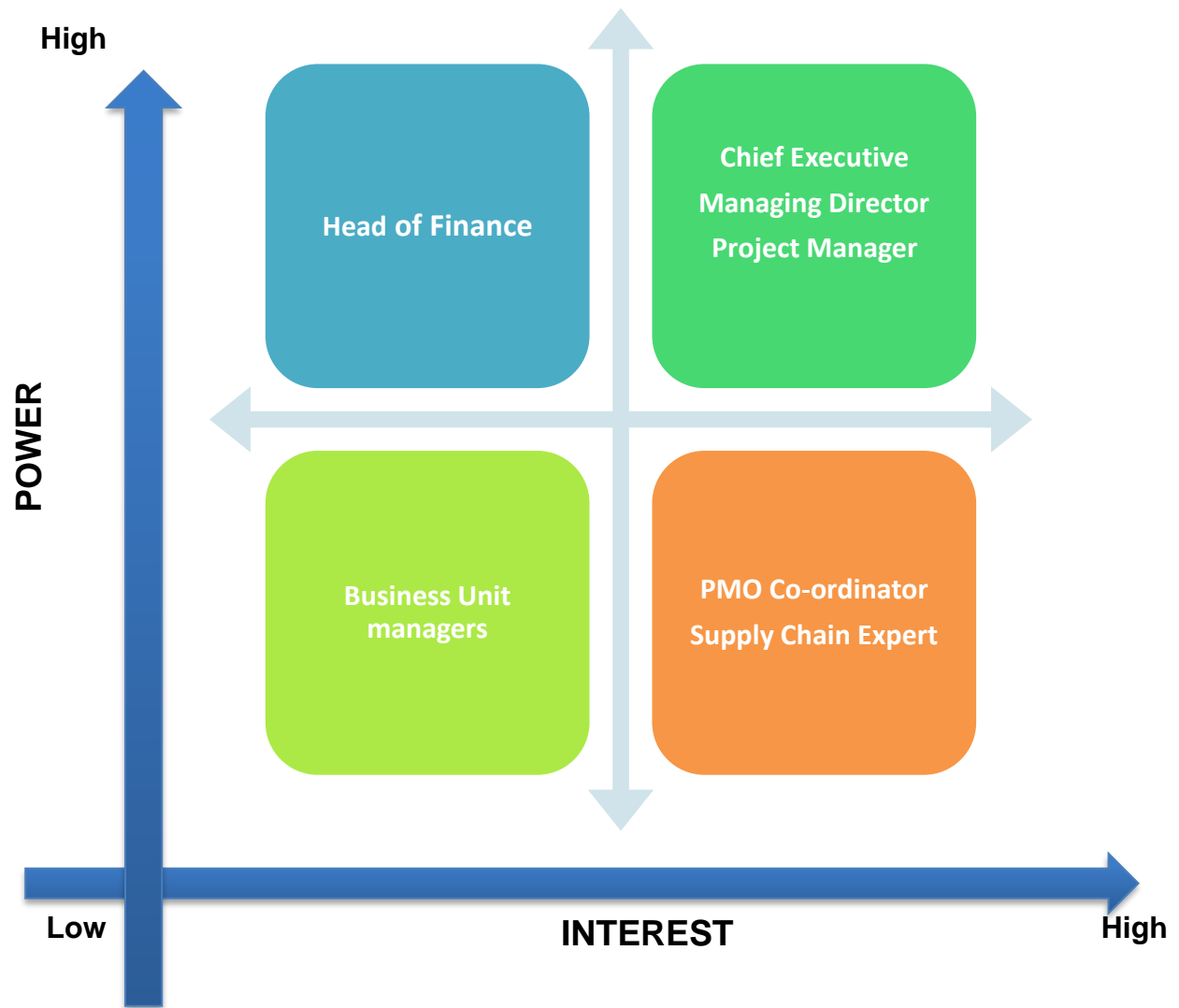


Figure 22 Power Interest Grid

31 Functional Model for PMO

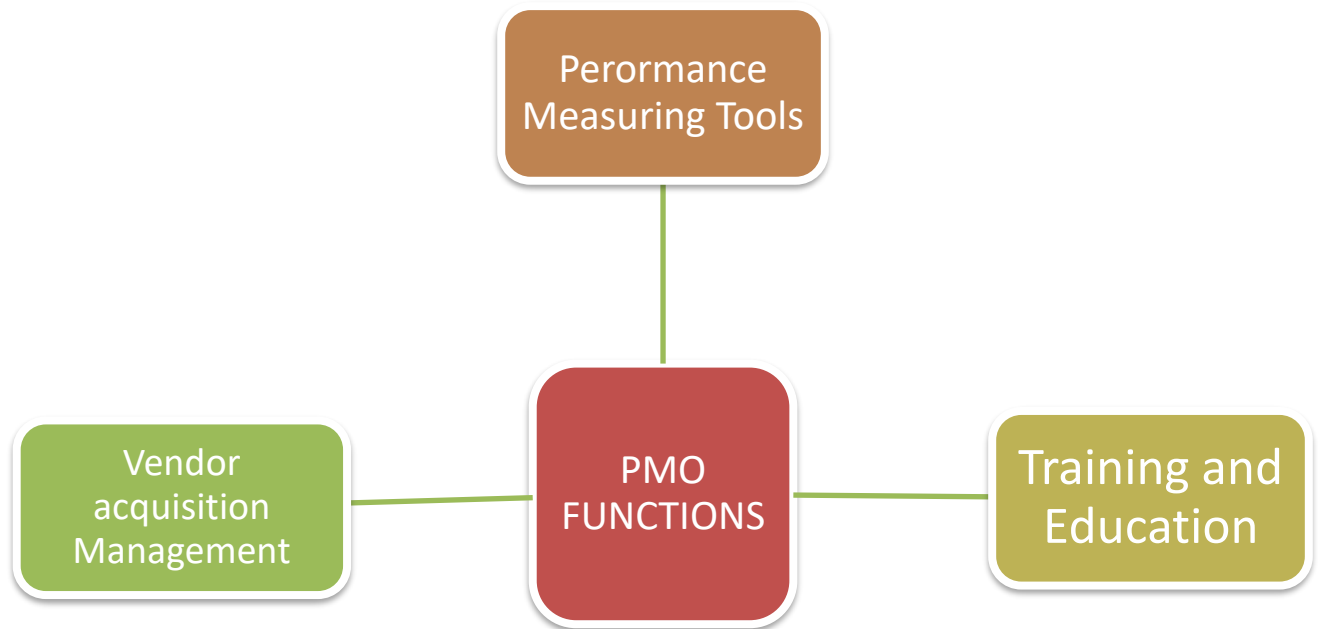


Figure 23 Functional Model

The proposed PMO for Total Technologies Private limited focuses on areas of

1. Tools for Project Performance evaluation
2. Manage Vendor acquisition / performance.
3. Manage / Evaluate Training Programs

31.1 Functions

1. Project Governance (implementing & Maintaining KPI Dashboard)
2. Vendor / contractor relationship management
3. Training and Education

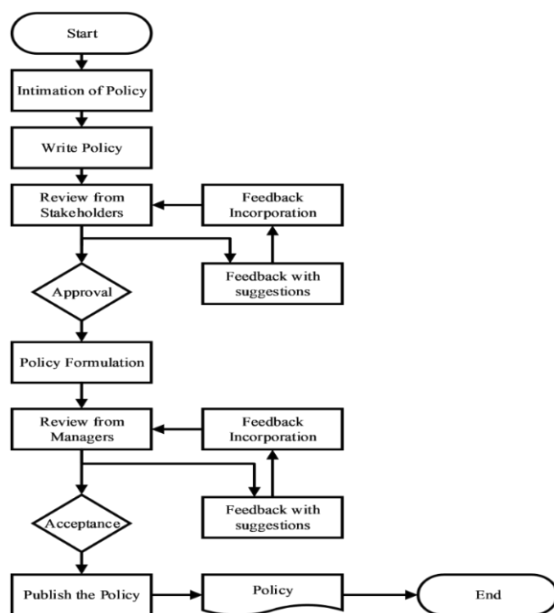


Figure 24 Policies Flowchart

32 Policy for Implementing & Maintaining KPI Dashboard

32.1 DESCRIPTION:

This policy aims to establish the guidelines for implementing and maintaining a Key Performance Indicator (KPI) dashboard that allows for efficient monitoring of project delivery. The KPI dashboard will focus on monitoring project completion without incurring late delivery charges, adherence to approved schedules, timely inspection of delivered items, and the percentage of trained staff assigned to projects.

32.2 SCOPE APPLICABLE:

This policy is applicable to all departments within the organization involved in project management and delivery, not limited to but includes.

- Assist the Management in Monitoring & evaluation by giving one dashboard solution.
- Regularly update dashboard for better monitoring

The sub-tasks are briefly described below.

Sr #	Sub Task	Description					
1	Establish KPI	The PMO establishes KPI dashboard.					
		Sr. #	KPI	Frequency	Target	1 st Half	2 nd Half
		1	Project Completed without Late delivery charges	Bi-annual	85%		

		2	Project Completed with approved schedules	Bi-annual	85%		
		3	Items delivered & check prior to delivery to site	At end of each Project	100%		
		4	%age of Trained staff on project	At end of each project	90%		
2	Regular Update KPI dashboard	The PMO Coordinator oversees the KPI dashboard and work as dashboard administrator.					

Figure 25 Subtask For KPI

32.3 STEPS:

32.3.1 KPI Selection and Definition:

- Identify key performance indicators that are relevant to the project delivery process, such as project completion without late delivery charges, adherence to approved schedules, timely inspection of delivered items, and the percentage of trained staff on projects.
- Define each KPI in measurable and quantifiable terms.
 - Percentage of Projects completed without incurring late delivery charges.
 - Percentage of Projects completed within approved schedules
 - Percentage of Items delivered and thoroughly checked prior to delivery to the site
 - Percentage of trained staff deployed on the project

32.3.2 Dashboard Design and Development:

- The PMO shall develop a KPI Dashboard, utilizing appropriate tools or software, to effectively visualize and track the identified KPIs.

- The Dashboard should allow for easy monitoring, interpretation, and reporting of project progress related to the identified KPIs.

32.3.3 Metrics and Data Collection:

- Establish a consistent method for gathering data related to each KPI, ensuring accuracy and reliability.
- Assign responsibility for collecting and updating the required data to designated individuals or teams.
- Determine the frequency of data collection and reporting, considering the need for real-time or periodic updates.

32.3.4 Reporting and Analysis:

- Regularly generate reports based on the data collected, depicting the status of each KPI.
- Analyze the results to identify trends, patterns, and areas for improvement.
- Share the reports with relevant stakeholders to drive accountability and facilitate decision-making.

32.3.5 Action and Improvement:

- Upon identifying areas of concern or opportunities for improvement through the KPI dashboard, develop action plans or initiatives.
- Lessons learned from completed projects shall be utilized to develop best practices and enhance future project delivery.
- The PMO should collaborate with relevant departments and stakeholders to implement necessary actions to improve project completion performance.
- Monitor the effectiveness of these actions and continuously evaluate the impact on the KPIs.

32.4 ROLES & RESPONSIBILITIES:

- **Project Managers:**
Responsible for ensuring accurate and timely data collection, reporting, and analysis related to the assigned projects.
- **Department Heads:**
Responsible for overseeing the implementation of the KPI dashboard within their respective departments and driving improvement initiatives.
- **Monitoring and Evaluation Team:**
Responsible for verifying the accuracy and reliability of the collected data, conducting periodic reviews of the KPI dashboard, and providing recommendations for improvement.

32.5 REVIEWS & APPROVALS:

This policy should be reviewed annually or as needed by the management team to ensure its relevance and effectiveness. The responsible department heads and the PMO office should approve any updates or amendments to the policy.

33 Policy for Vendor Evaluation and Selection Criteria:

33.1 Purpose

The purpose of this Policy is to establish a systematic and transparent process for selecting vendors based on specific criteria. This procedure ensures that vendors are evaluated objectively, enabling the organization to choose the most suitable and reliable partners.

33.2 Scope

This Policy applies to all departments and individuals involved in the vendor selection process within the organization. The scope of this policy includes.

- assist the PM and Supply chain department in vendor acquisition and performance management.
- Managing a repository of information or maintaining a body of knowledge related to vendor selection processes.

The sub-tasks are briefly described below.

SR#	Sub Task	Description
1	Establish Vendor Selection Criteria	The PMO establishes vendor selection criteria based on their past performance and capabilities.
2	Manage Training Program	The PMO team oversees the vendor Acquisition process and support the concerned department.

Table 7 Subtask for Vendor Selection

33.3 Procedure

33.3.1 Identify Potential Vendors

I	Conduct Market Research	Identify potential vendors through online research, industry associations, trade shows, referrals, and other reliable sources etc..
ii	Evaluate Vendor Profiles	Review vendor profiles, websites, past performance certificates and marketing materials to determine their suitability.
iii	Request for Information (RFI)	Prepare and send an RFI to be shortlisted vendors, requesting detailed information about their company, products/services, capabilities, references, and relevant certifications.
IV	Evaluate RFI Responses	Review and evaluate the RFI responses based on the defined vendor selection criteria, assigning scores accordingly

V	Request for Proposal (RFP)	Send an RFP to the selected vendors, outlining specific requirements and asking for detailed proposals.
Vi	Evaluate RFP Responses	Review and evaluate the RFP responses based on the predefined vendor selection criteria, assigning scores accordingly. Invite shortlisted vendors to present their offerings and demonstrate their capabilities, if required.
Vii	Vendor Presentations/Demonstrations (if applicable):	Conduct Presentations/demonstration facilitates effective decision-making but also contributes to a fair and transparent procurement process that builds trust with vendors.
Ix	Site Visits (if applicable):	Conduct site visits to vendor facilities to assess their operations, quality control measures, and infrastructure.
X	Vendor Reference Checks:	Contact provided references to gather feedback on the vendor's performance, reliability, and customer satisfaction.
Xi	Evaluate and Score Vendors:	Assign scores to each vendor based on their performance against the predefined criteria, considering the assigned weights.

Table 8 Identification of Vendors

33.3.2 Define Vendor Selection Criteria

Sr. #	Selection Criteria	Weightage	Description
01	Financial Capability	30%	Evaluate vendors based on their financial health and stability, considering factors such as profitability, creditworthiness, and liquidity.

02	Experience Record	30%	Evaluate vendors based on their track record and ability to consistently deliver goods or services on time.
03	Personnel Capabilities	20%	Assess vendors based on the technical expertise of their human resources and capabilities relevant to the required goods or services.
04	Equipment Capabilities	20%	Assess vendors based on the quality and number of their products or services available/ production capacity, ensuring they meet or exceed the organization's requirements and standards.

Table 9 Vendor Selection Criteria

33.4 Vendor Selection

I	Finalize Vendor Shortlist	Based on the evaluation scores, create a shortlist of vendors that meet the organization's requirements.
ii	Negotiation	Initiate negotiations with the shortlisted vendors to determine pricing, terms and conditions, and any other specific requirements.
iii	Vendor Selection	Select the vendor with the highest overall score, considering evaluation scores and negotiation outcomes
iv	Vendor Contracting	Prepare and finalize a comprehensive contract that includes all relevant terms, conditions, and expectations.

Table 8 Vendor Selection

33.5 Documentation

Maintain records of all vendor evaluation documents, including RFIs, RFPs, evaluation sheets, site visit reports, reference checks, negotiation outcomes, and final contracts. Ensure proper documentation is maintained for audit purposes and future reference.

33.6 Revision and Review

- Periodically review and update the vendor selection criteria to align with changing organizational requirements, industry standards, and regulations.
- Conduct regular audits to ensure compliance with the POLICY and identify areas for improvement.

33.7 Training

Provide training to the individuals involved in the vendor selection process to ensure they understand and adhere to the POLICY.

33.8 Compliance

- All personnel involved in the vendor selection process must comply with the defined Policy.
- Non-compliance may result in disqualification of vendors or other appropriate actions as per organizational policies.

33.9 Approvals

Approvals will be done by the Steering committee.

34 Policy for Pre-Shipment Inspection

34.1 Purpose:

To establish guidelines for inspecting equipment before shipment, ensuring quality, functionality, and compliance with standards/ bidding documents of procuring agency. This

Policy aims to prevent the shipment of incomplete / defective or non-compliant equipment, ensuring customer satisfaction and maintaining organizational reputation.

34.2 Scope:

This Policy applies to all personnel involved in equipment inspection and shipment within the organization.

The sub-tasks are briefly described below.

SR#	Sub Task	Description
1	Establish Inspection template	The PMO establishes an inspection template to ensure complete delivery.
2	Supervise Inspection	The PMO team oversees the inspection and may nominate a person on case-to-case basis to help concern department

Table 9 Subtask for Inspection Template

34.3 Responsibilities:

Inspection is to be conducted by product Specialist or nominee of concern department not below the rank of senior engineer. Product Specialist may request PMO for assistance in inspection.

34.4 Equipment Inspection Team:

- Perform thorough inspections of equipment before shipment.
- Document and report defects, damages, or non-compliance.
- Recommend necessary corrective actions or rejections.
- Ensure compliance with regulations and customer requirements.

34.5 Equipment Inspection Process:

34.5.1 Receipt and Identification:

- Verify received equipment against shipping documents.
- Match equipment with identification tags.

34.5.2 Visual Inspection:

- Inspect equipment for defects, damage, and irregularities.
- Check labeling, including model and serial numbers, and safety markings.
- Evaluate equipment or commodities condition and cleanliness.

34.6 Safety Compliance:

- Evaluate equipment for compliance with safety standards.
- Check grounding, insulation, guards, and safety features.
- Identify potential hazards or safety concerns.

34.6.1 Documentation and Packaging:

- Review equipment documentation, manuals, certificates, and warranties.
- Ensure proper packaging, protection against shocks, vibrations, and environmental conditions.
- Verify inclusion of required documents and accessories.

34.7 Inspection Reporting and Documentation:

34.7.1 Inspection Report:

- Document inspection findings, defects, damages, non-compliance, and observations.
- Include equipment description, identification numbers, and inspection dates.
- Provide clear descriptions of identified issues.

34.7.2 Non-Conformance Reporting:

Initiate non-conformance reports for significant issues.

Include supporting evidence such as photographs or measurements.

Communicate non-conformances to relevant departments for corrective actions.

34.8 Decision-Making and Corrective Actions:

34.8.1 Approval for Shipment:

Determine equipment's/Accessories compliance and suitability for shipment.

Note: Any non-compliance, defects, or damage must be appropriately addressed and corrected before shipment, ensuring the equipment meets.

35 Policy for Team Training

35.1 Objective:

The primary goal of this policy is to establish guidelines for training initiatives within the Project Management Office (PMO) to enhance the skills, knowledge, and effectiveness of our staff.

35.2 Scope:

This policy applies to all PMO employees and is designed to cover training programs related to project management methodologies, tools, and skills.

The scope includes;

The sub-tasks are briefly described below.

SR#	Sub Task	Description
1	Establish Training Program	The PMO establishes pieces of training and coaching for the project Team and other stakeholders after the approval of the management.

2	Manage Training Program	The PMO team oversees the coaching program by handling interactive sessions and workshops on site, off site or online to provide assistance and support to the relevant resources.
3	Evaluate Training Program	After the training sessions are done, the PMO reviews whether the resources are up to the mark or the assistance is yet required for the implementation of methodology by the outcomes received through various surveys, examinations etc. The reviews are shared with the management for accuracy and completeness.

Table 10 Subtask for Training Programs

35.3 Training Focus:

The training programs under this policy will emphasize developing specific skills and competencies relevant to the roles and responsibilities within the **PMO**. The focus will be on improving performance and efficiency in project management activities.

35.4 Education on Methodologies:

Given the introduction of Project Management methodologies within our organization, it is imperative for all staff members to undergo educational programs to gain a comprehensive understanding of these methodologies. This educational component is aimed at ensuring a uniform and proficient application of project management practices throughout the PMO.

35.5 Responsibilities:

- **PMO Leadership:**
 - Oversee the implementation of the staff training policy.
 - Allocate resources for training programs.
 - Ensure alignment of training initiatives to meet objectives.

- **Training Coordinators:**
 - Develop and organize training programs based on identified needs.
 - Facilitate or coordinate external trainers as needed.
 - Evaluate the effectiveness of training initiatives.

- **Individual Employees:**
 - Actively participate in assigned training programs.
 - Apply acquired knowledge and skills to improve job performance.
 - Provide feedback on training programs for continuous improvement.

35.6 Training Methods:

Training methods may include workshops, seminars, online courses, and mentorship programs, on site, off site, online. The choice of methods will be determined based on the nature of the training content and the needs of the participants.

35.7 Continuous Improvement:

Regular reviews of the training policy and programs will be conducted to ensure their relevance and effectiveness. Feedback from participants will be actively sought and used to make necessary adjustments for continuous improvement.

35.8 Documentation:

Accurate records of staff training, including attendance, topics covered, and evaluations, will be maintained for reference and reporting purposes.

35.9 Compliance:

All staff members are required to comply with the training policy, and non-compliance may result in appropriate consequences. Training activities should align with the organization's policies and values.

35.10 Review and Updates:

This policy will be periodically reviewed to ensure its relevance and effectiveness. Updates will be made as necessary to reflect changes in organizational needs and industry best practices.

36 Work Break Down Structure:



Figure 26 WBS

37 Planning & Schedule

The PMO team didn't work on the project during the weekends and the public holidays, these days are excluded from the project schedule.

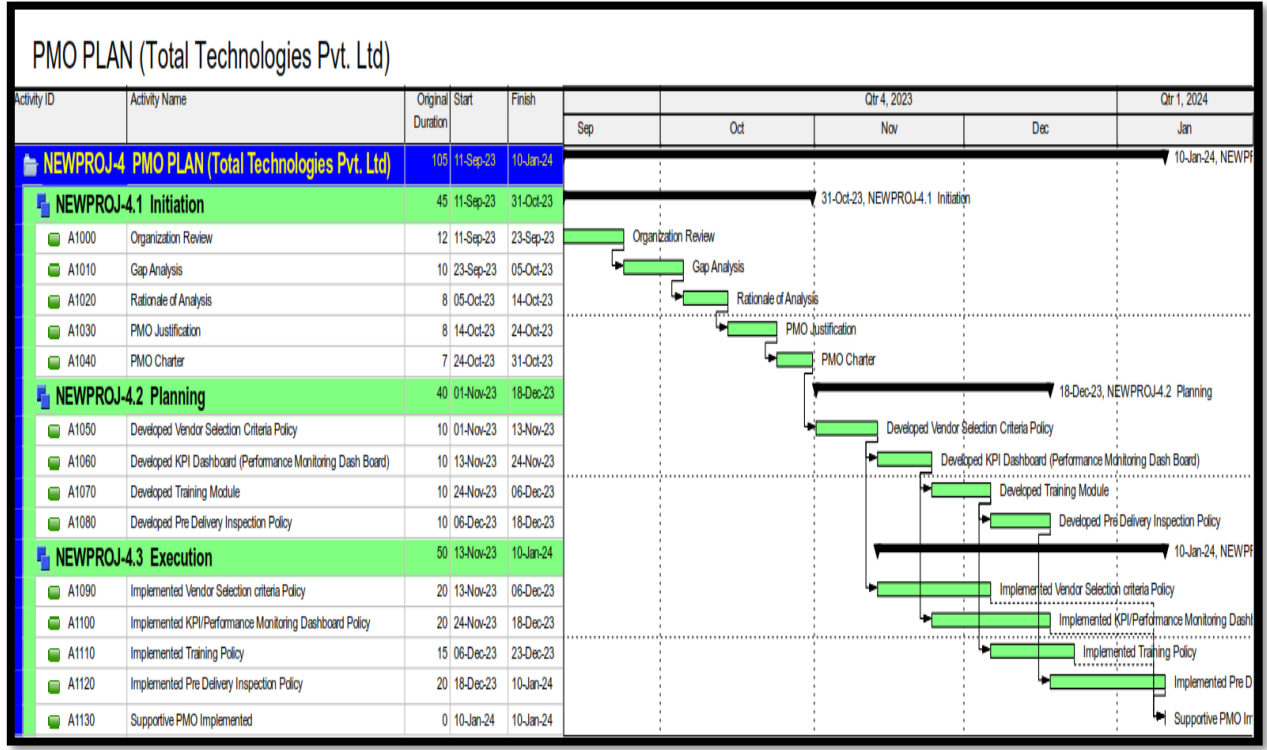


Figure 27 Schedule

38 Functional Documents and Templates

38.1 TRAINING REQUEST FORM

<u>TRAINING REQUEST FORM</u>					
Date		Requested By			
Designation		Department			
Training Duration					
Need of Training					
Nature of Training					
On-Site	<input type="checkbox"/>	Off-Site	<input type="checkbox"/>	Online	<input type="checkbox"/>
List of employees					
Sr #	Employee Id	Employee Name	Designation		
Requested by		organized by (PMO Coordinator)		Approved by (PMO Leadership)	

Table 11 Training Request Form

38.2 Training Feedback Form

<u>TRAINING FEEDBACK FORM</u>					
Circulation Date		Employee Name			
Designation		Duration			
Nature of Training					
On-Site	<input type="checkbox"/>	Off-Site	<input type="checkbox"/>	Online	<input type="checkbox"/>
Training Feedback					
Checklist	Excellent	Very Good	Good	Average	
Training Contents	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Coverage	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Duration	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Expected Benefits	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Relevancy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Instructor	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Reading Material	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Comments/Remarks					
Signature:			Date:		

Table 12 Training Feed Back Form

4. INSPECTION & CONCLUSION:

5. SIGNATURES OF INSPECTION COMMITTEE:

Name	Company Representative	Signature

*Table 13 Pre-Shipment Inspection Report***38.4 ANNEX. A**

ORGANIZATIONAL REVIEW (TOTAL TECHNOLOGIES PRIVATE LIMITED)				
Name		Department		
Designation		Working Experience		
Sr. #	Questions	Yes	No	Remarks (if any)
01	Do you face an issue in your organization?	<input type="checkbox"/>	<input type="checkbox"/>	
02	What are main issues faced?	<input type="checkbox"/>	<input type="checkbox"/>	-

03	Does these issues affect organization Projects?	<input type="checkbox"/>	<input type="checkbox"/>	-
04	Do you face late delivery charges issues?	<input type="checkbox"/>	<input type="checkbox"/>	
05	What is the current organizational structure?	<input type="checkbox"/>	<input type="checkbox"/>	
06	Are your Projects within approved budgets?	<input type="checkbox"/>	<input type="checkbox"/>	
07	Are your projects on schedule?	<input type="checkbox"/>	<input type="checkbox"/>	
08	Are you satisfied with Project team skills?	<input type="checkbox"/>	<input type="checkbox"/>	
09	How do you monitor & evaluate Projects performance?	<input type="checkbox"/>	<input type="checkbox"/>	

Table 14 Organizational Review

38.5 VENDOR EVALUATION & SELECTION CRITERIA: (“TECHNICAL”)

Qualification will be based on applicant’s meeting the following qualification criteria as demonstrated by the applicant’s response to this criterion provided by the Applicant:

Category	Description	Weightage / Marks	Minimum Qualifying Marks Sub-Category
A	Financial Capability	30	15
B	Experience Record	30	20
C	Personnel Capabilities	20	10
D	Equipment Capabilities	20	05

Overall Minimum Qualifying Marks will be 70.

No compromise shall be made on the minimum requirements of qualifying marks.

Criteria, sub criteria and marking system for the evaluation of applicants shall be as under:

A	Financial Soundness of Firm			
	Audited financial statements (duly signed and stamped by Auditor) for last three financial years			
	Financial Position	30	Criteria for Marks	
	Average Annual Turnover of the Applicant for the last three financial years in million PKR"		if ≥ 30	30
		if < 20	15	
		if < 15	0	
B	Experience Record	30	Criteria for Marks	
a.	Supply experience of Required Eq. completed in the last 05 years.	Supply Orders/ Installation Reports		
		15	if ≥ 5	15
			if < 5	10
			if < 3	0
b.	Satisfactory Performance of Specific Eq. completed in the last 05 years.	Performance Reports		
		15	if ≥ 5	15
			if < 5	10
			if < 3	0

C	Personnel Capabilities	20		Marks
a.	Project Management Skills A : Successful mgt, of similar projects B : Communication & Coordination (All vendors will be evaluated on qualification of A+B)	3	Excellent	3
			Good	2
			Satisfactory	1
			Un Satisfactory	0
b.	Technical Competence A : Qualification & Trainings B : Certifications C : High level Technical skills D : Clinical Application Specialist	4	A+B+C+D	4
			A+B+C	2
c.	After-Sales Service A : Response Time B : Customer Satisfaction (Shortest response time & high customer satisfaction will get full marks) Excellent/Good: (A+B)	3	Excellent	3
			Good	1
e.	Expertise and Qualifications A : Relevant experience B : Qualification of Team (high relevant experience & qualified team will get full marks) Excellent/Good: (A+B)	3	Excellent	3
			Good	1
f.	Supply Chain Network & Experience A : Supply Chain efficiency (Ability to meet deadlines) B : Experience in Supply chain Mgt (ability to manage unforeseen supply chain disputes)	5	A+B	5
			A/B	1

g.	Spare Parts / Raw Materials Inventory - Emergency Response & inventory Management) - Ready stock will be given full marks otherwise zero marks)	2	if Compliant	2
D	Equipment Capabilities	20		Marks
a.	Technology and Innovation A : Latest Model/technology, B : fast production C: Green technology (Less than defined criteria will get no marks)	5	A + B + C	5
			A + B	3
			B + C	2
b.	Reliability and Durability A: Warranty B: Materials (Higher Grade material & higher warranty than minimum requirement will get full marks)	5	> A + B	5
			A + B	2
			< A + B	0
c.	Customization Options A: Highly Flexible B: Flexible C: Non-Flexibility	4	If A	4
			If B	2
			If C	0
d.	Regulatory Compliance/ Quality certificates A: CE B: FDA C: ISO 9001	3	If A+B+C	3
			If A+B/C	2
			If C only	1
e.	Product Range and Variety (No. of different series available)	3	If > 2	3
			If > 1	1
Total Marks		100		

Table 15 Vendor Evaluation Criteria

Roles & Responsibilities:

- Project Manager: Overall project leadership, coordination, and reporting.
- Assistant Manager Supply chain: Sourcing, evaluating, and procuring CSSD equipment from reputable suppliers.
- Installation Supervisor: Planning, coordinating, and overseeing the installation of CSSD equipment.
- Commissioning Engineer: Executing comprehensive commissioning, ensuring functionality and regulatory compliance.

Success Criteria:

- Successful delivery, installation, and commissioning of CSSD equipment within the agreed-upon project timeline.
- Identification and resolution of any issues during commissioning, ensuring seamless and error-free operation of CSSD equipment.
- Adherence to local and international regulatory standards, obtaining necessary certifications and approvals for all installed CSSD equipment.
- Successful knowledge transfer to hospital staff, enabling proficient use and maintenance of CSSD equipment in their daily operations.

Approach:

- Conduct a thorough assessment to understand the specific requirements of Nishtar II Multan, informing the procurement process for CSSD equipment.
- Develop detailed plans for installation and commissioning, ensuring close collaboration with suppliers and contractors to meet project timelines and quality standards.
- Establish a continuous monitoring system for regulatory changes, working closely with suppliers to ensure that all CSSD equipment complies with evolving standards.
- Develop customized training programs for hospital staff, ensuring effective knowledge transfer and support mechanisms to facilitate the seamless integration of CSSD equipment into daily operations.

Project Scope:

- SUPPLY, INSTALLATION, COMMISSIONING & MAINTENANCE OF CSSD

<p>EQUIPMENT includes Washer Disinfector: 02, Steam Sterilizer: 02, Plasma Sterilizer: 01, Allied Accessories.</p>
<p>Work Site:</p> <ul style="list-style-type: none"> • NISHTER II Hospital, Multan
<p>Potential Risks:</p> <p>The project entails several associated risks, listed below:</p> <ol style="list-style-type: none"> 1. Supplier or delivery issues affecting project timelines. 2. Technical challenges during installation and commissioning. 3. Changes in project scope or requirements.
<p>Assumptions:</p> <ul style="list-style-type: none"> • Selected suppliers have a proven track record of reliability and can meet specified delivery timelines without significant disruptions. • There will be no substantial changes in local or international regulatory requirements pertaining to CSSD equipment during the project timeline. • Skilled personnel required for installation and commissioning are assumed to be available within the specified timeframes, preventing delays in project execution. • Stakeholders, including hospital administration and relevant authorities, are assumed to provide timely cooperation and support throughout the project lifecycle. • The project scope will remain stable without significant changes, minimizing potential disruptions to the planned procurement, installation, and commissioning activities.
<p>Constraints:</p> <ul style="list-style-type: none"> • Unforeseen issues with suppliers, such as delays or disruptions, may impact the timely procurement and delivery of CSSD equipment. • Changes in local or international regulatory requirements during the project timeline may necessitate adjustments, potentially impacting on the project schedule. • Limited availability of skilled personnel for installation and commissioning may pose challenges, potentially leading to delays in project execution.

Approved By:

On behalf of Project Sponsor



Shoukat Ali

Chief Executive

Total Technologies Private Limited
ited

Tel Ext: 042-35957281-3

November 30, 2023

Signatures:

Project Manager



Umar Khan

Project Manager

Total Technologies Private Lim-

Tel Ext: 042-35957281-3

November 30, 2023

Figure 28 Project Charter

40 Appendix A: Witness Statement Certificate



Dated :14th Jan 2024

CERTIFICATE

This witness statement is issued to the applicants for the fulfillment of their MS (Project Management) program requirements being carried out at Bahria University Lahore Campus (BULC).

It is witnessed that Mr. Muhammad Ahmad and Mr. Muhammad Rizwan, Enrollment: 03-398221-007 and 03-398231-006, Class: MSPM-II, Semester: Spring 2023 have frequently utilized our premises and participated in our real-time projects for implementing project management skills.

They both have participated fully in the project named, Implementation of PMO at Total Technologies Private Limited. They have been found skillful in establishing Support level PMO).

Additionally, it is noteworthy to mention that Ms. Muhammad Ahmad and Mr. Muhammad Rizwan demonstrated good ethical practices, an enthusiastic approach to work, task convergence capabilities, and professionalism while their stay in this organization.

Certified By Company Official:




Name: Uzma Husnain
Designation: Head HR & Admin
Company Name: Total Technologies Pvt. Ltd.

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 E-mail: info@totalgroup.com.pk URL: www.totalgroup.com.pk


Karachi: A-522, Block 01, Near Masjid-e-Guba, Gulshan-e-Iqbal, Karachi. Phone: 021-34970156 Cell: 0321-7373804 Cell: 0321-7373823	Rawalpindi: House No. 258, Street # 13 Chakola Scheme III, Rawalpindi. Phone: 051-5153507 Fax: 051-5153505 Cell: 0321-7373802	Peshawar: House No. 2D(C-3), Circular Road Near Railway Track, University Road, Peshawar. Phone: 091-5846257 Cell: 0321-7373827	Multan: Karbon House Street # 01, House # 944-C-3 Sanwar Road Near Nisar Memorial College Multan. Phone: 061-4577373 Cell: 0321-7373814
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Figure 29 Witness Certificate

41 Appendix B: Organizational Review 1



ANNEX. A

ORGANIZATIONAL REVIEW (TOTAL TECHNOLOGIES PRIVATE LIMITED)				
Name	Muhammad Rizwan	Department		Infection Prevention Solutions
Designation	BUM (IPS)	Working Experience		09 Years
Sr. #	Questions	Yes	No	Remarks (if any)
01	Do you face an issue in your organization?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Yes, we are facing many issues, but some has a major impact on organization. Supply chain & Materials Management leads to late deliveries, Monitoring & evaluation, Communication Gaps, Standard Templates, Accountability
02	What are main issues faced?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<ul style="list-style-type: none"> - Supply chain & material mgt. - Project mgt. Skills & Team Training - Monitoring & Evaluation - Unified Templates
03	Does these issues affect organization Projects?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<ul style="list-style-type: none"> - Cost overruns @ 10-12% of project Cost - Schedule Slips @ 35-40 % of agreed timelines. - Customer dissatisfaction
04	Do you face late delivery charges issues?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Yes, due to due poor vendor management or no standard vendor selection criteria & pre shipment inspection issues.
05	What is the current organizational structure?	<input type="checkbox"/>	<input type="checkbox"/>	Business Unit Managers are responsible for business & Projects. The unclarity in roles & responsibilities leads to poor accountability & poor projects management.
06	Are your Projects within approved budgets?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Due to poor vendor management leads to supply chain issue & thus firefighting situation leads to incomplete, wrong supplies which becomes leads to overrun in cost @ 12 % of project cost.
07	Are your projects on schedule?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	30-40 % Projects slip schedule due to Supply chain & wrong deliveries.
08	Are you satisfied with Project team skills?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Functional Managers are managing projects & they don't have skills of project management. Moreover, the execution team doesn't have the essential know-how to efficiently use the Project Management Professional Tools & Techniques and oversee operations.
09	How do you monitor & evaluate Projects performance?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The completion of the project is not monitored and targeted usually, which creates a bad reputation for the company. Sometimes it serves as a mine detonator for future projects.





Figure 30 Organizational Review 1

41.1 Appendix B: Organizational Review 2



ANNEX. A

ORGANIZATIONAL REVIEW (TOTAL TECHNOLOGIES PRIVATE LIMITED)				
Name	Muhammad Naveed	Department		IMS- MGPLS
Designation	BUM (IMS) - MGPLS	Working Experience		17 Years
Sr. #	Questions	Yes	No	Remarks (if any)
01	Do you face an issue in your organization?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Yes, we are facing many issues, but some have a major impact on the organization. Supply chain & Materials Management leads to late deliveries, Monitoring & evaluation, Communication Gaps, Standard Templates, Accountability
02	What are main issues faced?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<ul style="list-style-type: none"> - Supply chain & material mgt. - Project mgt. Skills & Team Training - Monitoring & Evaluation - Unified Templates
03	Does these issues affect organization Projects?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<ul style="list-style-type: none"> - Cost overruns @ 12 % of project Cost - Schedule Slips @ 35-40 % of agreed timelines. - Customer dissatisfaction
04	Do you face late delivery charges issues?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Yes, due to due poor vendor management or no standard vendor selection criteria & pre shipment inspection issues.
05	What is the current organizational structure?	<input type="checkbox"/>	<input type="checkbox"/>	Business Unit Managers are responsible for business & Projects. The unclarity in roles & responsibilities leads to poor accountability & poor projects management.
06	Are your Projects within approved budgets?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Due to poor vendor management leads to supply chain issue & thus firefighting situation leads to incomplete, wrong supplies which becomes leads to overrun in cost @ 12 % of project cost.
07	Are your projects on schedule?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	30-40 % Projects slip schedule due to Supply chain & wrong deliveries.
08	Are you satisfied with Project team skills?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Functional Managers manage projects & they don't have skills of project management. Moreover, the execution team doesn't have the essential know-how to efficiently use the Project Management Professional Tools & Techniques and oversee operations.
09	How do you monitor & evaluate Projects performance?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The completion of the project is not monitored and targeted usually, which creates a bad reputation for the company. Sometimes it serves as a mine detonator for future projects.




 

Figure 31 Organizational Review 2

41.2 Appendix B: Organizational Review 3



ANNEX. A

ORGANIZATIONAL REVIEW (TOTAL TECHNOLOGIES PRIVATE LIMITED)				
Name	Muhammad Bilal	Department		IMS- MOR
Designation	BUM (IMS) - MOR	Working Experience		07 Years
Sr. #	Questions	Yes	No	Remarks (if any)
01	Do you face an issue in your organization?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Yes, we are facing many issues, but some have a major impact on the organization. Supply chain & Materials Management leads to late deliveries, Monitoring & evaluation, Communication Gaps, Standard Templates, Accountability
02	What are main issues faced?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<ul style="list-style-type: none"> - Supply chain & material mgt. - Project mgt. Skills & Team Training - Monitoring & Evaluation - Unified Templates
03	Does these issues affect organization Projects?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<ul style="list-style-type: none"> - Cost overruns @ 12% of project Cost - Schedule Slips @ 40-45 % of agreed timelines. - Customer dissatisfaction
04	Do you face late delivery charges issues?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Yes, due to due poor vendor management or no standard vendor selection criteria & pre shipment inspection issues.
05	What is the current organizational structure?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Business Unit Managers are responsible for business & Projects. The unclarity in roles & responsibilities leads to poor accountability & poor projects management.
06	Are your Projects within approved budgets?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Due to poor vendor management leads to supply chain issue & thus firefighting situation leads to incomplete, wrong supplies which becomes leads to overrun in cost @ 10-12 % of project cost.
07	Are your projects on schedule?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	30-40 % Projects slip schedule due to Supply chain & wrong deliveries.
08	Are you satisfied with Project team skills?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Functional Managers manage projects & they don't have skills of project management. Moreover, the execution team doesn't have the essential know-how to efficiently use the Project Management Professional Tools & Techniques and oversee operations.
09	How do you monitor & evaluate Projects performance?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	completion of the project is not monitored and targeted usually, which creates a bad reputation for the company. Sometimes it serves as a mine detonator for future projects.



Muhammad Bilal 

Figure 32 Organizational Review 3

42 Appendix C: Minutes of Meeting



Minutes of Meeting


Meeting Date	15th September 2023
Meeting Time	10:00 Hrs.
Meeting Location	Total Technologies Pvt. Ltd 696-J2 M.A Johar Town, Lahore
Agenda	Discussion on Gap Analysis of Total Technologies Private Limited and issues


Meeting Attendees:


Sr. #	Attendee Name	Designation
01	Mr. Shoukat Ali	Chief Executive
02	Mr. Hamid Majeed Sandhu	Business Manager
03	Mr. Muhammad Rizwan	Business Unit Manager Student MSPM-2 Bahria University Lahore Campus
04	Mr. Muhammad Ahsan	Product Specialist
05	Mr. Tayyab Murtaza	Manager Supply Chain
06	Mrs. Huma Mumtaz	Manager Commercial
07	Mr. Umaid Tahir	Manager Finance
08	Muhammad Ahmed	Student MSPM-2 Bahria University Lahore Campus

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Karachi: A-522, Block 01, Near Masjid-e-Quba, Gulshan-e-Iqbal, Karachi. Cell: 0321 - 7373804 Cell: 0321 - 7373820	Rawalpindi: 84-B Iqbal Road Westridge-1 Rawalpindi Tel: 051-5159044 Fax: 051-5159034 Cell: 0300-8445676	Peshawar: House No. 2D (C-3), Circular Road, Near Railway Track, University Road, Peshawar Tel: 091-5846257 Cell: 0321-7373832	Multan: House No.944-C-3 Street No.1, Sarwar Road, Multan. Cell:0321-7373814
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Minutes:

The meeting commenced and students were welcomed by Director, After completing questionnaires and discussion following things were concluded.

1. **Causes of penalties leading to a decrease in revenue generation.** The following penalty causes were identified:
 - a. **Incorrect Estimation:** Incorrect estimation of labor and materials, failing to consider local geographical conditions, has resulted in a profit reduction of 3-5% of the total profit.
 - b. **The mismanagement of the supply chain & materials management** has been a persistent issue for projects & operations of organization due to poor integration & adherence of team with available tools at various levels and lack of SOPs due to fire fighting situations lead to wrong deliveries, incomplete deliveries, improper inventory management, Wastages of resources which as a result causes financial losses due to mishandling of Hi tech delicate equipment, Customer dissatisfaction & affects company's reputation. This issue has big financial impact upto 10 % of Project & 30-40% Projects are facing these issues.
2. **The impact of scheduling conflicts on potential sales** was discussed. It was noted that the Product Manager's responsibility for managing operations from sales to project completion sometimes creates conflicts between meetings related to new projects and ongoing tasks of existing projects. As a result, potential sales have been affected by approximately 5-6%.
3. **The training of staff and knowledge gaps** were identified as areas of improvement. The Product Manager and staff were found to lack necessary project management knowledge, with accidental project managers without proper PMP knowledge. Additionally, the staff lacks the necessary knowledge to operate equipment effectively and manage operations.
4. **A communication gap between different stakeholders**, particularly in sales, was

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Cell: 0300-8445676

Peshawar:
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University Road, Peshawar
Tel: 091-6946257
Cell: 0321-7373532

Multan:
House No. 944-C-3
Street No. 1,
Sarwar Road,
Multan.
Cell: 0321-7373514





highlighted. Multiple individuals are involved in sales at different levels, leading to issues not being effectively communicated between chief executive of Total technologies Pvt. Ltd and the client's equivalent position. This has caused humiliation and lower morale among the stakeholders.

5. **The lack of monitoring, controlling, and evaluation** of project completion was discussed. It was noted that projects are not adequately monitored and targeted, which negatively impacts on the company's reputation. This lack of oversight can also create challenges for future projects.
6. **Stakeholders raised the issue of the absence of unified templates** for resource estimation and project completion. The lack of standardized templates hinders internal activities and procedures, causing inefficiencies and potential errors.
7. **Stake holders raised an issue arising due to the lack of clarity in roles & responsibilities of teams.** Functional managers are accountable for every event at projects because no RAM (Responsibility Assignment Matrix Charts) are used on projects management.

Adjournment:

Chaired Thanks the meeting participants for their participation and guided team to support students further for their work.

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University Road, Peshawar
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Cell: 0321-7373832

Multan:
House No.944-C-3
Street No.1,
Sarwar Road,
Multan.
Cell:0321-7373814



Figure 33 Minutes of Meeting

43 Appendix D: Vendor Evaluation & Selection Criteria

TECHNICAL EVALUATION REPORT (IDAP NISHTER II, MULTAN)						
		Ms. Dynamic Enterprises	M/s. Equip International	M/s. Mirza Niaz	VENDOR EVALUATION MARKING CRITERIA	
A	Financial Position	30	15	0	15	Criteria for Marks
	Average Annual Turnover of the Applicant for the last three financial years in million PKR*		15 - -	- - 0	15 - -	if ≥ 30 30 if < 20 15 if < 15 0
B	Experience Record	30	30	10	10	Criteria for Marks
	Supply experience of Required Eqt. completed in last 05 years. (Supply Orders/ Installation Reports)	15	15 - -	- 10 -	- 10 -	if ≥ 5 15 If < 5 10 If < 3 0
	Satisfactory Performance of Specific Eqt. completed in last 05 years. (Performance Reports)	15	15 - -	- - 0	- - 0	if ≥ 5 15 If < 5 10 If < 3 0
C	Personnel Capabilities	20	17	10	12	Criteria for Marks
	Project Management Skills		2 - -	- - 1	- - 1	Excellent 3 Good 2 Satisfactory 1
a.	B : Communication & Coordination (All vendors will be evaluated on qualification of A+B)	3	- -	- -	- -	Un Satisfactory 0
	Technical Competence		4 - - -	- - - 2	- - - 2	A+B+C+D 4 A+B+C 2
b.	A : Qualification & Trainings	4	- - -	- - -	- - -	
	B : Certifications		- -	- -	- -	
	C : High level Technical skills		- -	- -	- -	
	D : Clinical Application Specialist		- -	2 -	2 -	
	After-Sales Service		3 - -	3 - -	3 - -	Excellent 3 Good 1
c.	A : Response Time	3	- -	- -	- -	
	B : Customer Satisfaction (Shortest response time & high customer satisfaction will get full marks)		- -	- -	- -	
	Excellent/Good: (A+B)		- -	- -	- -	
	Expertise and Qualifications		3 - -	3 - -	3 - -	Excellent 3 Good 1
e.	A : Relevant experience	3	- -	- -	- -	
	B : Qualification of Team (high relevant experience & qualified team will get full marks)		- -	- -	- -	
	Excellent/Good: (A+B)		- -	- -	- -	
	Supply Chain Network & Experience		5 - -	- - -	- - -	A+B 5 A/B 1
f.	A : Supply Chain efficiency (Ability to meet deadlines)	5	- -	- -	- -	
	B : Experience in Supply chain Mgt (ability to manage unforeseen supply chain disputes)		- -	1 -	1 -	

TECHNICAL EVALUATION REPORT (IDAP NISHTER II, MULTAN)						
		Ms. Dynamic Enterprises	M/s. Equip International	M/s. Mirza Niaz	VENDOR EVALUATION MARKING CRITERIA	
g.	Spare Parts / Raw Materials Inventory Emergency Response & inventory Management) Ready stock will be given full marks otherwise zero marks)	2	2	0	2	If Compliant 2
D	Equipment Capabilities	20	18	6	9	Marks
a.	Technology and Innovation A : Latest Model/technology, B : fast production C: Green technology (Less than defined criteria will get no marks)	5	5	0	3	A + B + C 5 A + B 3 B + C 2
b.	Reliability and Durability A: Warranty B: Materials (Higher Grade material & higher warranty than minimum requirement will get full marks)	5	5	2	2	> A + B 5 A + B 2 < A + B 0
c.	Customization Options A: Highly Flexible B: Flexible C: Non-Flexibility	4	4	2	2	If A 4 If B 2 If C 0
d.	Regulatory Compliance/ Quality certificates A: CE B: FDA C: ISO 9001	3	1	1	1	If A+B+C 3 If A+B/C 2 If C only 1
e.	Product Range and Variety (No. of different series available)	3	3	1	1	If > 2 3 If > 1 1
Total Marks		100	80	26	46	


Minimum Marks Requirement for qualification : 70

Remarks :
Following companies responded against RFP shared through email against the deadline. The proposals are evaluated as per vendor evaluation criteria & committee visited their premises physically . found that M/s. Dynamic Enterprises fulfill the requirement & considered for further final negotiation.

Prepared by (AM Supply chain)  Evaluated by Project Manager  Reviewed by Finance Manager  Approved by CE/MD 

Figure 34 Vendor Evaluation Criteria

44 Appendix E: Pre-Shipment Inspection



PRE-SHIPMENT INSPECTION REPORT

1. VENDOR/SUPPLIER DATA

Company Name (vendor)	Dynamic Enterprises
Address	Phase 2, Plot # 22, Ahbab Colony Rd, Canal View, Lahore
Authorized Email	-----
Contact Person	Mr. Muhammad Shoaib
Contact Details	0321-7373488

2. INSPECTION INFORMATION

Inspection Date	09 th Dec, 2023
Inspection Site Location	Phase 2, Plot # 22 Ahbab Colony Rd, Canal View, Lahore, Punjab 54000
Purchase Order #	TTPL/890/23
Customer Name	IDAP Nishtar II Hospital, Multan
Inspection Body (Internal / External)	Internal
Inspector Name	Muhammad Ahsan
Designation	Product Specialist

3. INSPECTION MATERIAL

Item Description	Ordered Qty	Quantity Inspected	Accepted Quantity	Rejected Quantity
Cleaning & Washing Station	02	02	01	01
Linen Inspection Table	01	01	01	0
Packing Workstation	04	04	04	0
Transport & Distribution Trolley	04	04	04	0
Paper Dispensing Trolley	01	01	04	0
Closed Transport Trolley	06	06	04	02
Storage Rack	10	10	10	0



4. INSPECTION & CONCLUSION:

During physical inspection model, serial number, identification tags, finishing quality, dimensions etc. checked as per agreed scope in purchase order at vendor warehouse & found it satisfactory except;

- 01 out of 02 ordered Cleaning & Washing Station sink hole size need to resize.
- 02 out of 10 ordered Closed Transport Trollies Silicon gasket is missing.

The vendor is advised to correct the issues & inform through email/call to Product specialist to conduct final inspection after 02 days w.e.f inspection date for satisfactory inspection feedback on PSI report for delivery to Total technologies Private Limited Warehouse.

5. SIGNATURES OF INSPECTION COMMITTEE

Name	Company Representative	Signature
Muhammad Ahsan	Total Technologies Pvt. Ltd.	
Arslan Ali	Dynamic Enterprises	

Rev: 00

Figure 35 Pre-Shipment Inspection

46 Appendix G: Training Feedback Form



TRAINING FEEDBACK FORM					
Circulation Date	18-12-2023	Employee Name	Nauman Khan		
Designation	DM Services	Duration	05 days		
Nature of Training					
On-Site	<input type="checkbox"/>	Off-Site	<input checked="" type="checkbox"/>	Online	<input type="checkbox"/>
Training Feedback					
It was good learning experience about project management.					
Checklist	Excellent	Very Good	Good	Average	
Training Contents	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Coverage	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Duration	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Expected Benefits	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Relevancy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Instructor	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Reading Material	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Comments/Remarks					
It was good learning experience about project management skills.					
Signature:			Date: 18-12-2023		

Rev :00

Figure 37 Training Feedback Form

46.1 Appendix G: Training Feedback Form 2

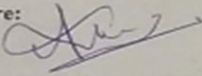


TRAINING FEEDBACK FORM				
Circulation Date	18-12-2023	Employee Name	Faraz Ahmad	
Designation	AM MGPLS Installation	Duration	05 days	
Nature of Training				
On-Site	<input type="checkbox"/>	Off-Site	<input checked="" type="checkbox"/>	Online <input type="checkbox"/>
Training Feedback				
It was good learning experience about project management skills.				
Checklist	Excellent	Very Good	Good	Average
Training Contents	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Coverage	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Duration	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Expected Benefits	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Relevancy	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Instructor	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Reading Material	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Comments/Remarks				
Need further trainings to improve skills.				
Signature:		Date: 18/12/2023		

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Figure 38 Training Feedback Form 2

46.2 Appendix G: Training Feedback Form 3

TRAINING FEEDBACK FORM				
Circulation Date	18-Dec-2023	Employee Name	Ali Raza	
Designation	DM MOT Installation	Duration	05 days	
Nature of Training				
On-Site	<input type="checkbox"/>	Off-Site	<input checked="" type="checkbox"/>	Online
Training Feedback				
It was good learning experience about project management skills.				
Checklist	Excellent	Very Good	Good	Average
Training Contents	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Coverage	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Duration	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Expected Benefits	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Relevancy	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Instructor	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Reading Material	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Comments/Remarks				
New Learning Experience.				
Signature:			Date:	
			18-Dec-2023	

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Figure 39 Training Feedback Form 3

47 Appendix H: Monitoring & Evaluation Dashboard

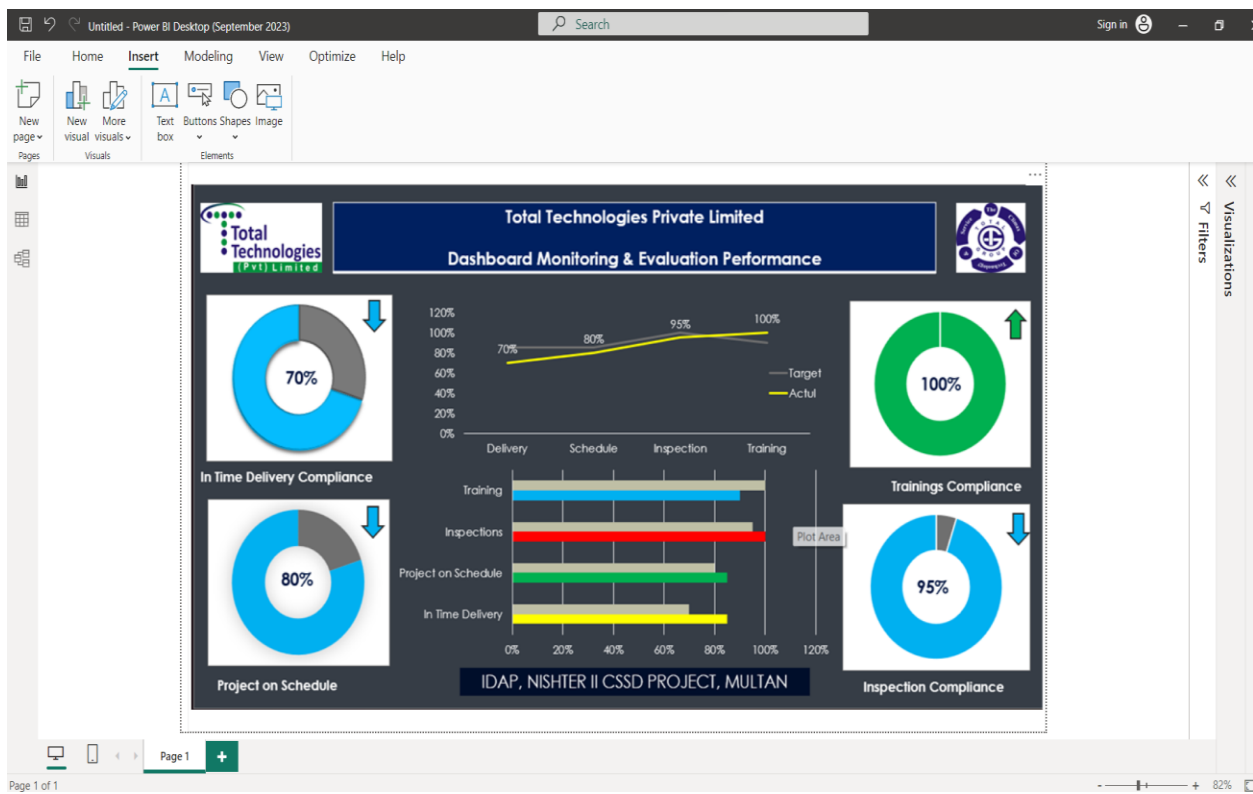


Figure 40 Monitoring & Evaluation Dashboard