

Training Programme
On
Project Management Tools
For
PACS Partners

Under

**Poorest Areas Civil Society (PACS) Programme
Supported By DFID, UK**

Organized by,
Development Alternatives, Jhansi

TRAINING COMPLETION REPORT

Resource Group

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Background:

Write about PACS programme its objectives, goals and T& CBP strategy

The civil society has been at the forefront of the efforts to bring about change in the lives of millions in our country. The efforts have been generously supported by government, private and bilateral donors. The ground realities however have not changed much. This is not a comment on the work being done by the civil society. They are working in some of the most challenging environment and therefore their efforts are commendable. The failure to see changes in the life of people with whom we work forces us to rethink our paradigm.

Civil society has been playing important role in changing lives of the poor people and they need to continue playing this role due to growing challenges arising out of liberalisation, environmental degradation and increasing gap between poor and rich. What is needed perhaps is a close scrutiny of the way we have always been doing things. This includes taking a close look at the processes concerning the development project planning and implementation.

The empirical evidences show that many a times the CSOs themselves have little idea about the kind of projects they are implementing and what they have to achieve from the projects and beyond. Efficient Project Management has three components viz, Project Selection, Project Implementation and Project Evaluation. It is with this background that we have designed a three day module that looks at the cross cutting issues related to project management.

Programme Goal, Objective and Coverage

The programme goal was to impart knowledge and skills on the tools and techniques used for identification, selection, preparation and appraisal of projects, their implementation, monitoring, control and evaluation.

The training Objectives were,

- 1) To create awareness and develop appreciation for tools in project planning and management in the development sector, and
- 2) To develop appropriate skills amongst the participants to help develop in house project management tools

The coverage of the workshop in terms of topics dealt with are as under,

- 1- Conceptual Background and Need for Project Management
- 2- Project Planning to cover, situation and stakeholder analysis, project cycle and developing log frame, objective and goal setting etc.
- 3- Objectives Oriented Project Planning Method (OOPP) - An overview
- 4- Introduction to Logical Framework Analysis *and* LOGFRAME based Project management Tools

- 5- Managing Project Teams – *Issues and Challenges*
- 6- Risk Management in Development Projects - Identifying Risks in ongoing projects of CSO's and Developing Appropriate Risk Mitigation Options
- 7- Other Project Management tools such as PIP, Standard Costing and Budgeting
- 8- Project Evaluation Techniques to cover doing in-house and facilitating externally supported evaluation process, developing terms of reference etc.

Methodology Adapted:

We used the following training methodologies:

- Lectures
- Participatory lectures
- Group Exercises
- Case/Situation analysis
- Card sort

Based on the feedback received from the participant's participatory lectures were most preferred.

Course Material:

Although the Project Management is an important need of the NGO sector there is dearth of accurate and relevant material which can be easily accessed by the development practitioners. Much of the available literature in India on the subject is based on the international publications and commissioned studies by the international/bilateral agencies. Many of the academicians and experts (national and international) have extensively used the language from corporate sector.

For developing the course material we visited a number of libraries and consulted senior development professionals. In developing the same we have extensively used the UNDP guidelines as well as relevant material from other published source.

Summary of Proceedings of three days

Day One

The first day started at 9.30 Am sharp. Santosh Kr.Pathak welcomed the participants and initiated the proceedings of the three days. Sachin Mardikar provided a synopsis of the three days programme and the basis of developing the same.

Since the group was well balanced, there were 19 participants on the first day. A detailed introduction cum ice breaking session was thought of. The objective of this session was to know the kind of work the CSOs have been doing on the field. This would help customize the examples and illustrations from their field of interest during the next three days. We also asked the participants to indicate a symbol that they identify their organization with. This was appreciated by

the participants as something they had never given thought to. Many said they will try and study the organization symbol once they are back.

Mr. Shirish Kulkarni formally started the day off with a round of expectations mapping. Different participants have different perception of the term Project Management and therefore it was thought fit to map as to what they mean by PM.

Expectations

As a primary step towards involving the participants with regard to the objectives of the workshop, it was felt necessary to understand the expectations that they had in mind. This was particularly true given the diverse background and experience of the participants. Each participant was given a card to write down the expectations that were subsequently further discussed, sorted and clustered under broader categories.

Individual participants noted down their expectations on the cards and these were then put up on the wall to discuss and determine their feasibility in the context of the given situation. These were then categorized under five specific heads with similar sounding expectations clubbed together.

The exercise was an enriching experience and offered an opportunity to collate diverse expectations of the participants:

1) Project Planning Tools

- a) How to do project planning (Rakesh Prasad)
- b) How to manage resources (Ramesh Gaikwad)
- c) Project Cycle (Raju)
- d) How to develop indicators to measure project outputs (Rekhadevi)

2) Financial Management

- a) Project finance Mgt (Anupkumar)
- b) Learning FM and Evaluation tools (Sureshchandra Sharma)
- c) Learning FM techniques (Awadhesh Kumar)



3) Self Development

- a) How to handle network partners (Krishnakant)
- b) Skill dev. for self dev. (Fr. Varghese)
- c) Capacity building for better implementation of projects (Abhishek)
- d) How to transfer learning's to grassroots (Shailendra)

4) Preparation of Project Proposals

- a) How to prepare projects on Livelihoods and women's empowerment (Umakant Patel)
- b) How to make new proposals (Sarang D.R.)
- c) How to prepare focussed project proposals (Raju)

5) Project Monitoring and Evaluation tools

- a) PM tools where we are heading (Krishnakant),
- b) For successful project monitoring what are the management tools (Mr. Wakhare, Awadhesh Kumar)
- c) Better techniques of project implementation (Kamlesh, Palashkumar Chatterjee)
- d) Importance of selection of appropriate PM tools that impact project (Shailendra Kumar)

These expectations were discussed in detailed and trainers informed that they will try their level best to incorporate the information related to the expectations during the course. At the same time they informed that the focus of the training will be on the Project Management Tools which was the theme of the programme. The expectations that would need to more time will be conveyed to the TSG Members of DA for appropriate action.

The second session of the day was on components of project management. Mr. Shirish Kulkarni informed the participants about the project planning process and how effective project management starts off with planning process. And this includes a through understanding of the target group, situation and stake holder analysis. The participants were asked to reflect on their projects and then identify the target group. While there was clarity with some participants, a good number needed inputs in the area of identifying the target group. The facilitators helped them think through this process.

Thereafter the session on Project cycle was taken up by Mr. Sachin Mardikar. To understand the concepts better an exercise was given to the participants. This was a situation of a man who is stranded on an island and wishes to put a mark on the rocks that are lying on the coast. He has no resources and skills. The exercise generated lots of response and all the participants offered their solutions enthusiastically. They also went beyond the interpretation of the game and said that this also mirrors a development worker who has no resources and wants to impact on the society because he believes he can make a difference.



The explanation of the correct answer helped participants understand the basic terms such as INPUT, ACTIVITY, PROCESS, OUTPUT, OUTCOME AND IMPACT. These are the fundamental concepts that once should understand in order to follow a project. The participants were also told that these concepts are not straight jacket compartmentalized options but it is a continuum. It is a process.

As indicated in the expectations mapping the participants were

helped with developing an appreciation of the planning process.

Once the basic concepts were understood the participants were given a task in groups to work on a case. This was a simple case study of a bus operator and the participants were required to frame the problem and also develop objectives.

Three groups were formed. The groups presented their findings in the plenary and this was followed by a detailed discussions. While not all responses were accurate, the facilitators helped them develop ability to think through the process of situation analysis and the cause and effect technique to do problem analysis.

The day concluded with a brief assignment on each participant to look at its project, identify the target group and do the stakeholder and situation analysis.

Day Two

The second day started with recap of the first day by a group of participants. They presented their learning's of the first day and also provided with a feedback of the participants.

As per the instructions from the TSG an exposure visit to TARAGRAM was scheduled during the post lunch session and hence the day's time table had to be revised.

In the first session, the participants presented their assignment. These were commented upon by the facilitators and they were helped to redefine their project goals etc more precisely.

Thereafter, unfinished discussion on some of the basic concepts of Objective Oriented Planning System continued till the tea break. This set just the right kind of mood for taking up the session on Logframe. Logframe is an important project management tool. After explaining the process of preparation of a log frame, the participants were divided into three groups based on thematic areas. These were livelihoods, Gender and Local Self Governance. The group members were,



Livelihoods	Gender	Local Self Governance – PRI
Wakhareji	Ramesh Gaikwad	Avdesh Kr. Dubey
Palash	Rekha Devi	Shailendraji
Krishnakantji	Fr. Varghese	Ramsharanji
Raju	Sarang	Sureshchandra Sharma
Kamleshji	Abhishek	Bharat
Pushpalataji	Rakesh	Umakant Patel
Shailendra Jha	Anup Kr.	

The groups were helped to think through the process by the facilitators who took turns in meeting each of the groups and explaining the concepts. One of the groups presented their findings during the post lunch session after which the group left for Taragram.

The visit to taragram though unscheduled was useful and participants were exposed to working models of development and livelihood generation. They appreciated the efforts made by Development Alternatives group in technology and livelihoods.

After, the group returned from Taragram, it reassembled and continued the presentations. After the presentations were done, the facilitators helped clarify some of the concepts and statements that the groups had made. Not all groups were successful in the first attempt. The group of Livelihoods however made considerable progress and therefore the facilitators thought it fit to take it up to the next level of discussion.

With the use of powerpoint the participants were given demonstration of construction of an LFA of a Livelihood project. The day ended at 8.00 PM

Day Three

The third day of the programme started with disbursement of travel dues to the participants by the DA Accounts team. The recap team presented the learning's of the programme from the day 2.

The first session of the day was on Managing Human Resources. During the lecture followed by discussions the participants felt that more time should have been given to this vital topic. There were issues related to institutional growth, how new staff members could work in a situation wherein the older ones do not support their initiative, how does a chief functionary plan succession and recruitment of staff. There were also questions related to team, its composition and functioning.

The second and third session were devoted to developing basic understanding of some of the concepts of costing and budgeting. The participants were explained about these using the example of a photo copying business.

The main learning' from the session on costing were, understanding the difference between fixed and variable costs, knowing cost behaviour help plan for the minimum funds that the CSO should generate to meet its obligations. It was also impressed upon the participants that in the long run all fixed costs can be changed as these are decision costs. Thereafter the participants were explained how they can further use the project implementation plan to develop various budgets. The participants were familiar with the method of preparation of budgets. Once budgets were developed, the group was given inputs into how they can use excel worksheets to design an in house MIS to track for variances and also prepare annual budgets. They were given a demonstration of an excel based programme for the purpose.



The participants however were keen that some inputs in the area of Risk Management be given and accordingly we briefed them about the basic concept of risk and the strategies adapted by the CSOs in the development sector to mitigate these.

←-----Programme Coverage-----→			
	Planning	Implementation	Monitoring
Topics dealt with in the three days	Situation and stakeholder Analysis Objective Oriented Planning Process Logical Framework Analysis	Inputs and Activities Processes PIP Tools HR Issues Financial and budget control	Mid Term and End Term Evaluation

Thereafter Mr. Shirish Kulkarni gave a detailed overview of the Mid Term and end Term evaluation Process, its need, and relevance. He also gave detailed instructions on how to go about organizing a mid term and end term evaluation. During the discussions the difference between outcome monitoring and outcome evaluation was also discussed in great detail.



The last session of the day was wrapping up wherein a brief recap of all the input sessions and also the overall PM framework was discussed.

The day concluded with a formal valedictory functioned. Mr. K.K. Upadhayay, Programme Manager, TSG, Development Alternatives presided over the function and guided the participants.

Participants feed back:

Two forms were provided to the participants to evaluate the training programme and to provide overall feedback on the programme quality etc.

The individual forms are separately attached. Analysis of these forms is presented in the table below. Since one of the Participants had left early the response is from 19 participants only.

1. How do you find the course

All the participants felt that the course was very useful (19/19).

2. Meeting Participants expectations

Five out of the nineteen participants opined that the course exceeded their expectations while the rest felt that it had met their expectations outlined at the commencement of the programme.

3. Ranking of the various training methods which we used (1= Most preferred and so on).

The methods used were, Lecture, Participatory lecture, Quiz, Group exercises and Card Sort. The analysis of the evaluation forms received from the participants indicates that an overwhelming majority of the participants were comfortable with the Lecture (83%) and

Participatory Lecture methods (55%). This was followed by Group Exercises (40%), Card Sort and Quiz (27%). The percentages may not add up to 100 because these are ranks that have been provided by the participants. In two cases the participants had not indicated their preferences.

4. About content and delivery

	Most satisfactory	Moderate	Needs	No Response
Choice of Language of the facilitator (Hindi/English etc)	14	4	1	
Facilitation Process	14	4		1
Ensuring Participation	15	3		1

As is evident from the above table the participants responded positively to the language used by the trainers, facilitation process adapted and efforts made by them to ensure participation during the various sessions.

5. Usefulness and Relevance of the topics

As is evident from the above table the participants found the inputs given as most useful and relevant in all the subjects listed in the programme schedule. However, there were a few exceptions who felt otherwise related to few subjects. In additions to the topics listed in the programme schedule the trainers had introduced a few topics keeping in view the expectations expressed by the participants. These topics were also appreciated and found useful and relevant by them

	Most Useful and Relevant	Could have been dropped	No Response
Introduction, Ice Breaking	19		
Daily Recap by Participants Group	17	2	
Project Management Components	19		
Project Life Cycle	19		
LFA Techniques	18		1
Situation and Stakeholder Analysis	19		
PIP	19		
HRD	17	2	
Financial Management/Budgeting	18	1	

6. Time devoted to each of the following topics

The table reveals that we were able to meet the expectations of the participants as far as the basic inputs are concerned. The feedback from the participants suggests that more inputs are needed in the areas of LFA techniques (3 day focused module is recommended), HRD and financial mgt and budgeting.

	More time Needed	Adequate	Less Time Should have been spent	No Response

LFA Techniques	14	4	1	
Project Management Components	9	9	1	
HRD	9	5	3	2
Financial Management/Budgeting	9	10		
Situation and Stakeholder Analysis	7	11		1
Project Life Cycle	5	13	1	
Daily Recap by Participants Group	4	14	1	
PIP	4	13	1	1
Introduction, Ice Breaking	3	15	1	

7. Key learning's from the programme (as per the evaluation form filled in by participants):

The participants were asked to list down 3 key learning's from the training programme. These are listed as under:

- a. Project management tools – planning, monitoring and evaluation
- b. Situation and Stakeholder Analysis
- c. Objectives Oriented Planning
- d. Training methods for participatory training
- e. Project Life Cycle
- f. LFA
- g. Costing and budgeting
- h. Risk Management
- i. Project Implementation Plan
- j. Importance of mid term and end term evaluations
- k. Use of excel as a tool for PIP and Budgeting

8. Use of the learning's from the training programme

- a. Self evaluation
- b. Project Management
- c. Good relationship with the team members
- d. Share the learning with field workers
- e. Project proposal writing
- f. Monitoring and evaluation of existing projects
- g. Financial Management of the organization
- h. Display of PIP chart in the office of the Organization
- i. To encourage PIP based Project Monitoring System in the organization
- j. Through better planning we are more confident of implementing projects
- k. Development of Excel Spreadsheet tools for tracking activities

9. Other topics recommended by participants

- l. Human Resource Development
- m. Management Information System
- n. PRA techniques

- o. Baseline surveys
- p. Developing supervisory staff
- q. Cost Benefit Analysis
- r. Strategic Planning
- s. Result Based Management (RBM)
- t. Conflict resolution
- u. Budget Planning
- v. Management Training for Project Holders
- w. Communication and Moderation Techniques

What the Participants felt¹?

- The tools learned during the training would help them in better management of the non-PACS projects also.
- Increased awareness and knowledge base, in spite of interruptions good facilitation skills ensured that there were no problems
- The CSOs heads take due care in nominating persons keeping in view their interest and responsibility
- These type of programmes enhance our capacities
- There are many difficulties we face and therefore such training are essential
- More training Materials needed
- I think such type of training programmes will provide learning's to enable better management of programme
- Lack of time for covering topics, the course should be of longer duration
- HRD and Budget Topics needed more time
- The programme duration should be more, more inputs are needed on HRD issues
- Training materials should be in Hindi
- Course material should be in Hindi, Prog should be of longer duration
- The formats and language of the training programme should be in English because most of the terms of PM are in English

Conclusions and Recommendations

Based on the interactions we had with the participants we would like to make certain suggestions.

We do hope these will help strengthen the processes at the TSG level to help deliver more effective training inputs to the CSOs.

- a. Participation: for a technical course such as Project Management Tools, there should be some mechanism to ensure that participation level is uniform. This was a technical topic and it was best suited to the people who are actually managing the project i.e. chief functionaries or senior project coordinators. The participation varied from accountant, field worker to chief functionary.
- b. Training Needs Identification: The TNA form is often filled up by a senior official in the CSO but at the time of nominating some one for the programme considerations other

¹ Source: feedback collected by the TSG Team

than the actual need take over. *We would like to recommend that the state managers can do a basic scrutiny of the nominations to ensure that participants' level and the rigor of the topic are not compromised.*

- c. All the PACS states are in the process of developing state level capacity building plans. We would like to suggest that the TSG may like to have a look at these plans and along with a group of facilitators (internal and external) develop appropriate training inputs in local language for a more effective programme delivery.
- d. Logistics: A hotel for a learning programme such as this may not be the right idea. Confined in the rooms it discourages participation at peer level and thus restricts the cross learning opportunities that might be available.
- e. It is also recommended that some support from the TSG is provided to take care of logistics, particularly arrangement related to hotel and travel arrangements of participants.
- f. The participants should also be impressed upon the need to stay back for the full duration of the programme. They need to be instructed to book their return tickets keeping in view the programme schedule.

We would like to express our thanks to Mr. K.K. Upadhayay, Programme Manager, Santosh Pathak, Aziz and Juhi in taking care of the logistics and providing other administrative support during the training programme. We are also thankful to Management Consultants for the PACS programme for giving this opportunity and do look forward to long term fruitful relationship.

Shirish Y. Kulkarni
14 October 2005

Sachin Mardikar

PROGRAMME SCHEDULE

Project Management				
Date	Time	Topic	Facilitator	Methodology
4-Oct-05	09.30 - 10.00	Welcome, Introductions, Course Objectives and Expectations from Participants	SYK and SYM	Ice Breaking through Game
	10.00 - 11:15	Project Management - Different components	SYK	Lecture and Examples
	11:15 - 11:30	<i>Tea Break</i>		
	11:30 - 01:00	Situation Analysis and Stakeholders Analysis in the context of Project Mgt.	SYK	Participatory Lecture
	01:00 - 02:00	<i>Lunch Break</i>		
	02:00 - 03:15	Understanding Project Cycle - Conceptual Understanding of Terminology used	SYM	Lecture and Examples
	03:15 - 03:30	<i>Tea Break</i>		
	03:30 - 04:45	Setting Objectives, Goals and Output Statements in Project Planning and Management	SYK and SYM	Group Exercise, 4 groups to be formed. Issues to be covered - Livelihoods, Gender with special reference to Violence against Women, Women's Empowerment and Disability
	04:45 - 05:00	<i>Short break</i>		
	05:00 - 06:00	Days Recap and Assignment briefing	SYM	
5-Oct-05	09.30 - 10.00	Recap of previous day's learning's	SYK	Presentation by Recap Team
	10.00 - 11:15	Introduction to Logical Framework Analysis and LOGFRAME based Proj. Mgt. Tools	SYK and SYM	Explanation through Lecture followed by group work
	11:15 - 11:30	<i>Tea Break</i>		
	11:30 - 01:00	Group work presentation	SYK and SYM	Presentation by the participants
	01:00 - 02:00	<i>Lunch Break</i>		
	02:00 - 03:15	Managing Project Teams - Issues and Challenges	SYM	Case Study and Participatory Discussion
	03:15 - 03:30	<i>Tea Break</i>		
	03:30 - 04:45	Risk Management in Development Projects	SYK	Participatory Lecture
04:45 - 05:00	<i>Short break</i>			

Project Management				
Date	Time	Topic	Facilitator	Methodology
	05:00 - 06:00	Identifying Risks in ongoing projects of CSO's and Developing Appropriate Risk Mitigation Options	SYK and SYM	Group Work - Two Groups to be formed on Livelihoods and Local Self Governance thematic areas
6-Oct-05	09.00 - 09.15	Recap of previous day's learning's	SYM	Presentation by Recap Team
	09.15 - 10:15	Budget and Financial Management	SYM	Lecture
	10.15 - 10.30	<i>Break</i>		
	10.30 - 11.30	Budget and Financial Management .. <i>Contd</i>	SYM	Lecture and Demo of Excel Based Programme for project management
	11:30 - 01.00	Developing Organization Capability for Effective Project Management - Issues in HR, Finance, Technology, Operations and MIS	SYK	Lecture
	01:00 - 02:00	<i>Lunch Break</i>		
	02.00 - 03.15	Doing End of Project Evaluation - Purpose and Methodology	SYK and SYM	Lecture
	03.15 - 03.30	Tea Break		
	03.30 Onwards	Feedback, Closure and Assessment		

List of Participants

- 1. Mr. Shailendra Kumar, ABHIYAN, Patna, Bihar**
- 2. Abhishek Anand, BGVAS, Patna, Bihar**
- 3. Ms. Pushpalata Singh, NIDAN, Patna, Bihar**
- 4. Ms. Rekha Devi, Muzaffarpur, Bihar**
- 5. Sarang D.R, SEDT, Parbhani, Maharashtra**
- 6. Ramesh Gaikwad, YuvaGram, Beed, Maharashtra**
- 7. Raju Pawar, VSP, Buldhana, Maharashtra**
- 8. Bharat Kurhade, GSMT, Yavatmal, Maharashtra**
- 9. Avdesh Kumar Dubey, PANI, Faizabad, UP**
- 10. Umakant Patel, Adarsh Shiksha samiti, Pratapgad, UP**
- 11. Rakesh Prasad, Nehru Yuwa Sanghatan, Fatehpur, UP**
- 12. Fr. A. Varghese, PGSS, Deoria, UP**
- 13. Suresh Chandra Sharma, divya Jyoti Sewa Niketan, Pratapgad, UP**
- 14. Ramsharan Verma, Pratapgad Gramothhan Samiti, Pratapgad, UP**
- 15. Krishnakant, Lok Prerna, deoghar, Jharkhand**
- 16. Anup Kumar, Lok Deep, Madhupur, Jharkhand**
- 17. Palash Bhushan Chaterjee, Agragati, Jharkhand**
- 18. D.L. Wakhare, Chhhindwara, MP**
- 19. Shailendra Kr. Jha, MP**
- 20. Kamlesh Kumar, MP**

Evaluation form

**Training Course on Project Management Tools,
Jhansi (4-6 October 2005)**

Facilitators:

Mr. Shirish Y. Kulkarni and Sachin Mardikar

Constructive Catalyst Community Development Consultants, Pune

Evaluation Form

1. How do you find the course	Useful	Not Useful			
2. Do you think your expectations from the programme have been met? Please tick ✓					
Exceeded Expectations	Met Expectations			Below Expectations	
3. Please rank the various training methods which we used (1= Most preferred and so on)					
	Lecture	Participatory Lecture	Quiz	Group Exercises	Card Sort
4. Please comment on the following (Please tick ✓)	Most Satisfactory	Moderate/Average		Needs Improvement	
▪ Choice of Language of the facilitator (Hindi/English etc)					
▪ Facilitation Process					
▪ Ensuring Participation					
5. Which of the topics you found most useful and Relevant Please comment on the following (Please tick ✓)	Most Useful and Relevant		Could have been dropped		
▪ Introduction, Ice Breaking					
▪ Daily Recap by Participants Group					
▪ Project Management Components					
▪ Project Life Cycle					
▪ LFA Techniques					
▪ Situation and Stakeholder Analysis					
▪ PIP					
▪ HRD					

<ul style="list-style-type: none"> ▪ Financial Management/Budgeting 			
6. Please comment on the time devoted to each of the following topics(Please tick ✓)	More time Needed	Adequate	Less Time Should have been
<ul style="list-style-type: none"> ▪ Introduction, Ice Breaking 			
<ul style="list-style-type: none"> ▪ Daily Recap by Participants Group 			
<ul style="list-style-type: none"> ▪ Project Management Components 			
<ul style="list-style-type: none"> ▪ Situation and Stakeholder Analysis 			
<ul style="list-style-type: none"> ▪ Project Life Cycle 			
<ul style="list-style-type: none"> ▪ LFA Techniques 			
<ul style="list-style-type: none"> ▪ PIP 			
<ul style="list-style-type: none"> ▪ HRD 			
<ul style="list-style-type: none"> ▪ Financial Management/Budgeting 			
7. Please describe any three key learning's from the programme			
a)			
b)			
c)			
8. How do you propose to use the learning's from the training programme			
a)			
b)			
c)			
9. Which other topics for training would you like to suggest			
a)			
b)			
c)			
10. Any other suggestions or comments you would like to make on the overall training programme			

Thank You!

