

TRAINING COMPLETION REPORT

Programme
On
Project Management Tools for PACS
Partners

February 2 -4, 2006

At Hotel Shree Nath Palace Jhansi (Uttar Pradesh)
Under

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

Organized by,
Development Alternatives, Jhansi

Resource Group

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Background:

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.

This was the second programme on the project management organised by Training Systems Group.

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 are,

- 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 contents for the workshop were,

- 1- Project Planning covering situation and stakeholder analysis, project cycle and developing log frame, objective and goal setting etc.
- 2- Project Management to cover, Risk, Cash Flows and Budgeting,
- 3- Project Evaluation Techniques to cover doing inhouse and facilitating externally supported evaluation process, developing terms of reference etc.
- 4- Managing Project Teams – Issues and Challenges

- 5- Other Project Management tools such as PIP, Standard Costing and Budgeting
- 6- 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. Mr. Pathak informed that as against expected 20-25, only 15 persons have participated and he expressed more committed response from PACS CSO partners for such important facility. Sachin Mardikar provided a synopsis of the three days programme and the basis of developing the same.

The first day started with the round of introduction and expectations mapping. 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. The participants used cards to introduce them as also wrote down their expectations from the programme. Each of the participants introduced him/herself and their organisations and kind of the projects they are handling not only in PACS but also others. They also informed as to what position they held in their respective organisations alongside number of years of experience.

Most of the participants were at Project Co-ordinator level and had about 0 to 2 years of experience. Four of the participants had professional degrees in social work while the rest had graduated from the field work experience.

Expectations

The expectations of the participants were as under:

- 1) How to utilise HR in Project Management
- 2) How to get RBM
- 3) Project Mgt. in the training should be limited to just Pacs project of the CSO but overall PM
- 4) How to look at outputs and objectives of a project
- 5) How to synergise between goals of the Organisation vis a vis project
- 6) How can we monitor the project centrally
- 7) Some simple tips on PM
- 8) Improving understanding on LFA
- 9) How to meet expectations of stakeholders
- 10) How to identify and address process gaps
- 11) How to prepare a cash flow and activity plan
- 12) More information about PACS programme
- 13) How to manage the project
- 14) Steps in project report preparation
- 15) Basic concepts on Project Planning and Management
- 16) To get better understanding of management tools and apply them at organisational level
- 17) Practical use of project management tools
- 18) How to be successful in project implementation
- 19) Understanding principles of PM



These expectations were discussed in detail and trainers informed that they will try to deal with the above expectations during the course.

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 thorough 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. For this an using an analogy of marriage within a family the participants were asked to write down various activities on a chit. These chits were then mixed and drawn one by one. The participants read out the activities which were recorded on the board in a logical sequence.

The facilitators established an analytical framework as what you do for an activity to organise at home the same principles are applicable in any project planning and management situation. The following outline was generated from the discussion of participants:

Need assessment -> Organisational background -> Vision and Mission -> Goal -> Objective -> Strategy -> activities -> monitoring -> Output -> outcome -> Impact -> Evaluation

Thereafter the session on Project cycle was taken up by Mr. Sachin Mardikar. The participants were given a framework that helped them understand the project cycle, starting with the Project Selection and ending with Project evaluation.



The participants were explained the various terminologies associated with the programme management. They were introduced to topics such as INPUT, ACTIVITY, PROCESS, OUTPUT, OUTCOME AND IMPACT.

They were also told about what are the various issues that are normally looked into when project feasibility is judged. 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.

During the **Post Lunch Session** the participants were given a framework on Project Planning Process. This was followed by an elaborate lecture giving illustrations from the field. Based on the inputs provided in the session, three groups of participants were formed. Each of the group was to have prepared an outline of the project based on predetermined thematic areas of Panchayat Raj, Women's Empowerment and Livelihood.

The groups made presentations in the plenary and each of the charts prepared by the participants was individually referred to and suggestions on what constitutes Goal, Objectives, Activities and Outputs were given. There was considerable discussion on the fundamental terms such as Goal and Objectives. This was in spite of the fact that most of the participants had expressed that they are comfortable with the terms at the beginning of the programme.



The day concluded with a small assignment on a case of Bus Driver which the participants were required to go through discuss on day two.

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.



Session on developing monitoring indicators for objectives, activities, outputs and outcomes was organised to help people understand the effective monitoring tools during the implementation process. Inputs on developing quantitative and qualitative indicators were given and with a view to help participants develop

the skills in this area they were given group exercise on developing the indicators for objectives and activities. The participants were asked to use the same project examples that were utilised for understanding the project planning framework viz. Panchayat Raj, Women's Empowerment and Livelihood. The participants presented the indicators developed by them which were further refined with a view to help them understand as to how to develop effective qualitative and quantitative indicators for effective monitoring of the progress of the project. From the project

The visit to taragram 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.

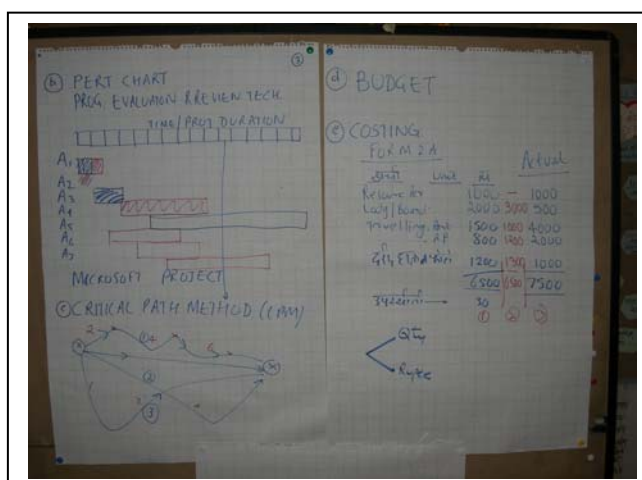
Day Three

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.

At the start of the day we reviewed the participant's expectations that had been enlisted the day before at the start of the programme. We realized that we had dealt with all the issues that were enlisted on the first day. However, the participants felt that we need to give them some ready *tips or tools* on Project Management. This concern was put before the rest of the group and it was decided to change the schedule to accommodate the concerns of the participants.

The following tools were explained to the participants.

1. Strategic Planning
2. Annual / Quarterly and Monthly Review Meeting
3. Logframe
4. Result Based Management (RBM) Framework
5. Management Information System
 - a. Project Implementation Plan
 - b. Standard costing
 - c. Budgetary control system
 - d. CPM and PERT Techniques



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 participants were acquainted with the core principles of the impact/outcome evaluation. With a view to help participants relate with the session they were given an exercise of developing the indicators for outputs and outcome/impact. They were asked to use the same projects that were developed by them during project planning framework. After the presentation of the group exercise they were given inputs on evaluation methodology. The importance of evaluation was also discussed alongside its relevance in future planning processes at the level of CSOs.

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. Santosh Kr. Pathak from the TSG Development Alternatives presided over the function and guided the participants.

Participants feed back:

The programme was evaluated based on a specifically designed 10 point questionnaire that looked at various aspects of programme content, methodology, delivery and over all quality of inputs. The questionnaire is attached to this report. Analysis of these feedback forms is presented in the paragraphs below.

1. How do you find the course

A majority of the participants found the programme useful. (14/15)

2. Meeting Participants expectations

Two thirds (10/15) of the participants expressed that the training programme met or exceeded their expectations outlined at the commencement of the programme.

However one third (5/15) of the participants felt that more time should have been given as also the technique should have been less participatory and that pure lecture method should have been adapted by the trainers. They felt this diluted the impact and hence ranked it below expectations.

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

The methods used were, Lecture, Participatory lecture, Simulation Exercise, Group exercise and Card Sort.

The analysis of the evaluation forms received from the participants indicates that an overwhelming majority of the participants (2/3rd) preferred pure lecture as against participatory lecture method. A probable reason for this could be the fact that the average experience of the participants was two years.

The preferred methodology was simulation exercise (used for HRD session) as against sessions that involved participatory lectures and collective thinking (card sort).

Participant No.	Lecture	Participatory Lecture	Quiz/Simulation Exercise	Group exercise	Card Sort
1	8	2	5	3	1
2	2	3	5	3	2
3	7	6	5	4	10
4	3	6	8	8	2
5	3	1	2	5	4
6	5	4	2	1	3
7	4	9	6	9	7
8	5	3	4	5	5

Participant No.	Lecture	Participatory Lecture	Quiz/Simulation Exercise	Group exercise	Card Sort
9	5	8	6	8	6
10	7	7	4	8	5
11	4	8	4	8	5
12	7	5	2	8	5
13	5	5	2	1	5
14	5	5	4	3	7
Average	5	5.14	4.21	5.29	4.79

Note: One of the participants did not give any response to this question

4. About content and delivery

The responses of the participants to this question were as under,

	Most satisfactory	Needs Improvement	No Response
Choice of Language of the facilitator (Hindi/English etc)	13	1	1
Facilitation Process	11	3	1
Ensuring Participation	12	2	1

The above table reveals that the participants responded positively to the language used by the trainers, facilitation process used and efforts put in by them to ensure participation during the various sessions.

However, there were a few who preferred less participatory approach and thought otherwise (preference for lecture method).

5. Usefulness and Relevance of the topics

As is evident from the given 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 the daily recap, PLC, PRA and HR Techniques could have been dropped.

	Most Useful and Relevant	Could have been dropped
Introduction, Ice Breaking	15	
Daily Recap by Participants Group	13	2
Project Management Components	15	
Project Life Cycle	14	1
PRA Techniques	14	1
HR Techniques	14	1
Financial Management	15	
Output Monitoring	15	

The schedule was revisited on day three and a complete session on Project management Tools was taken up. This session provided details of all the commonly used tools and techniques for project management such as CPM, PERT, PIP, Logframe, RBM etc.

These topics were also appreciated and found useful and relevant by them

6. Time devoted to each of the following topics

Three days to discuss each of the components of project management are inadequate and what can be achieved is increased appreciation of the various tools and techniques. The experience of the participants is also an important factor in the learning process.

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.

Introduction and Ice Breaking	Adequate
Daily Recap	Adequate
PLC	Adequate
PRA Techniques	More time needed
HRD/Team Building	More time needed
Financial Management	More time needed
Output Monitoring	More time needed
Pm Components	More time needed

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. Appreciative Enquiry Approach
- b. Role of Budgeting control system in Project Management
- c. Concepts of preparation of a project are more clear
- d. CPM technique
- e. Evaluation process
- f. Framing Organization Vision and Mission
- g. How to derive output and inputs
- h. How to maintain coordination between trainer and trainee
- i. How to prepare a project report
- j. How to use a game for explaining a concept
- k. Introductory session was good
- l. Output Monitoring
- m. Participation of Trainee in system
- n. Participatory evaluation
- o. Participatory planning
- p. PERT Chart
- q. Project Life Cycle
- r. Project management Cycle
- s. Project Monitoring Tools
- t. Project Planning, Monitoring and Evaluation
- u. Role of Leaders in managing teams
- v. Team Building/Team Work – Influencing factors

- w. Tools for Input, Output and Outcome Monitoring
- x. Training system Design

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

- a. Applying management tools at organizational level
- b. Developing reporting formats for managing projects
- c. To modify my monitoring strategy/field visits
- d. Enhancing our Monitoring, managerial and reporting Skills
- e. Evaluation Methodology
- f. Getting acquainted with most of project management tools
- g. How to see the impact of project intervention
- h. Improving existing project
- i. Monitoring
- j. Preparation of Project Proposal
- k. Project outcome framing
- l. Project Planning, Monitoring and Evaluation
- m. Project Writing
- n. Provide training system for other groups
- o. Role of Trainer
- p. Staff Training
- q. Tools to monitor and find gaps in activities
- r. Transforming personal learning into organizational learning
- s. Use of games to demonstrate efficacy of a topic
- t. Utilize it in project preparation
- u. Will create a system for Bihar
- v. Will practice whatever learnt

9. Other topics recommended by participants

- a. Budgeting
- b. Financial management
- c. Information, Communication and Societal Needs
- d. Leadership
- e. LFA
- f. MIS
- g. Moderation techniques
- h. Monitoring Tools
- i. More Information on Project Report preparation
- j. Need for training cell for other related project
- k. Organization development
- l. Organizational Development
- m. PRA
- n. Regional requirements and project planning

10. Other Suggestions by participants

- a. Need of some specialized for subject matter
- b. System should have to be time bounded for any subject matter
- c. TIPS should be given on each topic taught
- d. Participants should not be given much chance to share

- e. Limited interaction with the participation
- f. Short topics are advisable
- g. Team building and Team Building
- h. To further probe into the issues of programme management for own skill development
- i. Time limits should be fixed for each session
- j. Training be organized at Taragram
- k. There should be more theoretical content in the training programme
- l. Need to assess the impact of training through follow up
- m. Training system is different from workshop. Current programme should have been less participatory
- n. More time is needed to cover sessions
- o. Programme design was fruitful and more time was needed for better understanding of various tools.
- p. Design was good
- q. Visit to Taragram may be rescheduled
- r. More examples needed
- s. Experience sharing should be a part of training methodology
- t. PRA and other Participatory approaches

What the Participants felt¹?

We sought participant's free and frank feedback on the three days inputs. We reproduce the same verbatim. Our response to these is given separately towards to end.

- The programme was in a workshop mode and not a training programme
- Although interactions between faculty-participants was good, half the people were already aware of the concepts
- We spent lot of time on basic issues
- The programme should have been less participative, one way inputs are better
- We did learn few things
- The exercise on managing team and leadership was particularly useful
- What we wanted remained within (*jo chah rahe the who bhitar hi rah gaya*)
- Module was alright but questions still remained unanswered
- 3 days duration was too less
- We had too much expectations from the organizers
- We expected to get some *Tips* so that we could have prepared a new project proposal
- Atmosphere was disturbing, venue was different, Taragram would have been better

It is extremely difficult to meet the expectations of the entire group in a span of three days. Unfortunately in the common CSO level language the terms Project

¹ Source: feedback collected by the TSG Team

Management is used almost in the same breath as Project/Proposal Preparation. And this is what causes expectation gaps. For most of the participants the expectation is to get some tips on making funding proposals.

Conclusions and Recommendations

We had a few opportunities to have interactions with participants during training and informal times and also during visit to Taragram Orcha. Based on these interactions we would like to make few suggestions in organizing such training programmes.

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

- a. Participants prefer a training programme on Project Writing Skills rather than Project Management Skills.
- b. Invite written confirmation from the CSOs/participants about their expectations from the training atleast two weeks in advance and forward the same to trainers so that an appropriate design could be prepared to meet the expectations of the participants.
- c. This would help organizers to arrange the logistics accordingly.
- d. The CSOs should demonstrate commitment to the training process and depute the senior staff from PACS project exclusively. Unfortunately, this time there was no participation from the state of Maharashtra. Also, there was only one participant from Maharashtra.
- e. We would like to recommend that the state managers handling PACS programme can help their counterparts in TSG do a basic scrutiny of the nominations to ensure that participants' level and the rigor of the topic are not compromised.
- f. Venue: 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.

We would like to express our thanks to Mr. K.K. Upadhyay, Programme Manager, Mr. Santosh Pathak and Ms. Juhi Vaidya 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
February 09, 2006

Sachin Mardikar

PROGRAMME SCHEDULE

Project Management				
Date	Time	Topic	Facilitator	Methodology
2-Feb-05	09.30 - 10.00	Welcome, Introductions, Course Objectives and Expectations from Participants	SYK and SYM	Ice Breaking through Card Sort
	10.00 - 11:15	Project Management - Different components	SYK	Reflection by participants, individual chart preparation
	11:15 - 11:30	<i>Tea Break</i>		
	11:30 - 01:00	Understanding Project Cycle - Conceptual Understanding of Terminology used	SYM	Lecture and Examples
	01:00 - 02:00	<i>Lunch Break</i>		
	02:00 - 03:15	Project Planning - Setting Objectives, Goals and Output Statements	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
	03:15 - 03:30	<i>Tea Break</i>		
	03:30 - 04:45	Presentation of Group Work and Discussion on the PM framework	SYK and SYM	
	04:45 - 05:00	<i>Short break</i>		
	05:00 - 06:00	Days Recap and Assignment briefing	SYM	
3-Feb-05	09.30 - 10.00	Recap of previous day's learning's	SYK	Presentation by Recap Team
	10.00 - 11:15	Introduction to PRA Tools for Project Planning and Management (incl. presentation on assignment)	SYK and SYM	Sharing of Groups Experience and followed by Discussion and Explanation of the techniques
	11:15 - 11:30	<i>Tea Break</i>		
	11:30 - 01:00	Continued	SYK and SYM	- do -
	01:00 - 02:00	<i>Lunch Break</i>		

Project Management				
Date	Time	Topic	Facilitator	Methodology
	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 - 06:00	Visit to Development Alternatives at Orchha		
	<i>Pre Dinner</i>	<i>Space for discussions and additional inputs</i>		
4-Feb-05	09.00 - 09.15	Recap of previous day's learning's	SYM	Presentation by Recap Team
	09.15 - 10:15	Project Costing	SYM	Exercise followed by lecture
	10.15 - 10.30	<i>Break</i>		
	10.30 - 11.30	Project Budgeting and Financial Management	SYM	Participatory Lecture, resolving difficulties and clarifying concepts
	11:30 - 01.00	Project Monitoring Techniques	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		

Annexure 1

List of Participants

Name	Organization
1. Mr. R.B. Singh	VSSSES UP
2. Mr. Sushendra Pandey	Vastalya Lukhnow
3. Mr. Vinod Kr. Pramanik	Janlok Kalyan Parishad Jharkhand
4. Md. Salim Khan	Tarun Chetana Sansthan, UP
5. Ms. Nita Pal	Pradipan Sanshthan Baitual (MP)
6. Mr. P.K Singh	Mahila Samiti Chattarpur
7. Mr. Shambhunath Chowdhary	Aragati Jharkhand
8. Mr. Shambhulal Azad	Vikas Kendra Jharkhand
9. Ms. Priyanka Jaiswal	ABSSS, Chitrakoot
10. Mr. Amitabh Mazumdar	SPAR, Jharkhand
11. Md. Gauhar Ali	MASSP, Jharkhand
12. Mr. Anup	PGSS
13. Mr. Sushant Sarma	SEVA Lucknow
14. Mr. Pushpendra Singh Chauhan	JPSS, Pratapgarh
15. Mr. Sureshnath Yadav	Amar Shahid Chetana Sansthan UP

Annexure 2

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			
▪ 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
▪ Introduction, Ice Breaking			
▪ Daily Recap by Participants Group			
▪ Project Management Components			
▪ Situation and Stakeholder Analysis			
▪ Project Life Cycle			
▪ LFA Techniques			
▪ PIP			
▪ HRD			
▪ 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!

Annexure 3

Directions

For Ten Rounds the Green Team will select either an "A" or "B" and the Red team will select either an "X" or "Y". The score for each team is determined by both teams joint decision. It is computed according to the following schedule:

Green Team Choice	Red Team Choice		# of Points
A	X	Both Teams win	+ 3
A	Y	Green Team Looses Red Team Wins	- 6 + 6
B	X	Green Team Wins Red Team Looses	+ 6 - 6
B	Y	Both Teams Loose	- 3

Round	Choice		Cumulative Points	
	Green	Red	Green	Red
1				
2				
3				
4*				

Constructive Catalyst Community Development Consultancy Services Pvt. Ltd

5				
6				
7				
8				
9*				
10**				
Total				