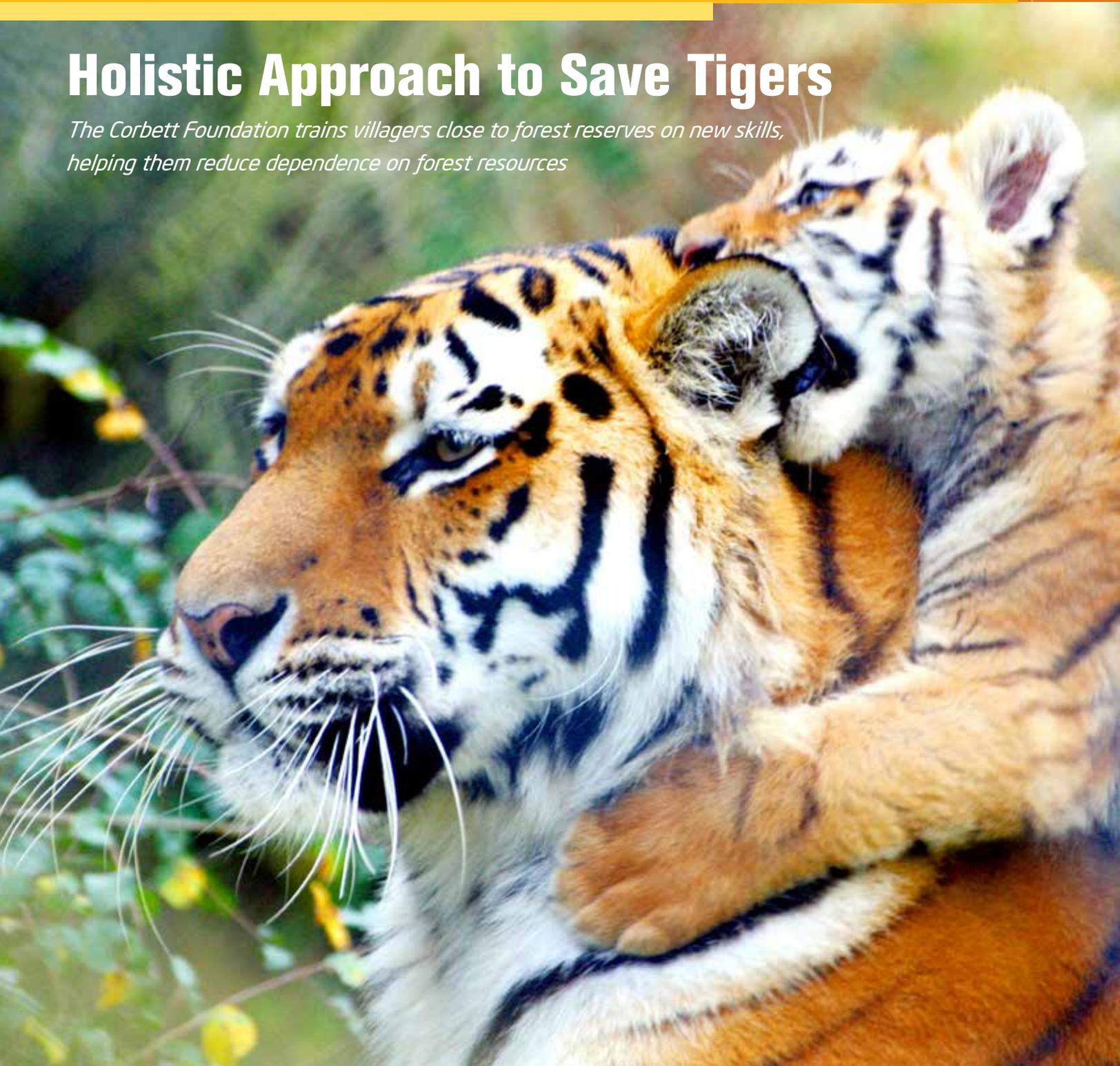


MANAGE India

August 2016, Volume 6 Issue 9

Holistic Approach to Save Tigers

The Corbett Foundation trains villagers close to forest reserves on new skills, helping them reduce dependence on forest resources



PMI POLL BOOTH

Voice your Opinion

Q. If you're looking for work-life balance, forget about a successful career.

Agree or disagree? [Click here](#) to fill your entry.



Cast your vote today. Learn if your fellow practitioners feel the same way as you when the results come out in the next issue of Manage India.

COVER STORY

Holistic Approach to Save Tigers

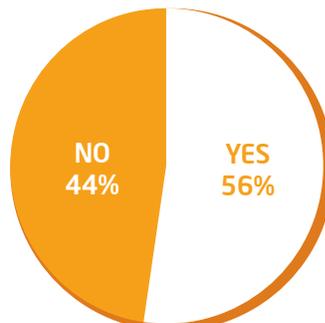
The Corbett Foundation trains villagers close to forest reserves on new skills, helping them reduce dependence on forest resources

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RESULTS OF JUNE POLL

Q. A project manager is as good as his/her last project. Old glory does not count.



Voice your Opinion - Last poll results

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Letter from the Managing Director, PMI India

Dear Practitioners,

PMI India is starting the “conference season” with three national-level conferences beginning this September. These are great professional development opportunities to learn and share new ideas, and network with peers.

In just a few days knowledge partner, on 2 September, is the Project Management Conference for Oil and Gas Industry at the Hyatt Regency, New Delhi. PMI India is partnering with Petroleum Federation of India and the University of Petroleum and Energy Studies as Knowledge Partner to bring this industry-centric conference. Our theme for the conference is “Executing Organizational Strategy: Leveraging the Power of Project Management.” If you have not registered yet, click on this [link](#).

We are soon opening registration for Project Management National Conference 2016 to be held in Mumbai from 17-19 November. This year’s conference theme is “Project Management – *Indispensable for Vision India*.” We already have an exciting line-up of speakers, and more are expected to confirm in the next few weeks. Visit this [link](#) to keep yourself updated on conference details. For registrations, please [click here](#).

For the Project Management Research and Academic Conference from 2-4 March 2017, we are accepting award nominations now. There are three awards to recognize academicians for their outstanding contributions to education, research, training, consultancy, and advocacy – PMI India Distinguished Fellow Award, PMI India Distinguished Scholar Award, and PMI India Young Research Scholar Award. You have time till 30 October to submit your nominations for academicians who you believe have made an impact in project management education in India. For details on awards nomination, [click here](#).

Our Champion Program continues to grow stronger and bigger. In the latest round of additions, another 18 Champions have joined the program, taking the total to 102 Champions from over 75 organizations. I’m sure they

are raring to start this exciting journey as an ambassador of project management within their organization. Welcome aboard!

Our cover story this time is on a tiger conservation project in which villagers in the buffer zones of wildlife reserves are getting trained on new livelihood and life skills. These new skills are making them less dependent on forest resources, thus reducing human-wildlife conflicts. For over four years, Pukaar, the project run by The Corbett Foundation with the support of Axis Bank Foundation, has trained and supported over 2,500 people in 446 villages across four protected zones in the country.

We have completed 69 years of Independence and the country has made progress on several counts. We are proud of the economic development of the country and our achievements in various fields, be it engineering, information technology, space science, medicine, or education. However, a large section of the population continues to be excluded from the benefits of economic and social progress. In this issue of *Manage India*, we look at the impact of a few top national-level programs launched by the Government of India to close these gaps. In a sense, these programs of inclusive growth drive independence of a different nature.

Warm regards,

A handwritten signature in black ink, appearing to be 'Raj Kalady'.

Raj Kalady

Managing Director, PMI India

National Programs Taking India Forward

Programs of inclusive growth and social uplift promoting independence of a different nature

Pradhan Mantri Jan Dhan Yojana: Freedom from Financial Exploitation

Program Mission and Objectives: Launched on 28 August 2014, this is a national mission with the objective to provide access to various financial services like a basic savings bank account, need-based credit, remittance facility, insurance, and pension to those who have so far been away from any formal banking system, especially those living in rural areas or the urban poor. The target is to provide at least one bank account per household across the country. Access to banking and financial services will provide households protection against exploitation by money-lenders.



The program envisages improving financial literacy among the disadvantaged sections of society. The beneficiaries also get a RuPay debit card with an inbuilt accident insurance cover of Rs. 1 lakh. Eventually all government benefits would be channelled to beneficiaries through these accounts.

The program entered the Guinness Book of World Records for the scale of program implementation.

Key Milestones (as on July 2016)

- Bank accounts opened: 22.6 crore
- Proportion of zero balance accounts: 24.49 percent
- Value of total deposits: Rs. 40750 crore

Swachh Bharat Mission: Freedom from Indignity

Program Mission and Objectives: A project that is close to the heart of Prime Minister Narendra Modi, Swachh Bharat Mission was launched on 2 October 2014. Being implemented by the Ministry of Drinking Water and Sanitation, it has two sub-missions – for rural and urban India – and covers 4,041 statutory cities and towns. Within the broad objective of a clean India, the mission aims to construct 12 crore toilets and make the country open defecation free by 2019, as a tribute to Mahatma Gandhi on his 150th birth anniversary. The other objectives are: eradicate manual scavenging, introduce modern and scientific municipal solid waste management practices, enable private sector participation in the sanitation sector, and change people's attitudes to sanitation and create awareness.



The program has roped in several celebrities as its brand ambassador such as cricket maestro Sachin Tendulkar, filmstars Priyanka Chopra, Salman Khan and Kamal Haasan, yoga guru Ramdev, and industrialist Anil Ambani. Citizens are being encouraged to take up challenges to clean their neighborhoods and invite others to accept similar challenges, turning it into a mass people's movement.

Key Milestones

Swachh Bharat Mission – rural (as on July 2016)

- Household toilets built – 21,015,000
- Open defecation free villages – 71,844
- Open defecation free districts – 16
- Top five states with household toilets – Sikkim, Kerala, Himachal Pradesh, Haryana and Mizoram
- Bottom five states with household toilets – Dadar & Nagar Haveli, Bihar, Odisha, Jammu and Kashmir, and Jharkhand
- Open defecation free district champions – Narmada, Lahaul and Spiti, Mandi, Udupi and Indore

Swachh Bharat Mission - urban (as on June 2016)

- Community and public toilets constructed – 89,455
- Wards with 100% door-to-door waste collection – 38,990 (out of 80,988 wards)
- Proportion of municipal waste processed – 17.45%
- Districts covered in sanitation intensive drives – 210

Digital India: Freedom to Achieve Digital Empowerment

Program Mission and Objectives: The Digital India program under the Ministry of Electronics and Information Technology, Government of India, aims to transform the entire ecosystem of public services through the use of information technology. It envisages transforming India into a digitally empowered society and knowledge economy.

The three vision areas: digital infrastructure as a core utility to each citizen, governance and services on demand, and digital empowerment of citizens.



Key Milestones

Department of Telecommunications (as on February 2016)

- Total tele-density (the number of telephone connections per 100 people in an area) – 82.93%
- Rural tele-density – 50.63%
- Internet connections – 400 million
- Telephone connections – 1.052 billion
- Gram panchayats connected with optical fibre under BharatNet – 48,199
- Broadband users – 120.88 million

Department of Posts (as on April 2016)

- Postal ATMs – 910
- Accounts opened under the Sukanya Samridhi Yojana (savings account for girl child till the age of 10) – 85 lakh
- Value of total deposits – Rs. 4,596 crore
- Post offices equipped with core banking facilities – 21,319

Department of Electronics and Information Technology (as on July 2016)

- Optical fibre cable laid under BharatNet for high speed connectivity – 112,871 km
- People registered under Aadhar program – 100.5 crore
- Users registered under myGov platform – 19.3 lakh
- People enrolled under Digital Saksharta Abhiyan (National Digital Literacy Mission) – 81 lakh
- Operational centers for e-services in rural areas – 1.66 lakh



Project Management Conference for Oil & Gas Industry

www.pmi.org.in

Theme: Executing Organizational Strategy: *Leveraging the Power of Project Management*

Date: September 2, 2016. Venue: The Hyatt Regency, Ring Road, New Delhi

A unique conference which aims to address project complexities and challenges faced in the Oil & Gas industry.
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[Click here](#) for more details on the conference.

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FOR OIL & GAS INDUSTRY**

SEPTEMBER 2, 2016 | NEW DELHI

Executing Organizational Strategy: *Leveraging the Power of Project Management*



The PM Congruency Test: Are You Aligned to the Talent Triangle?

BY M.R. SRIPRASAD

“Every day we see businesses respond to a challenging economic environment by deploying scarce investment funds in the pursuit of a competitive edge. These initiatives, which are inevitably delivered via projects, represent significant investments for the organizations concerned.”
Project Management Survey Report 2013, KPMG

Project Management Talent Gap Report – March 2013 calculated the total economic footprint of projects in 10 countries with an established or quickly developing project management profession as US\$12.37 trillion, based on a survey data for 2010-2020. On the other hand, PMI *Pulse of the Profession® 2015 report* states that organizations continue wasting US\$109 million for every US\$1 billion invested in projects and programs. Juxtapose these two values and you are inclined to put the project management profession and the skills of the project manager under a microscope. During the survey, less than half the organizations reported high alignment of projects to organizational strategy. More interestingly, the *Pulse of the Profession 2016 report* said that only 17 percent reported high benefit realization maturity that points to a business vacuum in which projects operate. Are we doing projects without understanding the broader impact?

The report says only 62 percent of projects met original goals and business intent. A study conducted jointly by PMI and Boston Consulting Group (BCG) in 2013, Strategic Initiative Management – The PMO Imperative, shows a high degree of correlation between an organization’s ability to execute strategic initiatives and its financial performance.

Norm Fjeldheim, senior vice president and CIO, Qualcomm, says in the 2016 Pulse report, “There’s a lot more that you have to pay attention to as an organization and therefore the projects have to do the same.” In other words, there is a lot riding on the abilities of project managers. You need project managers to encompass broad-based skills.

The Skills Needed by a Project Manager

The ideal skill set is depicted in the PMI Talent Triangle™ — a combination of technical, leadership, and strategic and business management expertise. The Talent Triangle is an emphatic recognition of the broad role a project manager plays – the connector between top level vision and on-ground implementation.

According to *Pulse of the Profession 2016 report*, when organizations focus on all the three areas, 40 percent more projects meet the original goals and business intent. BCG research has found that the volatility of business operating margins has more than doubled since the 1980s.

“More than half of the most turbulent fiscal quarters of the past 30 years have occurred during the past decade,” says a BCG report.

The pressure on project managers to effectively grasp the macro business factors and demonstrate cross-disciplinary mastery in a cross-cultural environment is more intense than ever. Studies show a high correlation between hiring for the right skills and an effective talent management policy with project success. You need the right project manager for the job.

There are two areas under technical project management that need attention. One is risk management instead of *jugad* during execution. Risk management is at the heart of project management. Any number of risks can befall a project and drive it off course, often without any fault of the project team. From hurricanes and political unrests to supplier conflicts and labor shortages, internal and external events can have a significant impact on a project’s progress and performance. Such risks are not fully predictable but with effective risk management practices, potential damage can be mitigated. The second area is requirement management. How many times have we been guilty of serving chicken biryani to vegetarian customers and then trying to convince them it is the right food? “Don’t find customers for your products, find products for your customers,” says author Seth Godin.

Beyond Technical Skills

The project manager should clearly articulate what constitutes a successful project and achieve the project objectives by motivating and inspiring the team. This leads to leadership – mainly communication for intended results and rapport building for effective stakeholder engagement. Simply knowing various leadership styles and practices is not enough when the project manager is placed outside his/her ethos.

About three decades ago, I was on an assignment in a

desert 30 km from Khartoum, the capital of Sudan, one of the most underdeveloped countries in the world. I was dealing with tribals; the laws of the land, contracts, and company policies mattered little. At lunch time, they would ask me to join them, and when I shared their lunch, a paste of red beans and cheese, I could see the glee on their faces. We didn't understand each other's language, but on completion of my tenure, I received an emotional send-off from these workers, completed with a song that they had composed for me. What leadership style did I adopt; how did I communicate? These are not answers one can find in a book. The answer is probably in a flexible leadership style that touches hearts.

We take pride in the Konkan Railway project that E. Sreedharan, its former chief managing director, led so well by applying political acumen and negotiation skills with engineering brilliance. When we see hundreds of delayed and failed projects around us, most of them point towards a lack of clear leadership and direction.

Given the strategic importance of a project for an organization, a project manager must ensure that the desired business objective is translated into executable goals. It is not just important for him/her to manage the schedule, budget, and the metrics and dashboards, but also to make sure that the project is delivered on its strategic objective.

Middle and senior managers often get caught up in the daily routine and miss the larger vision. An organizational level project or program is initiated in order to carry out a piece of strategy, which could be a new product development, a strategic alliance, or a joint venture. It must be managed as a program, the success of which is critical for the sustained competitive advantage of the organization.

The project manager must have the ability to understand a situation from the point of view of its strategic implications for the company. Strategy involves factors such as understanding the industry, competition, SWOT analysis, markets, and employees. Strategy may change often due to changes in the marketplace. The project manager must have a high tolerance for ambiguity and an agile mindset.

The project manager is in an unenviable position of being answerable to the executive project sponsors, functional heads, his/her project team, vendors, and any other horizontal teams who are impacted by the project. Clearly, technical project acumen is not sufficient. Strong leadership skills and sharp strategic insights are equally important.

When we start putting all of these parameters together, the picture of a complete project manager starts to emerge. He or she is the one with adequate leadership skills to manage a range of stakeholders and negotiate complex environments to lead a project. He or she must have a strategic frame of mind to gauge the business impact of the project and steer it accordingly. And finally, the project manager must be able to produce the right work breakdown structure, schedules, risk registers, and budget that would act as essential guides for the project team.

While looking for the next project manager, leaders must seek the skills trinity – a person who has aligned effectively to the Talent Triangle – or impart the right training on the three skills of technical project management, leadership, and strategy.

(M.R. Sriprasad, one of the first to receive Project Management Professional® credential in India, manages SABCONS that helps modern organizations and professionals to accelerate their growth through high-end training and consulting engagements in project management, leadership, and strategy.)



online survey with QED Consulting, experts on leadership, values and culture. Please [click here](#) to take the survey. We encourage your participation.

Survey Seeks Answers on Ethics in the Workplace

Ethics is about making the best possible decisions regarding people, resources and the environment. Successful leadership depends on ethical choices, which reflect factors such as culture, gender, age and more. To better understand the global differences in ethical decision making at work, we're conducting an

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Congratulations, Balasubramaniam Vedagiri!

The Project Management Fun-Das submitted by Balasubramaniam Vedagiri is this quarter's winning cartoon.

It was chosen because of the way it clearly elaborates the situation, succinctly highlights a crisis, and presents a situation that resonates with many project managers.



The Winning Cartoon

Project Management FUN-DAS™



All characters appearing in this work are fictitious. Any resemblance to real persons, living or dead, is purely coincidental.

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PMI INDIA ACADEMIC AWARDS

Honoring Academic Excellence

The role of academia in providing direction and adding value to a profession cannot be overemphasized. In the case of professional courses, the academia is a powerful link between industry and tomorrow's talent, ensuring that there is strong alignment between the two. PMI India, which has been working closely with academic institutes throughout India, recognizes the role that academicians play in directing and nurturing talent, boosting research, and advocating project management.

PMI India Academic Awards provide a unique opportunity to honor such contributions. The awards recognize academicians for their outstanding contributions in project management education, research, training, consultancy, and advocacy. These individuals have made an extraordinary impact in establishing the role and significance of project management education in India.

The three award categories are:

PMI India Distinguished Fellow Award for exceptional and outstanding leadership level contribution in the field of education, training, research, consultancy, institution building, inter-institutional and industry institute linkages, advocacy.

PMI India Distinguished Scholar Award for highly noteworthy contribution to project management research, education, training, and consultancy.

PMI India Young Research Scholar Award for noteworthy contributions in either research or education.

The last date for receiving awards nominations is 30 October 2016.

To know more about the award category and the selection criteria, [click here.](#)



Nominations open for
PMI India Academic Awards
Last date to send nominations
30th October, 2016

PMI India presents
Project Management
Research & Academic Conference
MARCH 2 - 4, 2017 | IIT, DELHI

Opportunity to Broaden the Horizon, Deepen Knowledge, Grow Connections



The much awaited Project Management National Conference, India is coming to Mumbai for the second time. The annual professional development event is being held from 17-19 November at the Renaissance Mumbai Convention Centre Hotel, Powai. The theme this year is “Project Management – *Indispensable for Vision India.*”

The vision of India as a developed nation with world-class institutions, infrastructure, products, and services will become a reality only if the development agenda is firmly rooted in project management. The country needs trained and experienced project managers to improve its track record in project execution and monitoring for greater project success. The lines of discussion across the three days of the conference will be on how project management practitioners play a key role in redefining the way India builds its capabilities, help create a climate for growth, and enable the country to move towards an economy focused on innovation and product development.

Elaborating on the theme, Mumbai Chapter President and Conference Chair D.Y. Pathak said, “The Government of India and various state governments have launched a number of new initiatives like ‘Make in India’ and ‘Smart Cities’. A critical success factor for these programs will be to blend project management principles with leading global practices. We have carefully chosen this theme that emphasizes the role of project management to transform the nation to one of the top developed countries in the world.”

As in the past, this year too the conference will be a volunteer driven program. Volunteers from PMI Mumbai Chapter and PMI Pune-Deccan India Chapter are sparing no effort to provide delegates a memorable experience. Chapter

volunteers are working with PMI India staff for a stellar line-up of thought leaders, policy-makers, and business leaders as conference speakers. The speakers confirmed so far are: Nitin Gadkari, minister of road transport, highways, and shipping, Government of India; C.P. Gurnani, managing director and chief executive officer, Tech Mahindra; Capt. Raghu Raman, group president – risk, security, and new ventures, Reliance Industries; Ashish Chauhan, managing director and CEO, Bombay Stock Exchange; Prashant Ranade, executive vice president of the board of directors, Syntel; and Kevin Kelly, best-selling author and speaker.

PMI Pune-Deccan India Chapter President and Conference Co-chair Girish Kadam said, “We have carefully selected speakers from different fields. Each one of them comes with vast experience and will offer unique insights based on his or her background and work. Delegates will be able to derive a holistic view on how project management can contribute towards achieving the vision for our country.”

Besides the keynotes, delegates can expect case study and technical paper presentations, and ample opportunities to meet and share ideas with fellow practitioners. The team has received a record number of submissions for case studies and technical papers this time, and evaluations are currently on.

The selection process for the PMI Best Project of the Year awards is also underway.

This year too delegates can benefit from one-on-one mentoring clinics, a feature that was introduced last year. [Click here](#) for conference updates. Early Bird registrations open on 29 August. For registrations, please [click here](#).

Holistic Approach to Save Tigers

The Corbett Foundation trains villagers close to forest reserves on new skills, helping them reduce dependence on forest resources

BY PANCHALEE THAKUR



Villagers near Kaziranga working on their weaving skills as part of Pukaar training. Handlooms called taat-xaal are a common sight outside people's homes in Assam, where women spend hours weaving gamosa (traditional towel) and mekhala sador (the traditional dress of Assamese women)

In 2015, when the Government of India announced that the tiger population in India surged 58 percent in seven years, it was a moment to cheer the efforts put in over the past two decades towards tiger conservation. It was also a moment to take stock of the factors that worked in favor of the big cat and those that needed a relook. A key success factor for tiger conservation has been the participation of communities that live close to tiger reserves and have traditionally been dependent on the forest for their livelihood.

Ironically, more tigers were killed by poachers in the first four months of 2016 than the entire year of 2015. This year till July, the number of poaching related tiger deaths recorded was 31. These sobering statistics by the Wildlife Protection Society of India prove that India needs a holistic approach towards tiger conservation where short-term methods of improved surveillance and intelligence gathering must be complemented by long-term efforts of community participation.

One such project is Pukaar, run by The Corbett Foundation (TCF), a non-profit, non-government organization. Pukaar provides training on alternate sources of livelihood to forest-dwelling and forest-dependent communities in four prominent wildlife protected areas in the country. Launched in July 2012, with the support of Axis Bank Foundation, Pukaar has reached 446 villages and benefitted 2,522 people till February 2016.

Tiger Conservation in India

According to the latest figures, based on a tiger census carried out in 2014, India has 2,226 tigers in the wild, constituting over 70 percent of the world's tiger population. The country has 49 tiger reserves and has spent more money on saving this magnificent endangered beast than any other wildlife species. Two of the biggest challenges in protecting tigers are depleting



Villagers trying their hand at making cane furniture under the guidance of Pukaar trainers

The Genesis of Pukaar

TCF launched Pukaar with the primary goal of providing vocational training and encouraging a sustainable and environment-friendly lifestyle with minimum dependence on forest resources and an adverse impact on wildlife. The foundation works with forest-dependent communities and tribes who live close to the protected areas in Corbett in Uttarakhand, Kanha and Bandhavgarh in Madhya Pradesh, and Kaziranga in Assam.

It is a five-year long project that will come to an end in June 2017.

The project, with a budget of over Rs. 1.4 crore, has been funded by Axis Bank Foundation. The budget is strictly monitored by the sponsor and expenses are on track.

“TCF has been working in Corbett since 1994, Kanha and Bandhavgarh since 2010, and Kaziranga since 2013. Through our work with the villagers, we realized the need for an intensive sustainable livelihood program to prevent human-wildlife conflict,” said Mr. Gore.

Once the idea was firmed up, TCF conducted village-level meetings in which it involved village panchayats and eco-development committees. It conducted a survey to obtain baseline data about potential beneficiaries and training components.

After launching Pukaar, TCF had to work with villagers to convince them that these trainings could change their lives.

“We held street corner meetings, networking events, and meetings with gram pradhans (village head), schools teachers, local members of legislative assemblies, and forest officials to create awareness about Pukaar,” added Mr. Gore.

The next step was selection of trainees to ensure sustainability of the project. Some of the selection criteria for Pukaar training are unemployed men or women in the age group of 18-40, interest in self-employment or wage employment, having some knowledge of the area in which he/she will receive training, and early school or college drop-outs.

So far, TCF has been meeting the annual target of 710 beneficiaries. Of these, 61 percent are women, who have received training in vocation and livelihood skills from a selection of 30-odd skills such as basic hospitality, sewing and tailoring, beauty care, mobile and computer repair, soft toys making, sustainable agriculture, and nature guide. More than 80 percent of them have found jobs or have started their own entrepreneurship venture. A total of 50 self-help groups have been formed that provide a modest, additional source of income by engaging the community in vocational activities.

habitat and poaching of tigers to meet the demand for tiger parts from other Asian countries.

All the tiger reserves together occupy just over two percent of the country's total geographical area. Conflicts often arise between tigers and villagers who live on the fringes of these reserves, and compete for the same space and resources. It is estimated that there are over 400 million forest-dependent people in India.

“Local communities such as the Gujjar, Baiga, and Gond have for generations been sharing their habitat with tigers and other wild animals. No one knows and understands wildlife and animal habits better than these communities. Their knowledge about forests and wildlife has often been misused by poaching gangs and timber mafias. Due to the lack of basic education and alternate sources of livelihoods, they are easily lured into such activities,” TCF director Kedar Gore said.



Pukaar beneficiaries learning how to make bags



Pukaar beneficiaries trying their hand at candle making

for training and certification of beneficiaries.

- Training activity: One batch of training has 15-20 beneficiaries. The course duration is 4-8 weeks.
- Training/course module: The training program is designed keeping in mind the needs of different industries, such as hotels and resorts, in that area. The course modules are reviewed and updated regularly.
- Training methods: Besides classroom sessions, the training focuses on soft skills, motivation, field visits, and group discussions. The sessions are held in the local language. TCF provides books, stationery, reference reading materials, and any equipment needed.
- Post-training activity: TCF members follow up with the trained villagers for one and a half years after completing the training. TCF assists them in job placements and self-employment ventures. The other form of assistance is to create and promote self-help groups, and support them to participate in exhibitions in big cities. The TCF e-shop is a marketing platform that trained entrepreneurs can use.

Project Monitoring

“Close monitoring, follow ups, and evaluation have been extremely important for the success of this project. We conduct regular field visits and home visits, meet self-help groups, and organize monthly meetings between the project team and the supervising authority to discuss the project’s progress,” said Mr. Gore.

The project’s progress is documented through reports and recording of data from social and financial audits, and follow-up activities. The monthly progress report details the trainings conducted in a month, the list of trainees, documents the success stories, and the trainings planned in the near future. A copy of the monthly report goes to the project sponsor, Axis Bank Foundation.

Besides this, TCF prepares quarterly and half-yearly reports that updates expenditure incurred on trainings and associated programs. The funding agency also makes yearly site visits to training locations.

The success of Pukaar led TCF to win the TOFT-Sanctuary Wildlife Tourism Award for the best Wildlife Tourism Related Community Initiative of the Year 2014 and the Kirloskar Vasundhara Mitra Award 2015. TCF also received a Certificate of Merit 2016 at the World CSR Congress held in Mumbai.

“Pukaar has enabled forest-dwelling and forest-dependent communities to lead a sustainable lifestyle in harmony with nature. They can now opt for non-forest dependent sources of income. The story of Pukaar is a story of change in the lives of these communities,” remarked Mr. Gore.

He hopes to see the project scaled up and replicated in other regions that face similar issues of conflict between wildlife and forest-dependent village communities in India.

Mr. Gore expects another 710 people to get training between July 2016 and June 2017, thus taking the total number of beneficiaries by the end of the project to 3,550.

Implementation Steps

The following measures played a critical role in the successful implementation of the project:

- Community assessment and baseline survey: TCF project managers received a detailed assessment of the current employment and skills status, and training needs of households in each of the villages it covered.
- Identifying training resources: TCF identified training institutes with the right accreditation, certification, and affiliations, and sourced master trainers from these institutes. It collaborates with these trainers and institutes



Young, unemployed men receiving training in car and motorcycle repairs

Putting the Focus on Work-Life Balance



PMI Chennai Chapter is hosting its fifth annual conference on 25 September at the Hilton Chennai. The conference theme, “Driving Project Success through Improved Work-Life Balance,” will resonate well with today’s project managers who are part of the “always on” work culture.

Digital technologies are making the workplace “always on,” which means a project manager is practically always working on the project whether he/she is at work, at home, or sometimes even during holidays. They are connected with colleagues through the Internet or the mobile phone, thus putting an end to the traditional system of observing office timings, and keeping work and life outside work separate. This practice is even more pronounced when teams are spread across multiple time zones. Juggling work targets with personal goals is disrupting the work-life balance of today’s project managers.

Syed Nazir Razik, Chennai chapter vice-president – marketing and branding, and conference director, said, “According to Gallup, globally 19 percent of the workforce reports sick due to work-related stress and resulting imbalance. It also suggests that a balanced and motivated team member shows 21 percent higher productivity than normal.”

Koushik Srinivasan, Chennai chapter vice-president – finance, and conference co-director added, “Each one of us adopts various methods to restore work-life balance in our lives. In the conference, we can learn from our eminent speakers on how they drive project success through a balanced life.”

Keynote speakers will offer insights based on their experience and knowledge. Besides learning from the experts, practitioners will get ample opportunities to share and discuss their thoughts with their peers. Delegates will get an opportunity to listen to Dr. Saundarya Rajesh, one of the earliest voices to speak on gender diversity and inclusion of women in India. Dr. Rajesh is an award-winning social entrepreneur who was felicitated by the Government of India in the inaugural 2015 #100WomenAchiever contest. The other speaker to look forward to is Kiruba Shankar, CEO of Business Blogging and founder director of F5ive Technologies. He is best known for the book, *Unconference - 10 powerful ways to spice up your meetings and events*, and will lead an “unconference” session on this year’s theme.

For more updates on the conference, [click here](#).

SHORT TAKES (August Contest)

A column that gives you an opportunity to share your ideas with the community. Take part in the contest and win PMI goodies.

Q. If you were asked to take a pledge on Independence Day as a citizen and a project manager, what would it have been?

Put your thoughts down in **less than 150 words** and we will publish the best answer in the next issue of *Manage India*. The winner will also get goodies from PMI.

[Click here](#) to go to contest page.

Congrats Ayana Das Roy

Below is the winning response for last issue’s Short Takes.

Q. What is the biggest hurdle to innovation in an organization?

A. The biggest hurdle to innovation in an organization is the fear of rejection. Human beings, by inherent nature, do not like rejection. An employee in an organization usually tends to be apprehensive of how his/her innovative idea would be perceived in the organization - whether it will have any

Terms & Conditions

- The contest is open to PMI members and PMI credential holders in India only.
- Each contestant can send only one entry for each contest.
- The closing date to send your entry is September 20, 2016.
- No responsibilities will be taken for entries not received.
- The *Manage India* editorial team reserves the exclusive right to make the final decision on the winner.
- The winner agrees to the use of his/her name and photograph by PMI India in PMI publication material.
- The winner will be notified through the email address provided at the time of entry submission.

impact on his/her individual performance, whether innovative ideas would be treated as shortcomings to existing systems, whether the implementers of existing systems would criticize the idea, whether the employee will be acknowledged for his/her contribution. Such factors weigh heavily on an employee's psyche and prevent him/her from coming forward with an idea. Innovation stems from need. In this era of uncertainty and digital disruption, unless an organization is willing to acknowledge that there is scope for improvement, innovation will continue to be thwarted and risk of stagnation will loom over us.

PMI PEARL CITY CHAPTER



PMIPCC board of directors (from left) Diwakar Konda, Pavan Chamarty, Poonam Srivastava, Kondal P., Srikanth Kamuni, Venkat C., Amit Kumar M., Nagini Chandramouli, Ravi Vurakaranam, S.G. Sriram, Suresh Kavili, Bhaskar Reddy G., and the emcee of the day, Srinivas Kopparapu, at the inaugural event.

GyanLahari 2016

PMI Pearl City Chapter (PMIPCC), Hyderabad hosted GyanLahari 2016, its annual regional conference, in July. The theme of this conference was “Project Management – An enabler to future proof your business.”

This one and a half day professional event provided an opportunity for project practitioners across industries, government, academia, and non-government organizations to exchange ideas on the emerging trends in project management. The conference explored how project management is critical to business success, and helps organizations increase customer advocacy and retention, manage business uncertainty, and foster innovation through disruption, thereby leading to future growth and change.

The conference had 300 professionals from diverse fields across the country. It was inaugurated by B.V. Mohan Reddy, founder and executive chairman of Cyient Ltd. and former chairman of the National Association of Software and Services Companies (NASSCOM). Keynote speakers included Commodore G. Prakash, Indian Navy, and K. Srinivas Rao, chief strategist and partner, thestrategist.com.

Networking Meeting

A networking meeting was held on 1 July that included a guest speaker, chapter updates, and a rewards and recognition program, followed by a networking dinner. The guest speaker slot was used to conduct a workshop on

Featureban, a simple Kanban simulation. P.V. Suman Kumar, who is an enterprise trainer and coach for agile approaches for project management, conducted the workshop. During this session, members got an understanding of how to compare the techniques of Kanban, scrum and agile approach. Members participated in game-based learning, called ‘The Scrum Penny Game.’ Key takeaways from the game were:

1. Smaller batches mean more value is delivered and workers spend more time working concurrently. Also the first value is delivered earlier to the customer.
2. Removing impediments helps deliver more value without the team working any longer. They become more efficient.
3. Prioritizing high value work improves value delivered to the customer even though the team works for the same amount of time.



Members participating in “The Scrum Penny Game”

PMI PUNE-DECCAN INDIA CHAPTER

Symposium on Manufacturing



Rajarama Rao B. welcoming delegates to the symposium

PMI Pune-Deccan India Chapter organized the second session in its series of project management symposiums on 18 June, which was titled, “Manufacturing, the Backbone of Vision India.”

Leaders and senior managers from leading organizations participated in the event as keynote speakers or delegates. The event attracted over 200 Tweets and over 100 Facebook comments, demonstrating the massive potential that web



Partha Ghose delivering the keynote address

virtual collaboration technologies offer in reaching out to audience across the world and various communities.

The conference started with an enactment that showcased the current situation of the manufacturing sector in India, i.e. the overburdened backbone of India and how project management can help streamline the processes and mitigate the challenges.

Rajaram Rao Bannengala, vice president – Programs, PMI Pune-Deccan India chapter welcomed the guests and delegates. This was followed by a keynote by Partha S. Ghose, president and chief of Projects, Kalyani Steels Ltd. He threw light on the use of project management to improve efficiency in the manufacturing sector. On the Government of India’s ‘Make in India’ initiative, he said the timing was perfect as India would reach its prime with a young manpower by 2020. The second keynote speaker was Dr. Abhay Kulkarni, director, the Institute of Industrial and Computer Management and Research, Pune, who gave his perspective on project management in manufacturing. There was an “elevator speech” by Amit Jadhav, director, Modelcam Technologies Private Limited in which he touched upon how the way people use technology is going to change by 2020.

Invited guests Girish Kelkar, founder director, V3C3E3 Consultants spoke about the risks and challenges that ‘Make in India’ will face in the coming years. Prakash Avchat,



The team behind the symposium

former general manager, Tata Motors shared his perspective on the role of a project engineer in emerging India.

The delegates took part in an innovative session, “Connecting Dots,” during the breakout session in which delegates were divided in groups and assigned the task of building the model of a travel bus. This helped the teams understand planning and execution in the manufacturing sector.

This was followed by a panel discussion on the symposium theme by Sushma Bhayani, global business development & delivery leader, IBM India Pvt. Ltd., Mangesh Ashtekar, operation manager, Forbes Marshal, Mohan Nair, president, IIMM, and Rajaram Krishnaswami, consultant and trainer).

(Chapter news was contributed by Ashutosh Nadkarni and Nagini Chandramouli, PMP, ACP)

New Champions Join the Program



Champions, PMI Pune-Deccan India Chapter leaders, and PMI staff with new Champions after the induction ceremony in Pune

Eighteen of the thirty-four Champion Designates, who were in line to move up to Champions, have now formally joined the program. The selection process had started in December 2015. These 18 newly designated Champions were formally inducted into the program on 25 June after they cleared the eligibility criteria.

The new Champions are from a diverse set of companies such as Cisco, Intel, Honeywell, Tata Consultancy Services, Sulzer, Nokia, Black & Veatch, Hewlett Packard, Ingersoll Rand, Microsoft, and Global Edge. The total number of Champions is now 102, who represent over 75 organizations.

The badge-pinning ceremony was held in J W Marriott in Pune. Besides the new members, the ceremony was attended by existing Champions who had made significant contributions in the past two quarters, PMI Pune-Deccan India Chapter President Girish Kadam, other board members of PMI Pune-Deccan Chapter, and PMI staff.

The event also featured an interesting and enlightening session on “The success mantra for managing stakeholders” by PMI registered education practitioner, Dhananjay Gokhale.

Growing Awareness on Project Management

North Region

Associate member, PMI India Champion Advisory Committee, Vinay Kumar Agarwal, PMP, provided his support in finalizing a series of webinars for the project management community within Ericsson. These webinars,

conducted every month, have practitioners from Ericsson as speakers. This series is providing a good platform for the participants to share ideas, get visibility, and network with fellow members. Calendar invites have been sent to over 600 members of the project management community in Ericsson.

The first webinar was conducted on 30 June at Ericsson’s Noida office, which was attended by over 110 practitioners. Since Ericsson is one of PMI’s internal Registered Education Providers (R.E.P.), the webinars would be registered on the R.E.P. portal and PMI certified practitioners who attend these webinars would be able to claim professional development units (PDU). This internal webinar series provides a perfect opportunity for continuous learning and to earn PDUs.

South Region

The Project Management Center of Excellence at IBM India approached PMI India to help the center organize an introductory session on the PMI Agile Certified Practitioner (PMI-ACP)[®] for its project managers.

Shine Sahadevan from PMI India coordinated with PMI India Champions Kalyan Sathyavada, PMP, and Duraideivamani Sankararajan, PMP to make the event possible. The virtual session was held on 15 June. Mr. Sathyavada presented the session from the IBM India Hyderabad office. As many as 205 experienced project managers from IBM India attended the session. Mr. Sankararajan provided support by responding to online questions and prepared a detailed set of FAQs on the PMI-ACP certification and IBM policy guidelines. PMI has

received a positive feedback from the IBM project managers' community for this session.

PMI India Champion Koti Reddy Bhavanam delivered a two-day session on agile project management techniques at Honeywell on 30 June and 1 July. The workshops covered the basics of agile, scrum and XP, and focused on scrum implementation. Around 36 middle managers attended the workshop. The workshop was coordinated from Honeywell by PMI India Champion A.K. Manjunatha.

Two more workshops are being planned in the near future in the Bangalore and Madurai offices of Honeywell.

PMI India Champions, Sumanth Shampur, PMP, and Sowmyan Narayan, PMP, spread awareness about PMI's Project Management Professional (PMP)[®] certification through a four-day workshop at the Hewlett Packard Enterprise (HPE) office in Bangalore from 4-8 July. The workshops were customized to suit the global finance functions at HPE. It was attended by 12 project managers and senior project managers. Four of the participants have since become PMI members and another 10 project managers from the company have shown interest in applying for the PMP certification.

West Region

PMI India Champion Program Chair Vivek Sonar and PMI

India Senior Champion Kalyan Satyavada from Hyderabad conducted a four-hour workshop on "Project Management for School Teachers" at Tagore International School, Delhi, on 30 July 2016. This is the first of its kind event organized PMI Educational Foundation in India.

The workshop was conducted simultaneously at the school's campuses in East of Kailash and Vasant Vihar. At each of the places, around 90 teachers and other school staff participated that included teachers from kindergarten to 12th standard. The workshop aimed at presenting to the participants the basics in project management and some key concepts which they can apply to various school activities and projects that the school runs through the academic year. At the end of the workshop, the participants were split into four groups with each group discussing and applying the project management concepts they learned in the workshop. They used these concepts to create projects and make presentation to the audience.

Leena Gupte from PMI India led the architecture of the program and supported the session at the East of Kailash school premises along with Mr. Sonar.

(Contributed by PMI India Champions Ajay Kumar, PMP, Kush Kumar, PMP, Satish C. and PMI India Senior Champion Sunil Telkar, PMP, MIMA.)

Long-standing Members Felicitated

Each year, PMI India recognizes members for their long-term commitment and passion towards the project management profession. Long-standing membership is a demonstration of the value that a practitioner derives from being a part of PMI and the local chapter. These practitioners have used the PMI membership to deepen their own knowledge, grow strong roots in the community, help spread the learning among others, and add more value to self and to their own organizations.

PMI India felicitated 16 such passionate members who have completed 10 years with PMI and PMI Bangalore Chapter at Project Management Practitioners' Conference - PMPC 2016 on 14 July 2016. Below are 10 members who attended the felicitation ceremony:

- Ravi Krishnaswamy
- Soumen De
- Nilanjan Saha
- Suresh Babu G.
- Srinivas Durvasula
- Sumatipal Kotangale
- Raghavendra Deshpande
- Jayaram B.G.
- Anand Lokhande
- Amaran Arumugam





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