



PUBLIC AFFAIRS CENTRE
Committed to good governance



REPORT ON

FIVE DAYS TRAINING PROGRAMME ON

PROJECT PLANNING, DESIGNING, MONITORING & EVALUATION (PPDME)

BY PUBLIC AFFAIRS CENTRE, BENGALURU

28 July to 1 August, 2025 | PAC Campus, Bengaluru





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TRAINING REPORT

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Preface

Public Affairs Centre (PAC) engages in action research focussing on Sustainable Development Goals (SDG) in the context of India. PAC is a not for profit Think Tank established in 1994 with a mandate to improve the quality of governance in India. The Centre is also a pioneer in deploying innovative Social Accountability Tools (SAT) to measure the quality and adequacy of public services. Over the years, its scope of work has expanded to include the whole gamut of research-advocacy-action to lead evidence-based research on governance across sectors, geographies and populations in India.

PAC was one of the first civil society-led institutional initiatives to mobilise demand for good governance in India. Dr. Samuel Paul (Founder Chairman) was instrumental in establishing PAC with a select group of friends. PAC is registered under Karnataka Societies Registration Act 1960 as a Society.

Designing and Editing by: PAC

Disclaimer

While every effort has been made for the correctness of data/information used in this report, neither the authors nor PAC accept any legal liability for the accuracy or inferences for the material contained in this report and for any consequences arising from the use of this material.

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Context and Background

Public Affairs Centre (PAC) has remained committed to research, advocacy and community engagement. Aiming at promoting transparent governance and social accountability, PAC has advocated a more equitable and sustainable society, through its evaluative research reports on government policies & programmes and organising project intervention workshops. As a part of achieving its mission of advocating transparent governance and social accountability, PAC conducted a 5-day residential training programme on ‘**Project Designing, planning Monitoring and Evaluation**’ for Group A officers of MSRLS, Government of Meghalaya, at the PAC campus, Bengaluru during 28th July to 1th August, 2025.

This document is the End of Course Report for this training programme, which includes:

1. Course Overview, Schedule including learning objectives, description and outcomes.
2. Feedback from the participants.
3. List of Participants.

Welcome Address, Ms. Ashwini V, Administrator, PAC

Ms. Ashwini V welcomed all the participants, dignitaries on the dais, and staff attending the training programme. She provided a brief introduction to PAC, a 30-year-old not-for-profit think tank and research institute based in Bangalore, founded by Dr. Samuel Paul, former Director of IIM Ahmedabad, advisor to the World Bank, and recipient of the Padma Shri. She highlighted that PAC’s areas of work include academic research, action research, public policy development, impact evaluation, monitoring and evaluation, data analytics, and training and capacity-building programmes.

Ms. Ashwini V, Administrator, PAC



Inauguration and Inaugural Speech, by Smt. Sreevidya P I, IAS, Mission Director, State Mission Management Unit, Government of Karnataka

Chief Guest Ms. Shreevidya P. I.A.S., Mission Director, State Mission Management Unit, Government of Karnataka, inaugurated the programme with Shri. Nangjop Thabab, Government of Meghalaya and Ms. N.T. Abroo, IAS (Retd), Director, PAC



Smt. Sreevidya P I, IAS, Mission Director, State Mission Management Unit



Smt. Sreevidya P. I. applauded the initiative of PAC for undertaking such training programmes and emphasized the importance of conducting such trainings/initiatives and highlighted earlier collaborations with the Government of Meghalaya on several mission projects. She further mentioned that the Government of Karnataka is keen to strengthen these collaborations. In addition, she outlined Karnataka's ongoing efforts under the State Rural Livelihood Mission projects and the success story of the mission.

Introduction to the Training Programme, by Ms. N T Abroo, IAS (Retd.), Director, Public Affairs Centre (PAC)

Director PAC Ms. N.T. Abroo, welcomed the participants from MSRLS, Government of Meghalaya, and acknowledged the strength of PAC in its active involvement in development sector research, monitoring and evaluation, and training/capacity-building programmes. She highlighted the ongoing collaboration with the Government of Meghalaya across multiple projects. Drawing from her experience as a former IAS officer who had worked with various departments, she emphasized that this training would enhance skills and knowledge in project and programme monitoring and evaluation within the government sector. She also underlined the importance of such training programmes, encouraging active participation and interaction to ensure more efficient and effective work outcomes.

Ms. N T Abroo, IAS (Retd.), Director, Public Affairs Centre (PAC) addressing the Participants



Shri. Nangjop Thabah, Project Manager, Knowledge Management and Communication, SMMU, MSRLS, Meghalaya, has highlighted the necessity of this training program. He also tried to link with ongoing schemes/projects in Meghalaya government and how this training can be useful for the officers.

Shri. Nangjop Thabah, representative of Government of Meghalaya



Overview of Sessions

Aim: Broadly, the aim of the training programme is to sensitize, build skills, and provide orientation to the Project Implementing Officers from the Meghalaya State Rural Livelihoods Society (MSRLS), Government of Meghalaya.

Objectives of the training programme:

1. To develop basic knowledge of project design and formulation: define project, project management, project cycle, budgeting and successful implementation,
2. To enhance the knowledge in project monitoring and evaluation of policies/programmes and developing concepts, processes, and methods in M&E
3. To train participants in determining the expected costs & benefits of the project for arriving at specific conclusions
4. To attain the knowledge of appraisal of social development projects for viability and use of Gantt chart and network techniques to solve project management problems
5. To equip participants to plan and implement for improved outcomes and sustainable use of resources

Outcome:

By the end of this five days intensive training on project planning, design, and monitoring and evaluation, it is expected that, the participants will be able to develop a deeper understanding of project design and planning and its challenges. They will be further equipped with enhanced knowledge and practical skills and will be better positioned to plan, execute, and monitor various projects with greater effectiveness and efficiency. This will lead to improved outcomes, creation of responsive implementation strategies, and stronger alignment with the overall goals of the MSRLS initiatives.

Day 1 | Project Designing, Idea/conceptualization & Proposal Writing

Session 1: Designing Project: Ideas and Conceptualization | Dr. D Rajasekhar, Board of Director, PAC, Former Director Institute for Social and Economic Change, (ISEC) Bangalore

The first day of the training programme focused on project designing, project idea generation, conceptualization of project in government and non-government sectors.

- What is a project?
- Identifying the gaps in development of project, idea generation, conceptualization
- Discuss different types of framework and
- Feasibility and Outline the budgeting, including unexpected expenditure.

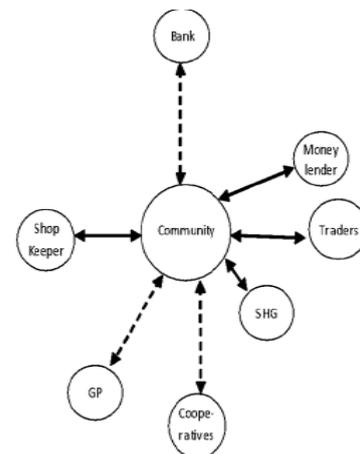
What are components involved in project identification

- Stakeholder analysis
- Problem analysis
- Setting of objectives
- Logical framework thinking
- Analysis of assumptions and associated risks
- Identification of indicators

Importance of good project

Institutional assessment (Venn diagram)

- How do program participants/target groups interact with organizations and institutions?
- How do the organizations work together?
- What is the relative importance of these associations?
- How are these associations linked?
- What is their value and importance to the target population and their livelihoods?
- What is the level of access?
- What are the constraints to access and participation?



Major stages of project cycles



There are five major stages in project cycle

Identification
Preparation
Appraisal
Implementation
Evaluation



Virtuous and vicious project cycles

Dr. D Rajasekhar delivering the session



Session 2: Project Proposal Writing: from basic to advance by Dr Ranjini C Raghavendra, Executive Director, Centre for Global Health and Development, School of Economics and Public Policy, R V University

Outline of the session

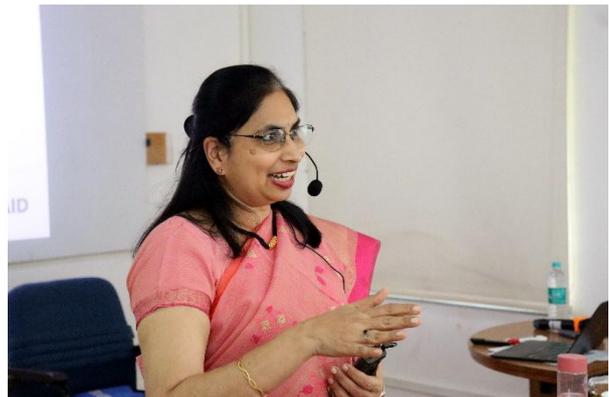
- **Seeking a possible match, finding sources**
- **Preparing to write the proposal**
- **Writing and submitting the proposal**
- **Awaiting the decision**
- **Following up**
- **General advice**
- **Small-group activities**

Both the sessions culminated in hands-on exercise, where the participants discussed a few topics and how project proposals are to be drafted.

Learning Outcomes/Skill Acquisition

- Participants learned about how to write proposals.
- Participants gained in-depth understanding of technical aspects of proposal writing that includes the methodology.
- Participants acquired knowledge of how to select funding agencies or place the application against the ToR of the funding agencies. The session also helped the participants to understand how to develop the technical and financial aspects of proposal.

Dr Ranjini C Raghavendra, delivering her lecture



Day 2 | Project planning, Governance and management

Session 1: Project Planning, Governance and Management by Dr Ranjini C Raghavendra, Executive Director, Centre for Global Health and Development, School of Economics and Public Policy, R V University

The session focused on strategies for project planning, governance and management. Strategize for financial resources to sustain and expand the operations of projects. Participants were introduced on several aspects of project planning, governance and management. Different types of project funding, including Corporate Social Responsibility (CSR), government grants, public donations, and foreign grants etc., Key strategies for effective resource mobilization, such as diversifying funding streams, building strategic partnerships, and leveraging technology for outreach, were discussed in detail.



A STRATEGIC DEEP DIVE



Learning Outcomes/Skill Acquisition

- Participants learned about project management and governance.
- Participants learned about resource mobilisation strategies and ways to overcome the challenges of resource mobilisation in project management.
- Participants gained an in-depth knowledge of project planning, governance and management.



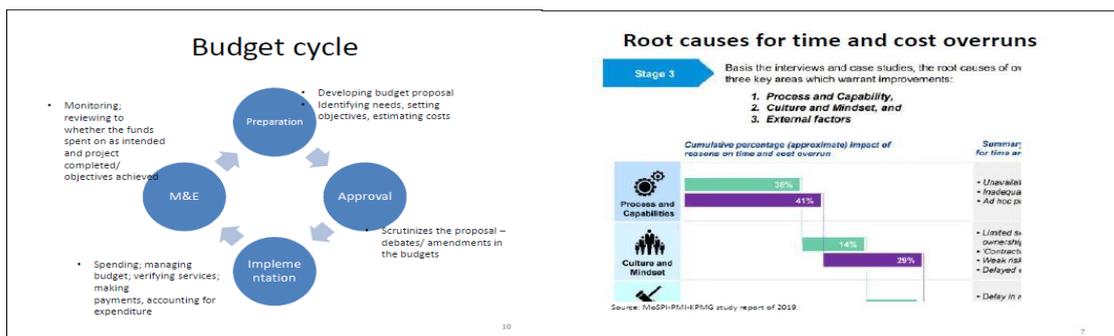
Dr. Ranjini C Raghavendra delivering the session

Session 2: Project Budgeting and Timely Execution of Project: Different aspects of budgeting in projects; time management by Dr R Manjula, ISEC Bangalore

The sessions were interactive and well-received, equipping participants with tools to ensure financial transparency and efficiency in project budgeting and timely execution of projects. Different frameworks were included in the project budgeting and timely execution and were presented to participants.

Contents covered in the session:

- **What is project budgeting?**
- **Strategies for effective budgeting of a project**
- **Tools and Technologies for project/programme budgeting**
- **Role of AI in effective budgeting, & timely implementation of project**
- **Potential consequences of poor project budgeting**
- **Gantt Chart, CPM and PERT Networks in Projects**
- **Project cost and revenues estimation, and first financing proposal**



Cost and time overruns remain persistent challenges



A metro rail line and station under construction on May 03, 2024 in New Delhi, India. (Economic Times)

- Ministry of Statistics & Programme Implementation (MoSPI) monitors infrastructure projects
- 43% (792 projects) of 1838 government projects did not finish by their originally planned completion date.
- Of those delayed projects, 514 (~65%) also exceeded their original budgets
 - i.e. they suffered **cost overruns** in addition to **schedule overruns**.

Dr. R Manjula delivering her session



Session 3: Various Aspects of Project Cost and Benefit Analysis by Mr Sachin Mohan, PES University, Bangalore

Objective: To equip trainees with knowledge and skills on various aspects of finance for projects and methods of analysis.

Content

- Quantifiable and Non- quantifiable costs
- Quantifiable costs are already specified in the budget.
- Non-quantifiable costs are the direct or indirect adverse consequences of the projects on the society and environment of the cherished value system. Similarly, quantifiable benefits are the rate of return on investment, man days of employment created, increase in production etc.
- Non-quantifiable benefits are the price stability, redistribution of income, improvement in the standard of living of the weaker sections etc.

Methods of Financial Analysis:

- What bring out the quantifiable costs and benefits accruing to the project entity?
- Available comprehensive tools and techniques of social costs: benefits analysis to account for the indirect cost and benefits of the project.

Project Cost- Benefit Analysis

- Cost-Benefit Analysis, commonly referred to as CBA, which plays a crucial role in the **planning, appraisal, and decision-making** processes of public and private sector projects.
- At its core, Cost-Benefit Analysis is a structured method used to **evaluate the economic feasibility of a project by comparing the total expected costs with the total expected benefits** over its entire life cycle.
- It helps us answer a very fundamental question—Is this project worth doing?—not just in financial terms, but in terms of the value it creates for society.
- Especially in the context of public sector investments, where management is accountable to taxpayers and citizens, and where projects often involve scarce resources, competing priorities, and long-term implications, using a scientific and transparent method like CBA becomes essential.

A comprehensive session on *Financial Management and costs benefits analysis* was conducted to empower the group 'A' officers of Meghalaya government for professionalism with essential financial skills in project budgeting, cost-benefit analysis and project financial analysis. So, that they can carry out the projects in their respective departments.

Mr Sachin Mohan delivering his lecture



Day 3 | Appraisal of Projects: Merits and Demerits

Session 1: Appraisal of Projects: Merits and demerits by Dr D Rajasekhar, Board of Director, PAC, Former Director ISEC Economic Bangalore

Objectives

- To understand the project management appraisal, in terms of policies/programmes
- To help in identifying the determinants and feasibility of project appraisal and cost-effectiveness of the project/programme

Content

- Definition, process and steps; concept analysis;
- Types of project appraisals: results-oriented appraisal & financial appraisals (cost/benefit analysis); future of project management appraisal
- Tools for project appraisal: AI based project appraisal tools & big data analytics
- Benefit Cost Ratio (BCR), Net Present Value (NPV), Economic & Internal Rate of Return (ERR & IRR), Human Development Indicators etc.,

Introduction

- Project preparation is the first stage in project cycle.
- After a project has been prepared, there is a need to conduct:
 - A critical review
 - Or an independent appraisal.
- Project appraisal provides an opportunity to reexamine every aspect of the project plan to assess whether the proposal is appropriate and sound before large sums are committed or invested.
- The appraisal process builds on the project plan.
- However, it may generate new information if some of the data are perceived to be questionable or some of the assumptions faulty.
- If the appraisal team concludes that the project plan is sound, the investment may proceed.
- If serious flaws are found, it may be necessary to alter the project plan.

The merits and demerits of project appraisal were highlighted:

Merits (Positive Outcomes)

- Identifies the project's feasibility, viability, and sustainability.
- Helps in optimal resource allocation.
- Highlights the potential social, economic, or developmental benefits.
- Strengthens accountability and transparency.
- Provides evidence for policy or funding decisions.
- Encourages stakeholder confidence and participation.

Demerits (Negative Outcomes/Challenges)

- May expose gaps in planning, budgeting, or implementation.
- Can reveal risks and uncertainties that make the project less attractive.
- Time- and cost-intensive, especially for large-scale projects.
- Results may be subjective, depending on methods and evaluator bias.
- Can delay decision-making if appraisal processes are lengthy.

Dr D Rajasekhar delivering the lecture



Session 2: Project or Programme Monitoring Part: Step by Step guide on programme/policy performance by Dr Gayithri, Retired Professor from ISEC Bangalore Former Consultant at FPI, Bangalore

The whole day was used to understand, discuss, Q&A and some hands-on exercises by the participants. The topics covered are:

1. Introduction to Monitoring and Evaluation
2. Why monitoring and evaluation of projects is required?
3. Monitoring and Evaluation Framework
4. Stakeholders in Monitoring and Evaluation
5. Concurrent, Mid-term and End-Evaluation
6. Tools for Monitoring and Evaluation
7. Developing Indicators for Monitoring and Evaluation. Importance of Key Performance Indicators (KPIs) in projects implementation.

Outcome: Participants gained an understanding of project and programme monitoring, including the tools and techniques commonly used in the monitoring process. They also learned to identify appropriate data sources, apply suitable methods, and select relevant indicators for effectively monitoring projects and programmes in this session.

Monitoring Versus Evaluation

Impact Analysis- Key Questions

- Monitoring

- Through the program implementation phase
- Review of Performance -KPI
- Mid Course Corrections
- Department Concerned

- Evaluation

- Ex-Post/ Concurrent
- Track the Impact-KPI
- Programmatic changes
- External

Inputs: Whether Timely and adequate resources were made available?

Activities: Were the timely and appropriate activities undertaken ?

Outputs: Did the activities result in intended outputs and were they measured using the appropriate indicators?

Outcomes: Were the expected outcomes achieved and measured?

Dr Gayithri delivering her lecture



The trainee participants understand and learned the concept, guidelines, methodology, tools, techniques and importance of Monitoring and Evaluation of projects. This was visible from their Q&A and hands-on-exercises.

Session 3: Evaluation Approaches: Tools, Techniques and Methods by Dr K. Gayithri, Retired Professor from ISEC Bangalore Former Consultant at FPI, Bangalore

Objective: The objective of the training is to equip participants with the knowledge and skills required for effectively monitoring programmes, policies, or projects across different sectors.

Content: The training will cover detailed methodologies related to the development and application of a monitoring framework. Specifically, it will include discussions on defining project objectives, setting targets, designing interventions, and establishing appropriate monitoring criteria and frameworks.

Sub-themes: Project/Programme Monitoring Framework

1. How to develop tools and technique for monitoring of the programme/policy:
2. define data; methods; and indicators for monitoring
3. Use of AI in setting up data management system:
4. How to track project/programme activities regularly
5. Reporting mechanism manual or digital
6. Data collection—Secondary and Primary
7. Analysis of Data
8. Use of statistical techniques in analysing the data
9. Preparing Monitoring and Evaluation Report
10. Conducting Social Audit



Day 4 | Field Visits: Hemannahalli Gram Panchayat, Maddur Taluk & ANSSIRD

On Day 4, the participants visited the field area of Hemmanahalli Gram Panchayat in Maddur Taluk and also the ANSSIRD. The objective of this field visit was to bridge the gap between classroom lectures and the practical, ground-level realities faced at the grassroots. By directly interacting with local governance systems and community practices, participants were able to connect theoretical knowledge gained during the training with real-world challenges and solutions. During the field visit, the participants interacted with the Gram Panchayat Development Officer (PDO), the Gram Panchayat Head, and community health workers. In addition, they engaged with school teachers, held discussions with Anganwadi workers, and visited the Kushina-Mane, thereby gaining valuable insights into local governance, service delivery, and community-level initiatives.



The participants also had the opportunity to visit ANSSIRD (Abdul Nazir Sab State Institute of Rural Development) to gain insights into the ongoing program activities and interventions being implemented across the state. The visit was introduced by Dr. Manoj, who gave a brief presentation on the centre and its role in shaping rural development initiatives in Karnataka. Furthermore, Dr. Arundathi Chandrashekar, IAS, Commissioner, Karnataka Panchayat Raj Commissionerate (MGNREGS) and Director, ANSSIRD, highlighted the importance of the institute, emphasizing its key role and responsibilities in policy formulation, program development, and the introduction of several new initiatives for strengthening rural development in the state.



Day 5 | Monitoring and Evaluation Framework

Session 1: Evaluation Framework: (Types of framework/approach, challenges, opportunities and key take away by Dr Sudeshna Mukherjee, Board of Director, PAC, Director, Centre for Social Impact, Chanakya University

Objectives

- The objective of the training is to build the capacity of participants to effectively evaluate programmes and policies.
- The training programme aims to strengthen their skills in Monitoring and Evaluation as an integral component of project and programme management, enabling them to apply evaluation techniques for improved planning, implementation, and decision-making.

Sub-themes:

- Mixed Method Approach: Qualitative and quantitative assessment
- methods
- Collect and Analyze Data : Conduct baseline, midline, and end-line assessments.
- Analyze changes in outcomes and assess programme effectiveness, efficiency, relevance, impact, and sustainability.
- Development Approach: Stakeholders engagement in evaluation
- Adaptive learning mechanisms,
- Success Case Method; Goal: free Evaluation
- Five Whys; Outcome Harvesting
- Rubrics; Executive Summary
- Value for Money
- Transformative Evaluation
- Outcome Mapping
- Empowerment Evaluation
- Evaluation process (Evaluation wheel)
- Use of statistical methods
- Sampling

What is Impact Evaluation?

- **Evaluations** are **periodic, objective assessments** conducted at **specific** points in time to answer key questions about program design, implementation, and effectiveness. These evaluations may be **descriptive** (what is happening), **normative** (whether targets are being met), or **causal** (what difference the intervention makes). They often involve external technical experts and use both **qualitative** (narrative or image-based) and **quantitative** (numerical) data from either primary or secondary sources.
- **Monitoring** is a continuous process that uses administrative data to track **inputs, activities, outputs, and sometimes outcomes**. It helps manage programs in real-time by assessing financial disbursement and performance trends. Monitoring is essential for all programs and is a key source of information on implementation efficiency and costs.
- **Impact evaluations** are a distinct form of evaluation focused specifically on causality. They seek to determine the **causal effect** of a program, policy, or intervention on an outcome of interest—such as how scholarships affect school attendance or how improved roads influence income.
- A key feature of impact evaluations is the construction of a **counterfactual**—an estimate of what would have happened to program beneficiaries in the absence of the program—typically using a **comparison group**.

Dr Sudeshna Mukherjee interacting with participants during her lecture



Session 2: Types of Data Sources: How to access secondary data & Data Analysis Tools and Data Visualization Tools & Techniques by Dr Prem Shankar Mishra, Senior Research Officer, PAC & Dr Shreejata Niyogi Research Officer, PAC

Objectives: to learn different data sets, methods, primary and survey-based data methods
Different computer software to be used in data analysis and visualization Graphical representation of data; tabular forms; etc.,

Objectives / Purpose

To learn data analysis techniques using software such as excel, SPSS or STATA for quantitative data analysis For Qualitative analysis: Atlas.ti and Nvivo software Power-BI for data visualization and graphical representation of findings

Learning Outcome: To develop skills for data analytics and data sources; computer software for data analysis; methods; representation of data in different formats etc.,

Dr Prem Shankar Mishra, PAC, delivering his lecture



Dr Shreejata Niyogi, PAC, delivering her Lecture



Session 3: Group Presentation and Evaluation of the Training Course, Feedback and Concluding Sessions

This session was concluded with the group presentation of participants and had a discussion related to the themes and presentations.

Learning Outcomes/Skill Acquisition

- Participants learned about planning, designing of projects/programmes implementation
- How to monitor and evaluate the schemes/programmes were fully discussed in the training.
- Participants acquired an in-depth understanding of different monitoring and evaluation frameworks. Participants made a field visits to have more ground level realities on programme implementation and to get an idea of the challenges and opportunities faced while implementing the programmes/projects
- Project budgeting and its management were discussed.

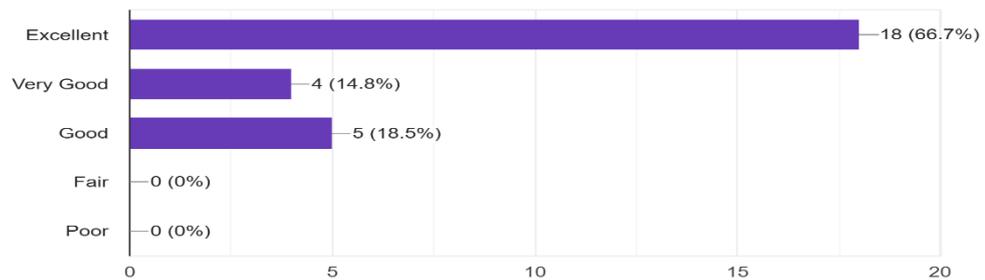


Sessions feedback from participants

Resource persons and content covered in the session: Below-mentioned charts illustrate the perspective of the participants about the effectiveness of the resource persons.

Project designing, idea, conceptualization

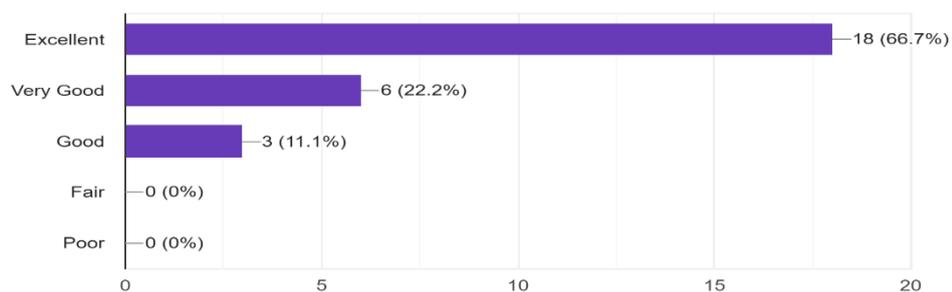
Sessions and Resource Persons Designing Projects: Project Idea / Conceptualisation By Dr. D Rajasekhar
27 responses



The majority of participants (67%) rated the session on project design, planning, and idea generation as excellent. The remaining participants rated it as very good or good.

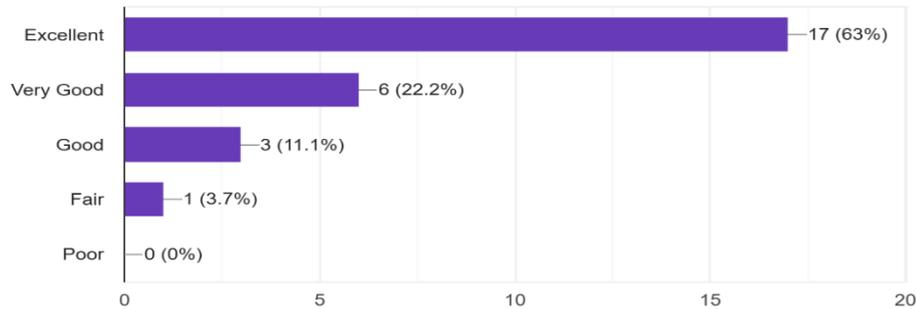
Project Proposal writing: Majority of the participants have opined that the training session provided on proposal writing was excellent in terms of relevance, clarity of presentation and its practical implementation. While some of the participants have expressed that the session focusing on practical application of proposal writing was Good.

Project Proposal Writing: from basic to advance by Dr Ranjini C Raghavendra
27 responses



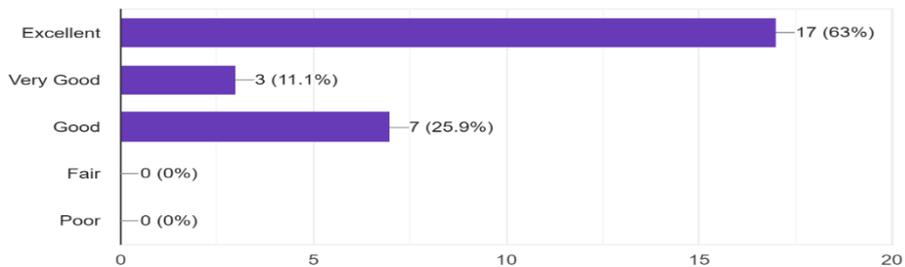
The Project Planning, Governance & Management by Dr Ranjini C Raghavendra

27 responses



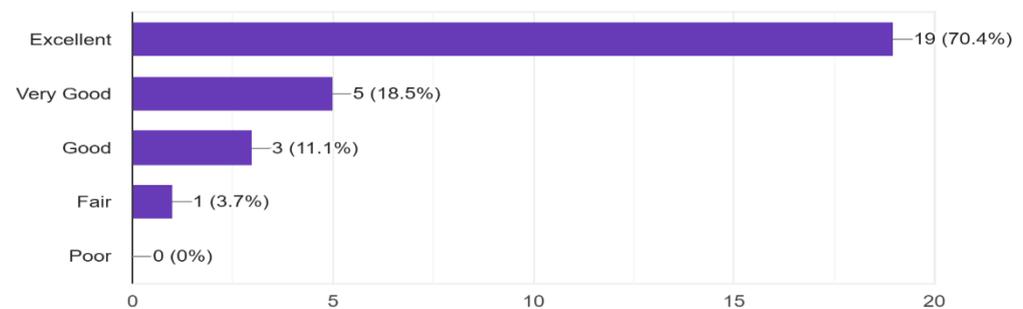
Project Budgeting and Timely Execution of Project: Different aspects of budgeting in projects: time management by Dr. R Manjula

27 responses



Various Aspects of Project Costs and Benefits Analysis by Mr. Sachin Mohan

27 responses

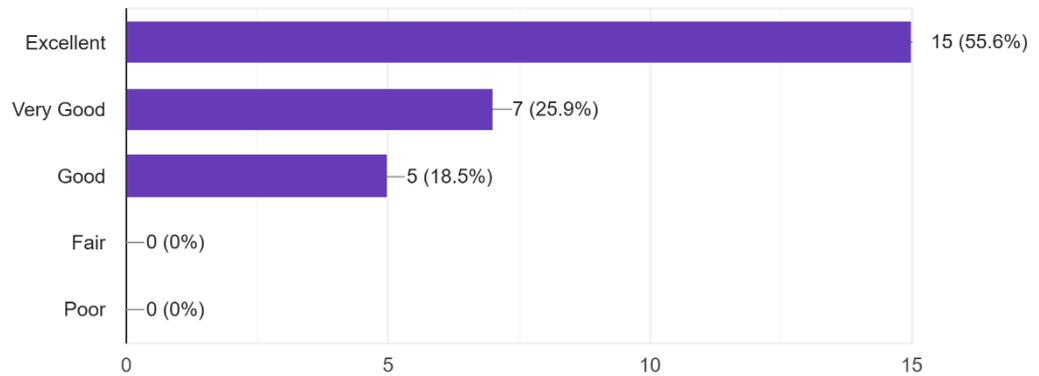


Appraisal of project and merits and demerits:

Majority of the participants have opined that the training session provided on financial management was excellent in terms of relevance, clarity of presentation and practical application. A large number of the participants have expressed that more sessions by the resource persons, who provided training on cost benefit analysis could have been added in the training programme. The participants were of the opinion that the session was excellent in terms of content, communication skill and engagement with the participants.

Appraisal of Projects: Merits and demerits by Dr. D Rajasekhar

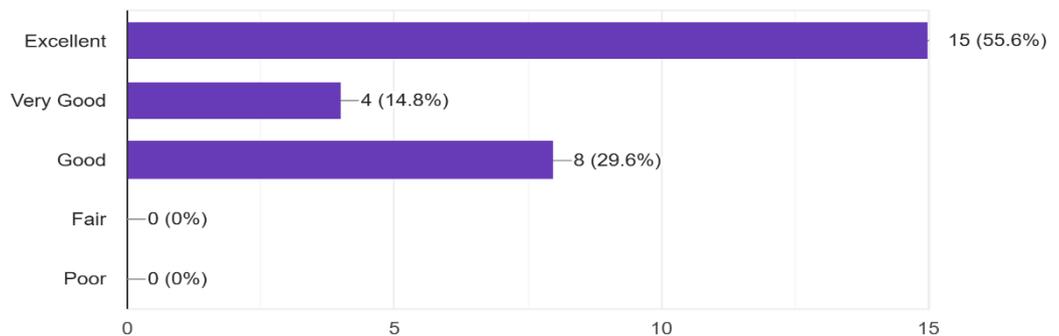
27 responses



Majority of the participants have opined that the training session provided on project appraisal: merits and demerits was excellent in terms of relevance, clarity of presentation and its practical implementation.

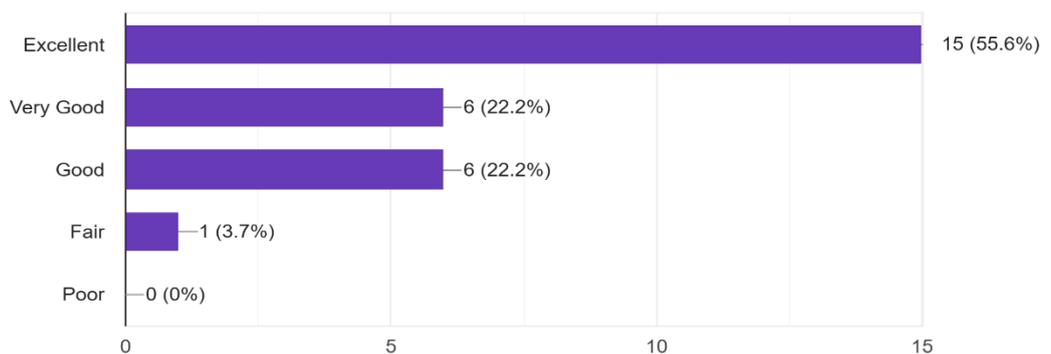
Project or Programme Monitoring Part: Step by Step guide on program/policy performance, by Dr K. Gayithri

27 responses



Evaluation Approaches: Tools, Techniques and Methods by Dr K. Gayithri

27 responses

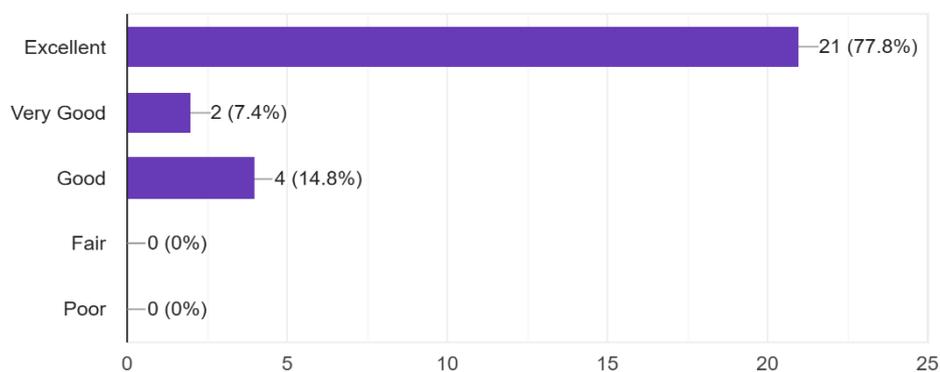


Understanding of project monitoring and evaluation: Majority of the participants have opined that the training session provided on project monitoring and evaluation was excellent in terms of relevance, clarity of presentation and its practical implementation.

After the training session, the majority of the participants (68.4%) have mentioned that they now have an understanding regarding project monitoring and evaluation. On the other hand, 26.3% have opined that they have an excellent understanding of project monitoring and evaluation.

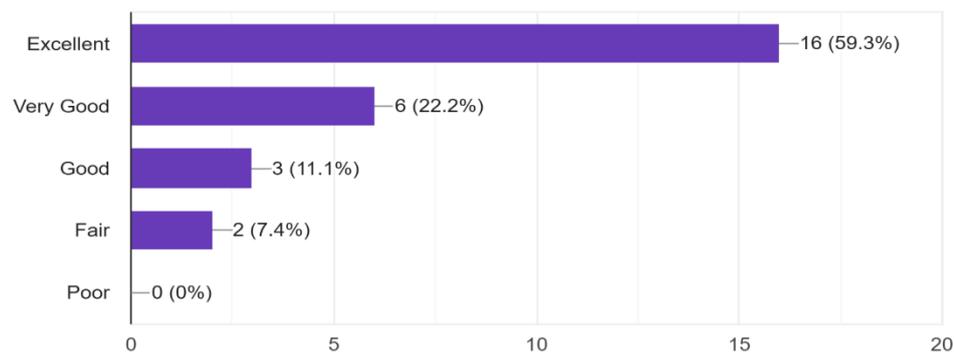
Field Visit - Hemmanahalli Gram Panchayat in Maddur Taluk and ANSSIRD

27 responses

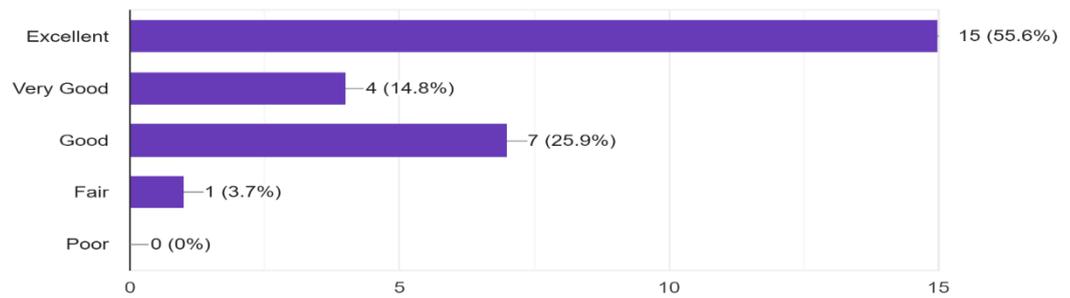


Evaluation Framework: by Dr Sudeshna Mukherjee

27 responses



Types of Data Sources: Dr Prem Shankar Mishra
27 responses



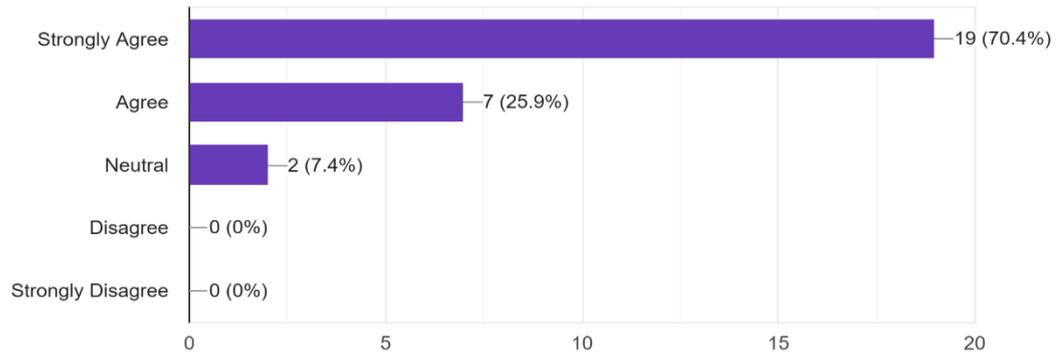
Overall training contents: The majority of the participants have remarked that the content of the training was excellent in terms of relevance, in-depth knowledge of the subject matter and its practical application.

Comments on the field visits and presentation on subjects covered: The participants shared views that the training session was a great learning experience for them and they need more training sessions in the future with a focus on proposal writing, financial management, and project monitoring and evaluation. They also suggested that the training sessions should incorporate more advanced M&E frameworks, such as Randomized Controlled Trials (RCTs) and quasi-experimental research designs.” So, in the future training programme, the PAC will cater to this requirement.

Logistic and overall arrangements and experience

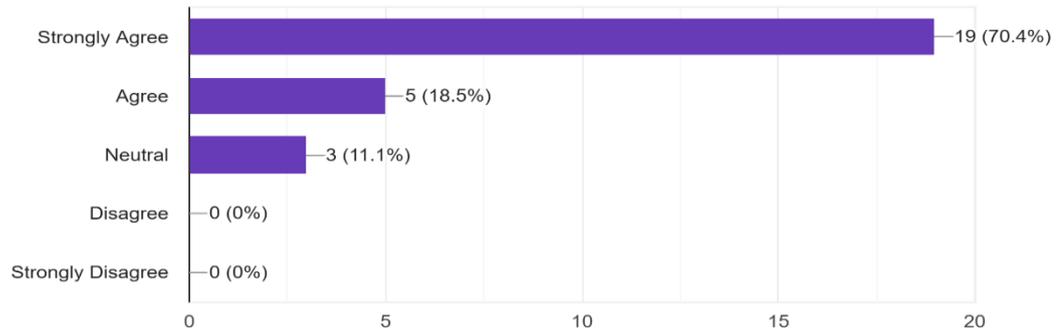
Logistics and Overall Experience: The training venue and facilities were adequate

27 responses



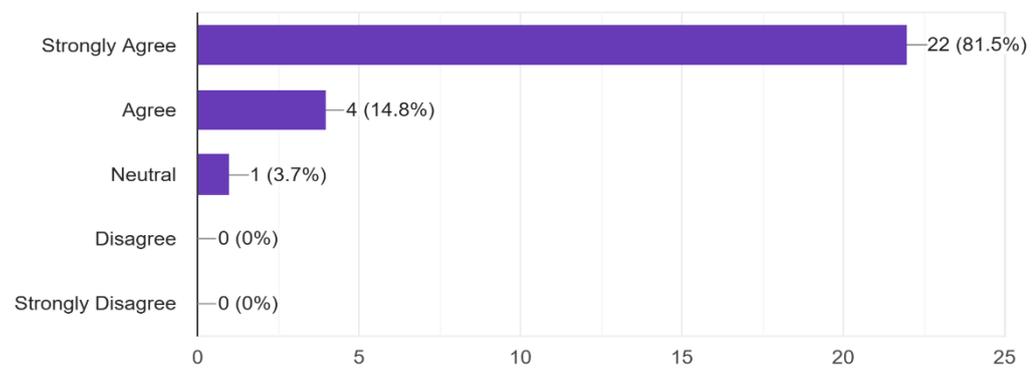
The duration and schedule of the sessions were appropriate

27 responses



The accommodation provided was comfortable

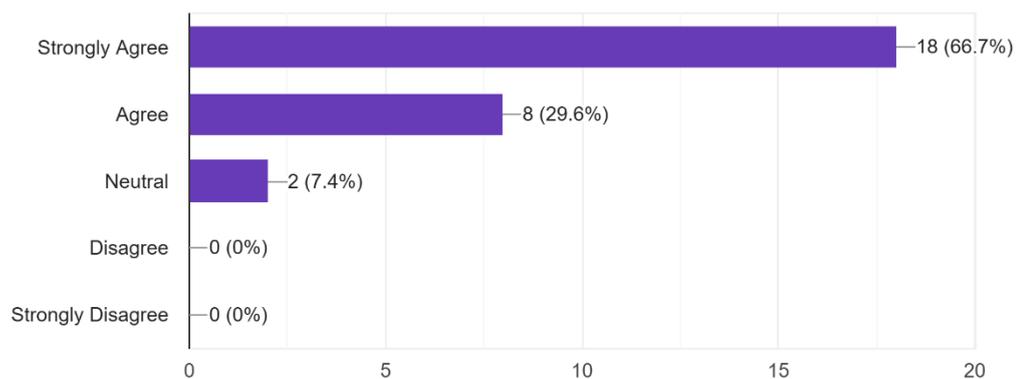
27 responses



Below-mentioned charts show the perspective of the participants about food provided during the training session.

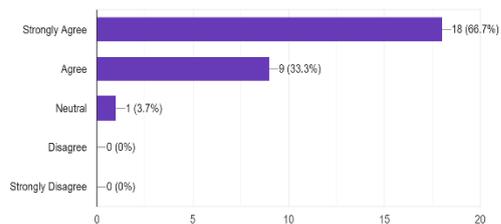
The quality and variety of food and refreshments provided were satisfactory

27 responses



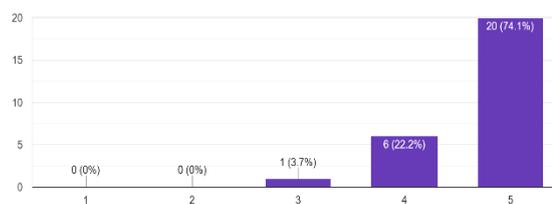
Overall, I am satisfied with the training experience

27 responses



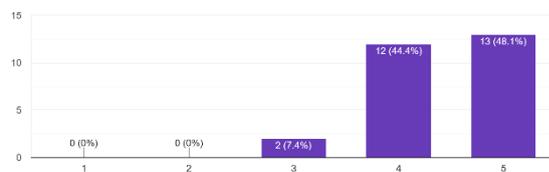
Breakfast at the Hotel

27 responses



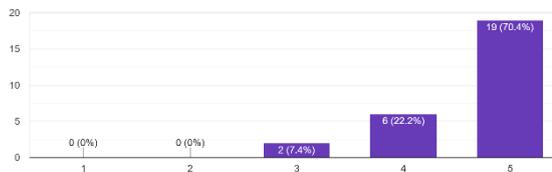
Lunch at Training centre

27 responses



Dinner at Hotel

27 responses



Feedback and Suggestions for Improvement of the Training Programme

What did you like most about the training?

Trainers are very well versed and very experienced in all the field that they have provided the Training.

Good time management during the training programme

- One of the participants responded “What I liked most about the training was the clarity of the sessions and the way complex concepts were simplified. It was very engaging and informative, and I feel more confident in applying what I’ve learned”.

With regard to training modules and time management

- Project planning and designing
- Time management and Hospitality
- “The training covered topics that are applicable for my day-to-day work. The need for monitoring and evaluations in project implementation is what interest me the most as this directly impact the success of any programme”.
- About project proposal preparation and how session were taken by different experts with a vast experience at their respective field.
- “Trainers were highly experienced and professional. The topics was very educational, and helpful and insightful and I will definitely be implementing it in our organisation through my sector. The trainers have become my role model, I wish to follow their work and learn from it”.

Monitoring & Evaluation where it is useful in our sector

- The session on various aspects of Project costs and Benefits Analysis by Mr. Sachin Mohan and the field visit to Hemmanahalli Gram Panchayat in Maddur Taluk and ANSSIRD.
- Projects designing, project Planning, monitoring and evaluation, field visit to the Gram Panchayat
- “I like the Budget session, the project analysis and the session I enjoyed the most is the financial analysis part - NPV, IRR, etc Would have like to get more sessions worth Sir Sachin Mohan”.

What improvements would you suggest for future trainings?

- One suggestion would be to allow more time for each session or module. Some topics felt a bit rushed, and extra time would help participants absorb the information more effectively.
- Training methods with specific examples based on successful programme
- Case studies of successful project planning and proposals relating to NRLM Livelihoods projects.
- Examples can be specific to our organisation, what we do and how to alter the methods that we do every day that is used in the wrong way or research can be done on our sectors and provide planning tips accordingly.
- Maybe involve more group discussions, role-plays and hands on activities for overall participants engagement
- More Practical classes for better understanding of technical Sessions
- Incorporating games and ice breakers during the course of the training. More practical approach
- More engagement of participants like group works and introductions of some sessions related games or activities to keep the participants more engaged during the training.
- The visit to Gram Panchayat was amazing. I got to learn about the decentralised model of GPs which was taken up in the State to promote youth and child development from their own areas and villages by providing access different resources at a centre.
- Overall the Training was very informative, Well-structured and useful both in personal and professional life. It gained me a clarity on concepts.

Future sessions

The participants expressed a strong interest in attending similar training programmes in the future, with a particular emphasis on sessions that would deepen their practical understanding of the topics covered during this programme. They recommended that future trainings include advanced themes such as Randomized Controlled Trials (RCTs), Difference-in-Differences (DiD) methods, as well as more detailed sessions on cost–benefit analysis, project budgeting, and project management. Participants particularly valued the field visits, which provided exposure to ground-level realities, and suggested that such experiential learning activities be incorporated more extensively in upcoming training programmes. Overall, the feedback highlighted the participants’ enthusiasm for continuous learning, hands-on application, and engagement with advanced monitoring and evaluation frameworks.

Annexure I - Training Sessions

Capacity Building Training Programme on Project Planning, Designing, Monitoring, and Evaluation (PPDME)

Training Agenda / Schedule		
DAY 1		
Monday, July 28, 2025		
Time	Topic	Resource Person
09:00 AM to 09:30 AM	Registration	PAC Team
09:30 AM to 09:35 AM	Welcome	Ms Ashwini V
09:35 AM to 09:45 AM	Inauguration – Chief Guest	Smt. Shreevidya P., IAS, Mission Director, State Mission Management Unit, Government of Karnataka
09:45 AM to 10:30 AM	Session 1: Introductory Session	Director, PAC and MSRLS Team
10:30 AM to 10:45 AM	Tea / Coffee Break	
10:45 AM to 12:45 AM	Session 2: Designing Projects: Project Idea / Conceptualization	Dr. D Rajasekhar, Board of Director, PAC Former Director Institute for Social and Economic Change, (ISEC) Bangalore
01:00 PM to 2 :30 PM	Lunch Break	
02:30 PM to 04:30 PM	Session 3: Project Proposal Writing: from basic to advance	Dr Ranjini C Raghavendra Executive Director, Center for Global Health and Development, School Of Economics and Public Policy, R V University

Training Agenda / Schedule		
DAY 2		
Tuesday, July 29, 2025		
Time	Topic	Resource Person
09:30 AM to 11:30 AM	Session 4: The Project Planning, Governance & Management	Dr Ranjini C Raghavendra Executive Director, Center for Global Health and Development, School Of Economics and Public Policy, R V University
11:30 AM to 11:45 AM	Tea / Coffee Break	
11:45 AM to 01:30 PM	Session 5: Project Budgeting and Timely Execution of Project: Different aspects of budgeting in projects; time management	Dr. R Manjula Assistant Professor Centre for Decentralisation and Development, Institute for Social and Economic Change (ISEC) Bangalore
01:30 PM to 2 :30 PM	Lunch Break	
02:30 PM to 04:30 PM	Session 6: Various Aspects of Project Costs and Benefits Analysis	Mr. Sachin Mohan - CMA®, ARM™, PMP®, FSA Credential- IFRS Professor of Practice: PES University

Training Agenda / Schedule		
DAY 3		
Wednesday, July 30, 2025		
Time	Topic	Resource Person
09:30 AM to 11:30 AM	Session 7: Appraisal of Projects: Merits and demerits	Dr. D Rajasekhar, Board of Director, PAC Former Director Institute for Social and Economic Change, (ISEC) Bangalore
11:30 AM to 11:45 AM	Tea / Coffee Break	
11:45 AM to 01:30 PM	Session 8: Project or Programme Monitoring Part: Step by Step guide on programme/policy performance	Dr K. Gayithri, Retired Professor from ISEC Bangalore Former Consultant at FPI, Bangalore
01:30 PM to 2 :30 PM	Lunch Break	
02:30 PM to 04:30 PM	Session 9: Evaluation Approaches: Tools, Techniques and Methods	Dr K. Gayithri, Retired Professor from ISEC Bangalore Former Consultant at FPI, Bangalore

Training Agenda / Schedule	
DAY 4	
Thursday, July 31, 2025	
Time	Topic
7:00 AM onwards	Session 10: Field Visit - Hemmanahalli Gram Panchayat in Maddur Taluk and ANSSIRD

Training Agenda / Schedule		
DAY 5		
Friday, August 1, 2025		
Time	Topic	Resource Person
09:30 AM to 11:30 AM	Session 11: Evaluation Framework: (Types of framework/approach, challenges, opportunities and key take away	Dr Sudeshna Mukherjee Board of Director, PAC Director, Centre for Social Impact, Chanakya University
11:30 AM to 11:45 AM		
11:45 AM to 01:30 PM	Session 12: Types of Data Sources: How to access secondary data & Data Analysis Tools and Data Visualization Tools & Techniques	Dr Prem Shankar Mishra, Senior Research Officer, PAC & Dr Shreejata Niyogi Research Officer, PAC
01:30 PM to 2 :30 PM		
02:30 PM to 04:00 PM	Session 13: Group presentation and Evaluation of the Training Course Feed back and Concluding Sessions	PAC Team
04:00 PM to 05 :00 PM	Session 14: Valedictory Function	Dr. Arundathi Chandrashekar, IAS Commissioner Karnataka Panchayat Raj Commissionerate Rural Development (MGNREGS) Director, ANSSIRD (Abdul Nazir Sab State Institute of Rural Development) Rural Development and Panchayat Raj Department Government of Karnataka

Annexure II - List of the Participants

Sl.	Name	Gender	Designation	Unit
1	Heman H.E Masharing	Male	PM – CLF, IBCB	SMMU
2	Evan K Nongkhlaw	Male	PM – DF, FI	
3	Mebibalaai Dkhar	Female	PM - M&E	
4	Baniatyllilang Nongsiej	Male	PM - Farm	
5	Nangjop Thabah	Male	PM - KMC	
6	Floreny Ingjal	Female	PM - HR	
7	Alvamargareth Kharkongor	Female	PM - CB	
8	Yoobiangmi Lyngdoh	Male	PM - Farm LH	
9	Jiveshwar Hajong	Male	PM- Non Farm Livelihood	
10	Christylyne Diengdoh	Female	State MIS Coordinator	
11	Naveen P D. Sangma	Male	DFS – NFL, WGH	DMMU
12	Wallambok A Kharkongor	Male	DFS – NFL, EKH	
13	Namphrangngi Diengdoh	Male	DFS – NFL, WJH	
14	Brandon Kerry Lyngdoh	Male	DFS – FL, EWKH	
15	Cheku Aman Pariat	Male	DFS – FL, EJH	
16	Rimiki Mannar	Female	DFS – FL, NGH	
17	Hemalitha G Momin	Female	DFS – FI, EGH	
18	Sumarshwa Lyngdoh	Female	DFS – FI, EKH	
19	Tengnang B Marak	Male	DFS – FI, SGH	
20	Sanjeev Lohar	Male	DFS – FI, SWGH	
21	Dewancy Pohtam	Male	DFS – FI, WJH	
22	Aidarihunlang Mawblei	Female	DFS – IBCB, EWKH	
23	Anisha S Sangma	Female	DFS – IBCB, WGH	
24	Judica Kharkongor	Female	DFS – IBCB, WKH	DMMU
25	Crybilla Marak	Female	DFS – SISD, NGH	
26	Kojak A Sangma	Male	DFS – SISD, WGH	
27	Darchon Ropui Thiaite	Female	DFS – SISD, EJH	
28	Bashisha Thoo	Female	DFS- SISD, SWKH	
29	Pamela Shylla	Female	DFS – IT, WJH	
30	Mansel R Marak	Male	DFS – IT, WGH	

From the Gallery

Certificates Distribution & Group Photos







Conclusion

The programme concluded successfully with a heartfelt vote of thanks delivered by Ms Ashwini. She extended her sincere gratitude to all participants for their active involvement, enthusiasm, and unwavering support throughout the training programme. Ms. Ashwini acknowledged the collaborative spirit that made the sessions engaging and impactful. She also expressed appreciation for the trainers/resource persons and PAC team whose efforts contributed to the programme's success.



PUBLIC AFFAIRS CENTRE
Committed to good governance

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