

Sterlite Power Grid Ventures Ltd, India

Northern System Strengthening Scheme – XXIX Project, India

Duration: 4 years; Budget: € 380 M

Project description

In February 2013, the Union Power Ministry took cognizance of the requirement of J&K State for an alternate Transmission System and approved the proposal for the same. The NRSS XXIX project with an investment of INR 3000 crores includes one no. 400/220 kV Amargarh GIS substations (7x105 MVA) and around 480Kms of 400 kV D/C transmission lines. The project has as many as 1142 towers with one structure erected at an altitude of 13000 ft (Pir Ki Gali). With a capability to evacuate 1000 MW of power, the transmission line provides a major economic and socio-economic development in the Valley. Importantly, post commissioning of the lines, the Jammu transmission system significantly got de-stressed by sharing loads on Kishenpore and Gladni sub-stations. The project is built across one of the toughest landscapes in the country by use of innovative aerial technologies including helicranes. These innovative technological interventions ensured that the project got completed ahead of schedule – enabling the Kashmir valley to benefit in the harsh winter months. In November 2018, this alternate line was the lifeline of power for the valley as other four lines tripped due to heavy snowfall. The timely completion of the project has proven to be shot in the arm for the state to attract the investor community. The myth about large infrastructure projects getting completed ahead of schedule or on schedule in the state of Jammu & Kashmir is no longer a dream.

5 biggest strengths identified by PE Assessors

1. **People and Purpose.** The leadership throughout the project was impressive. The project was executed with a strong vision & leadership approach in terms of the project excellence principles. The leaders were not only aware of their role, but also, wanting to prepare for it as best as possible, participated in dedicated training and mentoring programmes. Thanks to the constant improvement of leadership competences, the atmosphere in the team and in the environment of external stakeholders was characterised by passion, partner cooperation and determination in identifying and exploiting opportunities. The success of the project proves that thanks to strong leadership sensitive to diversity (in terms of age, experience, culture as well as expert knowledge) it is possible to achieve impressive results.
2. **Project Results.** The project achieved outstanding results in terms of planning, execution, quality and cost management. Starting from the contracting phase, the project team consistently implemented a strategy of striving to achieve better results than those set out in the contract. This concerned both qualitative parameters and the schedule with responsible budget management. One of the elements of this approach was remodelling the structure of resources by strongly emphasising the presence of a specialised innovation group and distributed innovation leaders in executive departments.
3. **Processes and Resources.** Several innovations were implemented during the project, helping to develop the organisation. One of the undoubted factors of the project's

- success was the balancing of numerous process and technological innovations with innovative solutions in the area of the organisation's human capital development. The efforts undertaken enabled efficient implementation of organizational and technological innovations, even resulting in a very positive "constant appetite for development" among the members of the project team.
4. **People and Purpose.** The project leadership took extra efforts to develop the project team members and provided an outstanding approach to people empowerment. With a relatively young team available and involving local employees, managing an extremely demanding project is a unique challenge. It was necessary to build an efficient and agile cooperation network (peer-to-peer) distributed over the vast territory of the project. An equally important factor of success was the awakening of a sense of shared responsibility. The wise and well-thought-out support of project leaders proved to be a critical catalyst for this approach.
 5. **People and Purpose.** Stakeholder satisfaction. The level of stakeholders satisfaction throughout and at the end of the project was outstanding. In a project involving many stakeholders, including a very diverse local community attached to traditional values, obtaining consensus required a lot of work. A smart and responsible stakeholder management strategy was effectively implemented on the foundation of goodwill. Thanks to it, the project leadership managed to achieve satisfaction not only from the direct results of the project but also a sense of individual satisfaction in various stakeholder groups.

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