

IMPACT EVALUATION (ASSESSMENT)

TRAININGS ON "PUBLIC PRIVATE PARTNERSHIPS, OUTSOURCING AND IMPLEMENTATION"



Dr. Syed Ajmal Pasha

IMPACT EVALUATION (ASSESSMENT)

Karnataka Municipal Reforms Project

**TRAININGS ON
“PUBLIC PRIVATE PARTNERSHIPS, OUTSOURCING
AND IMPLEMENTATION”**

**Third Party Impact Evaluation (Assessment)
The State Institute for Urban Development (SIUD), Mysore**

**By
Dr. Syed Ajmal Pasha
Consultant
February, 2013**

This Impact Assessment Report is in fulfillment of the requirements of Third Party Evaluation of the Training Programmes on “Public Private Partnerships, Outsourcing and Implementation” conducted by SIUD, Mysore. Concurrent Evaluation Reports on two of these training courses have been submitted earlier.

Acknowledgements

It is increasingly becoming imperative that induction and in-service trainings are essential for effective and efficient service delivery by the officers in the government. In particular, keeping in perspective the demand and relevance of service delivery by the Urban local Bodies (ULBs) along with increasing urbanization, continued in-service trainings to the officials from ULBs becomes much more important. With this in perspective, the State Institute for Urban Development (SIUD), Mysore is imparting trainings to these officers covering knowledge, skills and attitude related to different topics/subjects.

I am thankful to the Director General, Dr. Amita Prasad, I.A.S, and Shri Pranalinga Sivasali, Director SIUD, Mysore for giving me this opportunity and task of Evaluation (Assessment) of the training programmes conducted by SIUD. I am also thankful to the course coordinators for their support. My thanks are also due to the Coordinators of KMRP programmes in the Government of Karnataka. My special thanks are due to the trainees and respondents for their cooperation and answers to my many questions.

Syed Ajmal Pasha

CONTENTS

Acknowledgements

	Page
1. Introduction	05
2. Objectives of the Impact Evaluation	06
3. Methodology	06
4. Profile of Selected Trainees	09
5. Impact Analysis	12
5.1 Related to Training Preparation	12
5.2 On Training Impact Visibility	12
5.3 Learning Points	14
5.4 Application of Knowledge gained	14
5.4.1 Cases Related to Applications	15
5.5 Suggestions to Improve the Training Course	17
6. General Observations	17
7. Regarding SIUD	18
Annexure – 1: Programme Schedule	21
Annexure - 2: Questionnaire	24
Annexure – 3 General Observations and Suggestions from Concurrent Evaluation of Two Programmes (First: 20-22, December, 2010, and Second: 27-30, April, 2011)	30

**IMPACT EVALUATION
Of the Training Course on
"PUBLIC PRIVATE PARTNERSHIP INCLUDING OUTSOURCING AND
IMPLEMENTATION"**

**By
Dr. Syed Ajmal Pasha**

1. INTRODUCTION:

The State Institute of Urban Development (SIUD), Mysore is active in imparting training to officers from the Urban Local Bodies (ULBs) in Karnataka. The Campus of the institute is located on serene location under the umbrella of the Administrative Training Institute (ATI), Mysore. As it is a well known fact that the training ambience of ATI, Mysore is one among the best in India. And SIUD has contributed to it.

Training the officers regularly has become much more important now than ever before. This is because of the challenges cropping up due to the demand and supply gaps in service delivery. It is not just service delivery which matters; it is effective and efficient service delivery which matters much. Further, foundation training programmes to the newly recruited officers is also becoming more and more important. And in-service training on different topics / issues is a part of SIUD's programmes. SIUD is addressing all these challenges through well-designed training programmes as suited to the present situation, and imparting training through effective and efficient delivery system.

Among several training programmes imparted by SIUD, Training courses on **"PUBLIC PRIVATE PARTNERSHIP INCLUDING OUTSOURCING AND IMPLEMENTATION"** are being conducted under the Karnataka Municipal Reforms Project (KMRP). An attempt has been made in this report to assess the impact of these training programmes imparted by SIUD, Mysore.

2. OBJECTIVES OF THE IMPACT EVALUATION:

1. To assess the overall impact of 'public private partnership' training programmes designed and imparted by SIUD and find out the effectiveness of these courses,
2. To assess the impact of these training programmes on participants' knowledge, skill, attitude and performance level,
3. To assess the impact of these training programmes on improvements in achieving / addressing outcomes / objectives of SIUD, and
4. To suggest modifications required for making the future training programmes more useful.

3. METHODOLOGY

At the outset, it was briefed to the trainees that the Impact Evaluation / assessment related to the training imparted by the State Institute for Urban Development (SIUD), Mysore was only to assess the usefulness of the training courses, and not actually on their work performance. It was briefed to them as to how far the training programme attended by them, particularly related to contents, topics, sessions, field visits, resource persons, delivery of lectures, methods followed, logistics etc is practically useful in their work.

In total 20 trainees were selected across Karnataka from out of the total trainees attended and participated in PPP training programmes conducted by SIUD during the year. While selecting the trainees, representation was give to all the revenue divisions of the state. In other words, out of four revenue divisions of the state, 5 trainees were selected from each division. That is five trainees from Mysore division, five from Belgaum, five from Bangalore and five trainees from Gulbarga division were selected. These selected trainees were contacted / visited and data / information related to PPP training programmes which they attended were collected. In particular, while collecting data / information from each selected trainee, importance was given on the impact of the training in terms of its usefulness and replicability in their day to day work. Attention was given on the Individual Action Plan (IAP), which the trainees themselves prepared at the time of attending the training course at SIUD. How far IAP was actually used / implemented in their work was ascertained and observed.

A structured questionnaire prepared and sent through email / post to each selected trainee participant, with a request to answer the questions and also to provide the necessary information. Visits to their work areas were also made to get the information.

Based on the answers / information elicited from the trainees through questionnaires, interactions and discussions; and keeping in perspective the training programme's aim, objectives, outline, and delivery; this report has been prepared. This has also helped us to analyze and assess both negative and positive aspects of the programme, so that negative aspects could be taken care of in the next training programmes. In other words, part/s or component/s of the training programme to be strengthened and to be modified / removed has been assessed.

The study has taken five broad areas for impact evaluation:

A: Training Preparation:

- Whether sufficient advance intimation was given to the officer to attend the course.
- How the superior/s responded to depute the officer for training at SIUD.
- About any previous training information of the participant officer.
- Reading / referring of any material related to the training topics before attending the training course.

B: Training impact visibility:

- Knowledge gained and its impact on the delivery of services to the public.
- level of understanding of the topics before attending the course.
- lessons learnt, any of new ideas. Use of new technology, new equipments
- delivery of training sessions by the Resource Persons
- Topic wise analysis
- Field visit, its usefulness.
- Important learning points.

C: Application of knowledge gained:

Difficulties in applying the tools and knowledge gained

D: Suggestions for improvement of training course:

E: Regarding SIUD:

- Satisfaction about the schedules/modules etc., new topics required, identification of redundant topics etc.,
- About resource persons, their presentation, gaps existing, presentations, etc.,

- Any advance training required to be designed.
- Interaction with the course coordinator/s
- General observations on SIUD vis-à-vis training programme.
- To what extent the objectives of the training are met.

4. PROFILE OF SELECTED TRAINEES:

It can be seen from Tabl-1 below that in total, 20 officers and elected representatives from different ULBs across Karnataka who attended the training course have been interviewed for impact evaluation. Out of which 75 % are male and 25 % are female. As far as the combination of officers and elected representatives is concerned, 80 percent of the total trainees interviewed are officers, and the remaining is elected representatives.

Table-1: Officers and Elected Representatives Interviewed

Total Number of Participants	Male	Female	Elected Representatives	Officials
20 (100)	15 (75)	05 (25)	04 (20)	16 (80)

Note: Figures in the brackets are percentages to total number of trainees participated

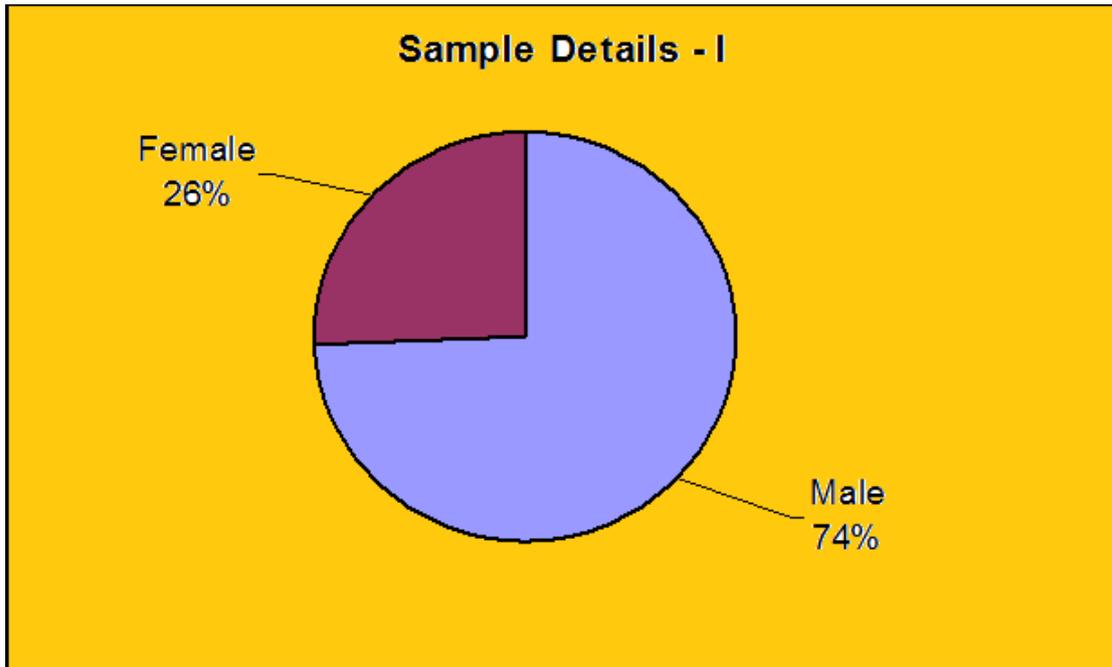
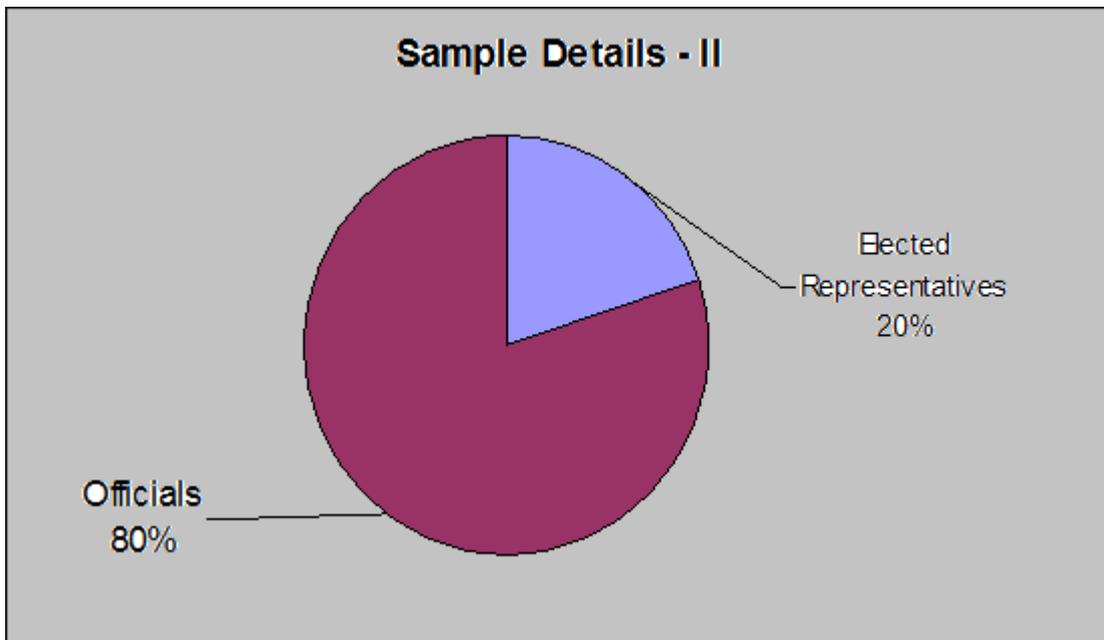


Fig. 1 Sample Details- I

Fig. 2 Sample Details - II



Profile of Trainees can be seen from Table-2 below:

Table- 2: Selected (Interviewed) Participants Profile

Sl. No	Name of the Participant Sri / Smt.	Sex	Designation	Place of Work
01.	Sri Stephen Prakash	Male	Senior Health Inspector	City Municipality, Hassan
02.	Sri K.S.Hebasur	Male	Project Director	DUDC, DC Office, Udupi
03.	Sri Kiran Kumar	Male	President	City Municipal Council, Udupi
04.	Sri K.C.Chandrashekhara Murthy	Male	A.E.E	C.M.C, Kollegal
05.	Smt. Sukanya Kambu	Female	President	Purasabhe, Bannur
06.	Smt. Sunita Mallikarjuna	Female	President	Nagarasabhe, Chitradurga
07	Sri. B.T.Rangaswamy	Male	Assistant Commissioner	Nagarasabhe, Sira
08	Smt. B.R.Saumya	Female	Environmental Engineer	Purasabhe, Madhugiri
09	Sri. M.N.Gopinath	Male	Executive Engineer	DUDC, ZP Office, Kolar
10	Sri. Mahesh K Kalal	Male	A.E.E	Nagarasabhe, Doddaballapur
11	Sri. Linganagouda G Pattar	Male	A.E.E	Nagarasabhe, Gadag
12	Sri Chandrakanth Gudanavar	Male	Environmental Engineer	Nagarasabhe, Haveri
13	Sri Shivanna G Garaga	Male	Project Director	DUDC, Gadag
14	Smt. Tejeswini S Nayak	Female	Project Director	DUDC, Dharwad
15	Sri G.H.Kantha	Male	Project Director	DUDC, Belgaum
16	Smt. Kashibai	Female	Vice President	Nagarasabhe, Gangavathi
17	Sri Bandappa Akal	Male	AEE	Yadgir
18	Sri Siddappa S Pujari	Male	Project Director	DUDC, Gulbarga
19	Shri G Ramappa	Male	AEE	City Corporation, Gulbarga
20	Sri Gopshetty Mallikarjuna	Male	AEE	Nagarasabhe, Raichur

5. IMPACT ANALYSIS:

5.1 Related to Training Preparation:

Almost all the trainees have reported that advance intimation to attend the training course by SIUD was given seven days before the commencement of the programme. Some officers have received 10 days in advance. It is said that due to the procedures time is required for the letter from SIUD to reach the concerned officer. Hence it is good if the letter from SIUD is dispatched at least three weeks in advance. This problem is particularly of concern for the officers from the northern and coastal areas of Karnataka. A little care is required here.

Though there is some difficulty in getting approvals from the seniors for deputation to SIUD, many trainees have reported that they are managing this. In other words, for many officers support and encouragement from the seniors for their deputation is quite encouraging.

Almost all the contacted trainees reported that they had no knowledge nor any training attended on PPP before attending this programme at SIUD. In fact, many said that the idea or the concept of PPP was not known to them. They neither had referred to any literature on public private partnerships before attending the course.

5.2. On Training Impact Visibility:

Many reported that their knowledge on topics covered in this course was nil before attending this programme. But a few said on some of the topics they had some understanding, an average understanding.

After attending the course all the respondents have reported that they got new ideas related to PPP, new concepts, and clarity on project management.

A type of confidence was noticed among all the trainees who attended the programme as far as PPP projects are concerned. This was possible; it is said, only because of the PPP training programme of SIUD. Some even reported that they had negative perspectives on PPPs. It is said that this programme changed their negative attitude into positive. Trainees reported to have gained new knowledge related to concepts, ideas, methods and management of PPPs. Overall, it is said by many that their knowledge over the subject increased from Zero to many more points on the scale. It was also reported that they are trying to use the knowledge gained through this training programme into their day to day work. But it was still felt by many that many technicalities are there in PPP, which needs to be addressed. In other words, how to manage and implement PPP projects is still not very clear.

As far as the tools and technology used in the course, the trainees have reported that they learned how to use the computers. On tools, it was reported that through this training they learned about the structure of MoU and contract management, and what partnership is. It was not known to many as how to prepare a MoU, its structure and contents. The trainees got some ideas on this, which they say will be useful in their work.

On Resource persons it was opined by many that all the resource persons were good. They had good knowledge, understanding and grip over the topic, and delivery of lectures was also clear. Many respondents (around 90 percent) have ranked the resource persons as 'very good', and the remaining (10 percent) as 'good'.

As far as the topics of the course were concerned, it has been assessed by the interviewed trainees that all the topics were good and useful. But it was said that on some topics like case studies and project work, more time be given.

On topics, importance by the respondents was given to policy, concepts and case studies.

On structure and duration of the course, it was felt by many that all the days sitting in the classes whole day is difficult. It is suggested that afternoon hours can be arranged for field visits, group work, case learning, film shows etc. Or even, it is suggested that one or two afternoon classes can be let off for group work etc.

On field visit, it was felt that this was one among the best part, and all reported to have benefitted from the field visits. But it was felt that more field visits to success and failure cases are required. Trainees can be taken to PPP projects outside the State or within the State to good cases.

In general, all the interviewed trainees felt that these trainings were useful and well organized. They got more awareness, exposure and practical examples. It was also useful from the point of understanding the policy and what else is happening.

5.3 Important Learning Points:

- 1 PPP is important, and can be done
- 2 We can face and address the issues and challenges coming in the way of PPP through more understanding and by acquiring skills.

5.4 Application of Knowledge Gained:

It has been reported by many that they are using the knowledge gained through these trainings in their day to day work.

As far as the skills are concerned, the trainees are able to draft / understand bid documents and contracts now after attending the training course. Even they have acquired the negotiation skills for projects in general and of PPP projects in particular through these training courses. They are aware as far as the benefits and costs of PPP projects, and how to face such projects. All the respondents are trying to use these skills in their day to day work.

On Individual Action Plan prepared during the course of the training they attended at SIUD, many said that they are trying to implement it. And some have implemented it. For example, in Udupi, street lights and bus shelter.

In general, the following activities have been taken up by the respondents after attending this course:

1. Calling a meeting and discussions with concerned officers.
2. Discussions with superior officers.
3. Trying to implement solid waste management under PPP.
4. Conducting programmes on PPP and creating good atmosphere.
5. Through outsourcing collecting solid waste from house to house.
6. Involving SHGs and NGOs in solid waste separation.

5.4.1 Cases Related to Application:

In Udupi, the officer after attending PPP training programme at SIUD has taken steps for PPP projects. In this direction, two Memorandum of Understandings (MoUs) have been signed for projects to be implemented under PPP.

Case – 1: Street Lighting

Under the leadership of the officers who attended the PPP course, an MOU was signed for street lighting under public private partnership. The officers

were able to articulate the benefits of this project and designed the project. Tenders were invited. Among the bidders, a private party became eligible, and he came forward to take up street lighting in return for advertisement rights. The officers realized the benefits at no cost to the ULB, i.e. CMC (City Municipal Council), Udupi, and initiated the process. All others too supported the idea and a PPP project was designed, an MOU signed and the project is being executed. Under this PPP arrangement, CMC has given the permission for the private party to advertise his products / services along the street lights. In turn the private party at his cost installs the street lights and takes care of their maintenances. Supply of electricity is by the CMC. That is there are no electricity charges to the private party. This project is going on well. It is said that the execution of this project was possible and became easy only after attending the PPP course at SIUD, Mysore.

Case – 2: Air Conditioning of Guest Room at Bus Stand:

Here again the officers who attended the PPP course at SIUD, Mysore have taken up this initiative. The officers planned and designed the PPP project proposal for air conditioned the guest room at the public bus stand. Tenders were invited. A private party was selected for this project based on the structure of the project proposal. The selected private party constructed and developed the air conditioned guest rooms for the benefit of public. In return for his work advertisement rights have been given by the City Municipal Council of Udupi. Maintenances of the guest rooms is also the responsibility of the private partner, and CMC official are monitoring it.

But there are some procedural delays like approvals, bidding, putting on public domain for getting bids etc is taking some time. With the capacity of the officer and skills, it is being perused with rigor, and the officers are hopeful of executing this PPP project soon.

Some trainees are planning to design and implement PPP projects on 'Waste to Power', 'Market Renovation', 'Bus Stand' etc.

5.5 Suggestions to Improve the Training Courses:

1. Still good resource persons are required
2. More practical, less theory
3. Hands on exercises with examples
4. Good field work be arranged
5. Group work should be given more time.
6. Still much more details / information on PPP is required.
7. More information on Infrastructure facilities to be created by local bodies through PPP.
8. PPP projects related to urban areas can be prepared and explained to the trainees.
9. To invite Entrepreneurs (private sector) as resource persons in the training programmes and get appropriate suggestions.
10. Also to invite important local representatives.
11. Explanations on how to implement PPP projects- explanations in details on Laws and other important matters while preparing the documents.
12. Only morning classes, afternoon to be used for field work.

6. GENERAL OBSERVATIONS

- 1) Overall the training programme on "Public Private Partnerships" was quite well designed, coordinated and managed.
- 2) In terms of knowledge, skills and attitude, the programme had positive effect on the trainees.
- 3) During the programme, 70 to 80 percent of the Training Objectives were covered.
- 4) Field studies / work could be arranged to some ULBs with best practices.

7. Regarding SIUD:

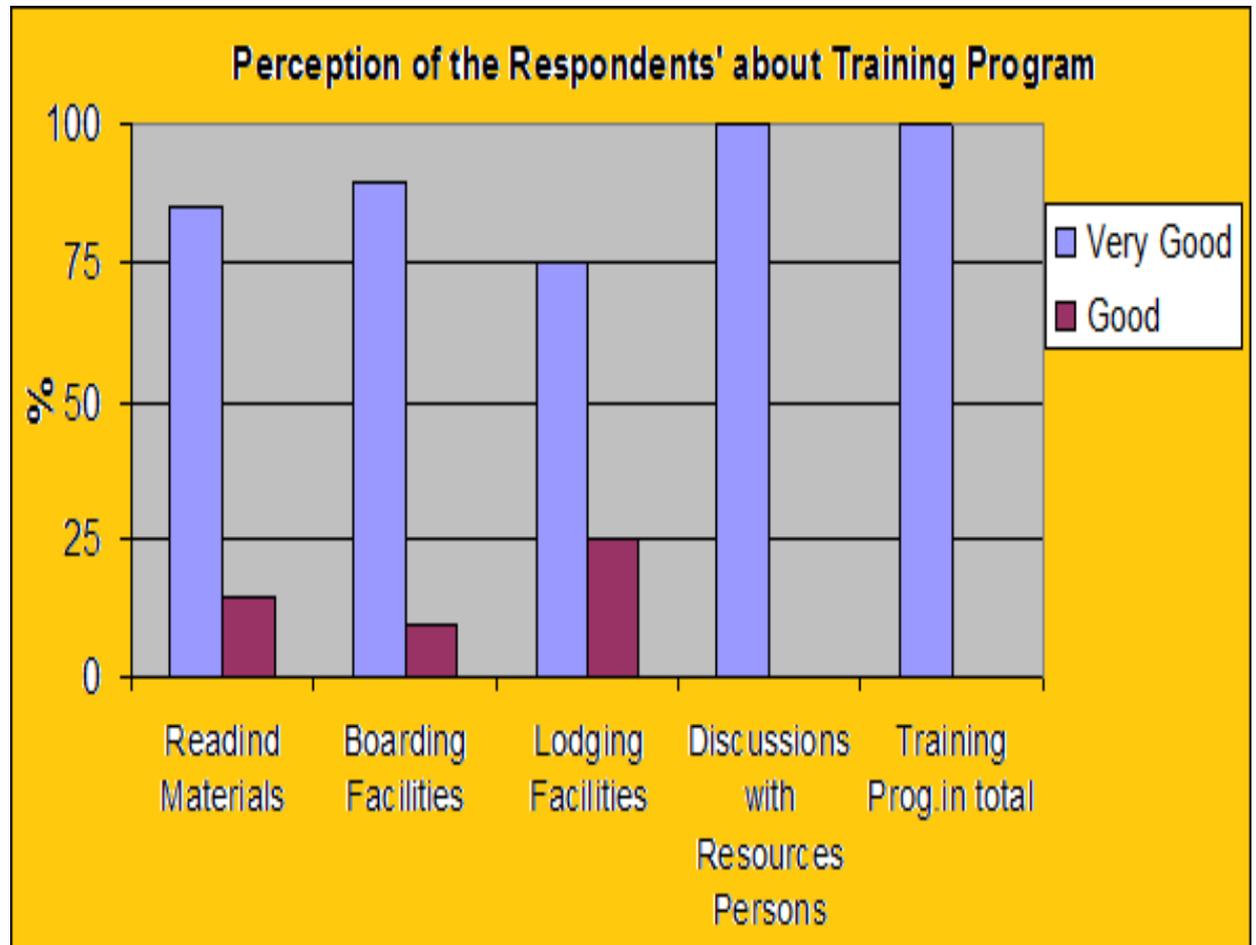
THE PROGRAMME

Well structured and useful training programmes conducted by SIUD, Mysore. It can be seen from Table-3 below that all the respondents (100 percent) have assessed the programme in general as "very good". Similarly, with regard to accessibility and discussions with the resource persons. Around 85 percent of the respondents have reported the reading material as very good and 90 percent assessed the boarding facilities as: very good".

Table-3: About the Programme

Sl. No	Particulars	Very Good	Good	Total
01	Reading Materials	17 (85)	03 (15)	20 (100)
02	Boarding Facility	18 (90)	02 (10)	20 (100)
03	Lodging Facility	15 (75)	05 (25)	20 (100)
04	Discussions with Resource Persons	20 (100)	-	20 (100)
05	Training Programme in total	20 (100)		20 (100)

Fig. 3 Respondents Perception about Training Details



GENERAL ARRANGEMENTS

About general arrangements all the respondents are satisfied.

BOARDING

As far as the boarding arrangements were concerned, all the interviewed trainees were happy. Quality of food and items of food served was satisfactory.

READING / COURSE MATERIAL

Each trainee was distributed a copy of basic literature related to topics of the course.

**State Institute for Urban Development
Administrative Training Institute Campus, Mysore**

**Training Programmes on
"PUBLIC PRIVATE PARTNERSHIP INCLUDING OUTSOURCING AND
IMPLEMENTATION"**

**Training Programme Schedule
(Sponsored under Karnataka Municipal Administration Reforms
Project)**

Sessions:

09.30 am to 10.30 am	
10.30 am to 11.30 am	11.30 am to 11.45 am Coffee/Tea
Break	
11.45 am to 12.45 pm	
12.45 pm to 01.45 pm	01.45 pm to 02.30 pm Lunch
02.30 pm to 03.30 pm	03.30 pm to 03.45 pm Coffee/Tea
Break	
03.45 pm to 04.45 pm	

Aim:

Capacity enhancement of trainees in terms of Knowledge and Skills in the areas of Public Private Partnerships, Outsourcing and Implementation.

Objectives:

- To motivate the trainees for adopting 'public private partnership, outsourcing and implementation' in Urban Local Bodies.
- To sensitize and create awareness about social obligations and responsibilities while adopting different models related to 'Public Private Partnership, outsourcing and implementation'.

Participants:

Presidents, Vice-Presidents and Engineers from Urban Local Bodies

**Training Programme on
 “PUBLIC PRIVATE PARTNERSHIP INCLUDING OUTSOURCING AND
 IMPLEMENTATION”
 Training Schedule**

Date & Time	Topics	Resource Persons
09.00 am to 09.30 am	Registration	
09.30 am to 10.00 am	Introduction on Training and introduction of Trainee Participants	
10.00am to 11.30 am	Inaugural Address: PPP – Outsourcing and Implementation in Urban Development areas an important subjects.	
11.45 pm to 12.45 pm	Urban Development	
12.45 pm to 01.45 pm	Infrastructure facility Development	
02.30 pm to 03.30 pm	PPP – Outsourcing and Implementation – an expectations.	
03.45 pm to 04.45 pm	Exercises – Illustrations	
Full day	Field Visit –	
09.30 am to 11.30 am	Projects Fund Management	
11.45 am to 12.45 pm	Auction and conditions agreement activity	
12.45 pm to 01.45 pm	Condition and Problems Solving	
02.30 pm to 04.45 pm	PPP - Examples Illustration, Waste Management Modules	
09.00 am to 11.30 am	PPP – Outsourcing and Implementation in Project Development	
11.45 am to 01.45 pm	Person and Groups – Illustration and Project Presentation	
02.30 pm to 03.30 pm	Evaluation Delfi Examination and SWOT Illustration	
03.45 pm to 04.45 pm	Valediction and Certification	

Questionnaire

IMPACT EVALUATION (ASSESSMENT)

(Karnataka Municipal Reforms Project)
TRAININGS ON
"PUBLIC PRIVATE PARTNERSHIPS, OUTSOURCING
AND IMPLEMENTATION"

Third Party Impact Evaluation (Assessment)
The State Institute for Urban Development (SIUD), Mysore

By Dr. Syed Ajmal Pasha
Consultant

Name of the participated trainee:-----

Age:----- M/F-----
-

Qualification:----- Designation-----

Organization:-----

Address:-----

A- Training Preparation

1. Whether sufficient advance intimation was given to you to attend the course

7 Days 10 days 15 days More than 15 days

2. How your superiors responded for your deputation to the training programme

3. Any previous training information about the training

4. Have you read any material related to the training before attending the programme.

5. Other information

B- Training impact (Impact visibility)

1. What was your level of understanding of the topics before attending this course?

Average Good very Good No Knowledge

2. What are the lessons learnt after attending the course
New ideas

Using of New Technology

New tools

Others (specify)

3. On delivery of the Resource Persons

Excellent Good Very good Fair
(give topic wise and resource person-wise analysis)

**4. About Field visit: its usefulness
Details**

Important points you have observed. List out one or two

1.

2.

C- Impact Analysis

1. When did you attend the programme on PPP?

2. Was it useful? Y/N

3. If yes, how?

4. If no, why?

5. Which part of the training you liked most?

6. Give details.....

- 7. Which part of the programme you did not like?**
8. Give details.....

9. Do you say that your knowledge has increased after attending the programme? Y/N

10. If yes how? (Details)....

11. Have you adopted / used it in your work? Y/N

12. If yes, how?

13. If no, why?

14. Do you say that your skills have increased after attending the programme? Y/N

15. If yes how? (Details)....

16. Have you adopted / used them in your work? Y/N

17. If yes, how?

18. If no, why?

19. Do you say that your attitude has changed after attending the programme? Y/N

20. If yes how? (Details)....

21. Have you adopted it in your work? Y/N

22. If yes, how?

23. If no, why?

24. Could you please brief us about the Individual Action Plan (IAP) you prepared during the course of the training period.....

25. Have you implemented it/them in your work areas? Y/N

26. If yes, please give the details.....

27. If no, why?

28. Overall your views on the programme.....

29. Your suggestions for improvement of the training programme

D- Regarding SIUD (State Institute for Urban Development)

- **Satisfaction about the schedules/modules etc.,**

- **new topics required, identification of redundant topics etc.,**

- **Your assessment of the course coordinator**

- **Any advance training required to be designed and imparted by SIUD?**

- **General observations about SIUD**

- **Overall to what extent the objectives of the training are met**

General Observations and Suggestions from Concurrent Evaluation of Two Programmes (First: 20-22, December, 2010, and Second: 27-30, April, 2011)

- 1) In general the training programme on "***Public Private Partnerships, Outsourcing and Implementation***" was quite well received by the trainee participants.
- 2) The programme in total was like an introductory programme, where in basic concepts, ideas and examples were introduced to some extent. It is difficult to conclude that after this training the participants have become well versed with all the concepts and technicalities of ppp projects.
- 3) The programme was certainly helpful in sensitization of ULBs officials and elected representatives as far as ppp projects understandings are concerned.
- 4) In terms of knowledge, the programme was quite useful as it gave an opportunity for the trainees to understand ppp projects; and this programme was helpful for them to have a clear idea of ppp projects which they were lacking in total. This point emerged very well during the course of my discussions with them and through evaluation.
- 5) As far as skills are concerned, the programme was not totally satisfactory. For instance, many reported that they still lack clear understanding of the concepts like ppp models, contract management, design of ppp projects, concession agreements and other technicalities

related to ppp projects. Of course this was not possible to make them clear on these aspects within three days of the training programme.

- 6) Coming to attitude towards ppp projects, it emerged that almost all of trainees developed positive attitude towards ppp, which was not there before the training. This was possible to infer through continued interactions, participation with the trainees and through their project presentations. Their feedback presentations during the concluding session were also helpful in inferring these points.
- 7) All the trainees showed interest in ppp projects.
- 8) Interactive sessions were helpful.
- 9) As in some other training programmes, there was no logical connectivity between the Module, Schedule and the programme delivery. Since this is a technical training programme, proper and appropriate structure of the schedule according to the module could have been much useful. Further, suitable resource persons for the concerned topic / session could have also been very useful, which were lacking to some extent.
- 10) During the programme, most of the training objectives mentioned in the module were not covered.
- 11) All most all the trainers are qualified and competent. But focus on topic and method should be followed properly.
- 12) One or two more expert Resource Persons could be invited, particularly for financial analysis, project management etc.
- 13) There was no system of daily evaluation of the training programme.

- 14) It is better the programme is conducted at the Institute itself, which will give a very good ambience, access to library, computer facilities, control over everything, and also much better quality training can be imparted.
- 15) Field visits could be arranged to some ppp project areas.
- 16) As the attendance or participation of trainees was very poor (first day 5, then 8-10, and on final day 8 trainees), efforts are required to have optimum size of trainee participants. Advance preparations in terms of close contacts and follow up with department/s who depute trainees, schedule, good resource persons and background material should be in place.
- 17) A brief brochure highlighting the objectives, methods to be adopted, brief about resource persons, brief about course co-coordinator/s, structure, place, contact person details etc about the programme could be prepared well in advance, and be sent to sponsoring agencies / departments.
- 18) The resource person/s should also be communicated / briefed well in advance about the training session its objectives and the methodology to be adopted.