

AEPAM Publication No.288

National Training Workshop
on

PROJECT CYCLE MANAGEMENT (PCM)
for Education Managers and Planning Officers
(May 28 – June 01, 2018)



Compiled by:

Dr. Dawood Shah
Ms. Shakila Khatoon
Dr. Khawaja Sabir Hussain
Ms. Shaista Bano
Ms. Samana Ali Bukhari

Academy of Educational Planning and Management
Ministry of Federal Education and Professional Islamabad

2018

PREFACE

The Academy of Educational Planning and Management (AEPAM) has been actively involved in professional growth of educational planners and managers since 1982. AEPAM is mainly charged with the responsibilities of capacity building of education planners and managers, consolidating and collating education statistics, maintaining comprehensive national education database, and conducting policy research on various policy issues. The AEPAM being a human resource development agency is playing a vital role in the professional development of manpower involved in educational planning and management across the country.

Planning is a basic management function involving formulation of comprehensive development plans to achieve desired goals within available resources. Therefore, it is pre-requisite for the planners and managers working at various administrative levels to have knowledge and understanding about the planning process in Pakistan. In this connection, detailed information is required about the Planning Commission Forms for submitting project proposal to the Planning Commission and getting administrative approval. The Planners and Managers working at district or institutional level usually do not have the required skills and knowledge to prepare these Forms. Therefore, their capacity building is pre-requisite to fill up the PC-I to PC-V at various stages of the Project Cycle Management considering the importance of project management. The management of AEPAM has organized National Training Workshop of the series for capacity building of education managers and planners at Islamabad from May 28 to June 01, 2018. Total 27 education managers/planners were trained in this workshop, who was

nominated by their respective authorities across provinces/regions.

I am thankful to Ms. Shakila Khatoon, Director (Research), Dr. Khawaja Sabir Hussain, Deputy Director (Research), Ms. Shaista Bano, Deputy Director (Research) and Ms. Samana Ali Bukhari, Research Officer as well as training team specially Mr. Zulfiqar Ali Joya for successful organization of the Workshop and compilation of the Report

Dr. Dawood Shah
Director General, AEPAM

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INTRODUCTION

Provincial Education Departments and District Education Management are responsible to provide educational facilities to the masses in their respective areas. Education managers and planning officers working in these departments are required to place proposals to Planning Commission of Pakistan regarding provision of facilities. Planning Commission of Pakistan has designed format for writing proposals for the development projects. These proposals are required to be written on forms namely PC-I to PC-V and each one of them is for various stages of the Project Cycle Management. Therefore, it is pre-requisite for the planners and managers working at various administrative levels to have understanding about planning process in Pakistan to fill up the PC-I to PC-V. The Planners and Managers working at district level or institutional level usually do not have the required skills and knowledge to prepare these Forms. They also need to have full command on preparation of proposals for development projects so that they would be able to defend their projects and get approval for educational development.

Realizing the importance of capacity building of education managers especially at district level, Academy of Educational Planning and Management (AEPAM) conducted need assessment study in 2005 to identify the capacity building needs of District Education Managers. The study identified the capacity building needs of Education Managers in Planning on the basis of findings of the study. The following main areas related to planning were identified:-

- Short-& long term planning;
- Problems identification and priorities setting;

- Project development;
- Preparation of PC-I;
- Development of education indicators and
- Monitoring of projects.

Keeping in view capacity building needs of Planning Officers and Education Managers working at various administrative levels AEPAM had conducted the one week Workshop on “**Project Cycle Management**” (PCM) from May 28 to June 01 2018 at AEPAM Campus Islamabad. The objectives of this workshop were:-

- To enable the participants to understand the concept of Project Cycle Management.
- To enable the participants to understand the steps involved in identification, preparation, implementation, monitoring and evaluation of the projects.
- To enhance the knowledge and skills of the education managers to prepare the project proposals on Planning Commission’s Forms (PC-I to PC-V).
- To improve the knowledge and skills of participants about planning, monitoring and evaluation techniques.
- To improve the capacity of districts education managers to prepare plan and implement education projects in a better way.

2. Participants of the Workshop

Twenty seven (27) Education Managers and Planning Officers from all over the country attended this training program (list of Participants and group photo are attached at (**Annex-I & V**).

3. Methodology

As per practice management of AEPAM gets nominations from the provincial/regional and district education departments. After getting approval by the competent authority, the concerned provincial/regional and district education departments were requested to nominate their officers as per specified criteria of AEPAM. After receiving nominations from the concerned authorities, the nominees were accommodated in the hostel.

It was the second national training workshop of the current financial year 2017-18. Eminent resource persons, i.e. Planning Managers, Planning Experts, Planning Officers and administrators from public private sectors were invited to deliver lecture on different topics and total seventeen (17) sessions were conducted by the different resource persons during the workshop. Four sessions were conducted in each day and duration of each session was one and half hour.

In every session a presentation was made by resource person followed by discussion and question-answer session with the participants. Supplementary reading material and handouts were provided to the participants to further enhance their knowledge on the topic.

Participatory and group learning approaches were adopted to provide an opportunity to the participants for mutual sharing of knowledge and experiences with the resource persons as well as with each other. In order to apply knowledge and skills the participants were exposed to practicum during which (e.g. Preparation of PC-I) participants were usually divided into smaller groups of five members, whereas in some cases they were given

individual assignments. The resource persons adopted different techniques supplemented by audio visual aids to make the sessions more interactive.

Before start of the inaugural session, the participant's basic knowledge about Project Management Cycle was tested through a Pre-test. An activity of pre-test and post-test was carried out to evaluate the enhancement of participants' knowledge about project cycle management before and after completion of workshop. A test was prepared having 15 MCQs related to different stages of project cycle management. Participants were asked to solve the test before inaugural session and the same test was given to the participants after last session of the workshop. The results of pretest and post test were compared and announced in the concluding session of the workshop. The results clearly showed that knowledge of the participants about the concept of Project Cycle Management and preparation of PC-I to PC-V was enhanced and this training was very useful for their professional growth.

INAUGURAL SESSION

Inaugural session of the workshop “**Project Cycle Management (PCM)**” took place in the Training Hall of the Academy of Educational Planning and Management (AEPAM) on May 28, 2018. The session was started with recitation from the Holy Quran. Inauguration ceremony of the workshop was chaired by DG AEPAM whereas Ms. Shakila Khatoon, Director (Research), Faculty Members and Officers of AEPAM were present in the opening session. Dr. Khawaja Sabir Hussain, Deputy Director (Research) was hosting the ceremony; first of all he asked the participants of the workshop and officers/officials of AEPAM to introduce themselves. Dr. Dawood Shah, DG AEPAM and Ms. Shakila Khatoon, Director (Research) welcomed all the Participants on behalf of AEPAM.

Dr. Dawood Shah, DG AEPAM in his introductory speech gave a brief introduction of AEPAM, he informed the participants that AEPAM was established in March 1982, under a resolution to provide professional assistance to Ministry of Education (defunct) in planning, implementing, and monitoring and policy formulation. The main functions of AEPAM are to undertake Research, conduct Training and to consolidate and collate Education data at national level. After devolution under 18th Constitutional amendment administrative control of AEPAM was shifted to the Ministry of Federal Education and Professional Training. The Director General, AEPAM in his remarks told the participants that Project Management training is very important for education managers and planners because they are directly involved for processing of projects to the higher authorities. He highlighted the importance of Project Management in performing official duties. In the end Director General AEPAM advised to the participants to take advantage of

this opportunity and take keen interest in the proceedings of the workshop.

Workshop coordinator, Dr. Khawaja Sabir Hussain highlighted the objectives and major themes of the workshop. He explained that the training program will continue for five days. He also briefed the participants about the methodologies going to be adopted during the workshop. He told that AEPAM would invite most senior resource persons for delivering lectures in the workshop. The participants must get benefits from them.

PROCEEDINGS OF WORKSHOP

PROJECT CYCLE MANAGEMENT

Mr. Zaheer Iqbal
May 28, 2018
Session I

The first session of the first day of PCM workshop was taken by Mr. Zaheer Iqbal. At the start of session Mr. Zaheer Iqbal described the objectives of this session. He said that project management is the science of converting vision into reality. It is the application of knowledge, skills, tools and techniques. He quoted the definition of project “A project is a temporary endeavor undertaken to create a unique product or service”. (*PMBOK: PMI, USA*). He further explained that a project is a series of linked activities planned with a time frame (start point & end point) an estimated cost (resources) and with defined measurable objectives (the output, the outcomes, expected quality).



Adding more to discussion Mr. Zaheer enlisted the project Management areas such as, Project Integration ,Project Scope, Time, Cost, Quality, Human Resource, Procurement, Communication, and Project Risk Management. While discussing the project cycle, he explained project cycle:-

Project Cycle;

- Identification
- Initiation
- Scoping
- Appraisal
- Approval
- Implementation
- Monitoring
- Closure
- Evaluation

Project Scope

The resource person explained that Project Scope and preparation of Project's PC-I which contains detailed information about, Location, Sponsoring, and Execution, Objective(s), Targets, Deliverables & Milestones, Requirements (Infrastructure, Equipment, Services and Personnel) Cost Estimates, Key Performance Indicators, Work Breakdown Structure (WBS). He also elaborated Project Appraisal:

Approving Authority	Cost Limit
Departmental Development Working Party	Up to Rs. 60 million
Central Development Working Party	Up to Rs. 1000 million
Executive Committee of National Economic Council	More than Rs. 1000 million
Provincial Development Working Party	Rs. 5000 million Provided the project is not that of irrigation sector, involves no Fed. Funding and external financing
Corporations and Autonomous Bodies	No Limit* * With 100% self-financing with no government guarantee and involving less than 25% foreign exchange/foreign assistance

At the end, question answer session was taken placed. He answered the questions raised by the participants. The session was ended with vote of thank of the organizers.

PLANNING TECHNIQUES (SHORT AND LONG TERM PLANNING)

Mr. Talat Khurshid

May 28, 2018

Session II

The second session of the first day of the workshop was taken by Mr. Talat Khurshid on Planning Techniques; Long and Short Term Planning. He elaborated the concept of planning techniques and discussed long and short term planning. He briefly explained the planning guidelines and strategies. He said that an educational plan which aims at fixing a problem within a period of 1-3 years is called short term plan and usually it has a budget for one year. He told the participants that medium term plan covers 4-7 years and it has well defined goals and targets. According to him long term plan spans over 10-15 years and it has broad targets and goals. He also discussed the changing educational needs and future requirements of education sector and the gross enrolment rate and student teacher ratio. He pointed that Action Plan usually focused on access, quality and gender equality. He said that quality education depends upon school environment, infrastructure, characteristics of teaching staff and Socio-economic and demographic characteristics.



Mr. Khurshid explained that Project is a set of planned activities designed to achieve a certain objective with given resources and within a specified period of time. While discussing about planning, Mr. Talat explained that planning is an important management technique and it is process of setting goals, developing strategies, out lining

the tasks and schedules to accomplish the goals. Planning is optimizing the efforts for achieving the goals.

Purpose of Project

Mr. Khurshid discussed the purpose of projects such as:-

- ***Stand-alone project*** can produce output on its own and can be implemented without the need to implement other projects
- ***Required project*** provides the enabling mechanism for another project(s) to produce output. The project can be analyzed as a stand-alone or as component of a package of products
- ***Needs-a-companion project*** - ability to produce output depends on the success of another project. The project needs to be packages with other project(s) that provide(s) the enabling mechanism

Discussing the purpose of project planning, resource person told that planning involves collecting and analyzing the information needed to set goals that are relevant to targeted community and realistic in terms of what is possible and likely to make a difference.

The lecture ended with a vote of thanks from participants to the resource person for such comprehensive lecture.

PROCESS OF EDUCATIONAL PLANNING IN PAKISTAN

Dr. Muhammad Saleem

May 28, 2018

Session III

The third session of the first day of the workshop was conducted by Dr. Muhammad Saleem on “Process of Educational Planning in Pakistan”. He elaborated the concept of planning and process of educational planning in Pakistan. He briefly explained the planning guidelines and strategies. Dr. Saleem explained an outline of a strategic Plan. He discussed the following components of a strategic plan:-



1. **Situation Analysis:** There are three things that we study under situation analysis of project planning “Existing Status, issues and challenges and future needs”. Existing status tell the ground reality of the situation that project is dealing with, and what are the issues and challenges attached to ground reality. This will give an insight about possible problems a project can face in future. Lastly he added that situation analysis will identify the future needs of the project.

2. **Goals, Objectives, targets and strategies:** According to Dr. Saleem strategic plan also clarify the goals, objectives and targets of the project. Furthermore a strategic plan has to devise the strategies through which those objectives and targets will be achieved. Strategies are those pathways on which project will lead towards the achievement of targets.

3. **Actions and Activities to implement the Strategies:** Dr. Saleem told the participants that strategic plan will identify the actions and activities required to implement identified strategies so that targets of the project can be achieved.

4. **Implementation Mechanism such as:** Who will do what, how it will be done (Step wise) and when it will be done (Scheduling). Implementation mechanism according to him what is the complete picture of the project? How and when it will be done? All of these questions will be answered in the implementation mechanism. All the division of responsibilities and scheduling is planned which will help in smooth implementation of the project.

5. **Monitoring, Evaluation Indicators and Resources:** the resource person told that a strategic plan has monitoring and evaluation indicators that will help the project staff to evaluate the rate of successful implementation of the project. According to him all types of required resources must be mentioned in the strategic plan of the project, which will help in cost estimation of the project.

6. **Risks, Bottlenecks Impediments:** Another important part of strategic plan is identification of risks, bottlenecks in implementation of a project. Risk identification will help in devising solutions to overcome the identified risks during implementation of the project. At the end the resource person told the participants that the output and outcome of the project may write in the strategic plan of a project. The lecture ends with a vote of thank by participants and AEPAM to the resource person for delivering of comprehensive lecture.

USE OF DATA IN EDUCATION PLANNING AND DECISION MAKING

Dr. Allah Rakha Saghir

May 29, 2018

Session I

Dr. Allah Rakha Saghar conducted a session on *Use of Data in Planning and Decision-Making*. He presented a layout of the lecture and explained the concept of data. He combined the concepts of data explained by participant and proposed a definition of data. According to him data is the first step to create wisdom. Data becomes from information, information becomes from knowledge and knowledge changes into wisdom. He further elaborated the meaning of planning, management and project. According to him decision making is done at each and every step of project. For the purpose of decision making data is used. He also told the participants that there are different types of data required for decision making in completion of a project.



He discussed various important aspects of data used in educational planning establishment of the relationship between plan, management and educational planning. He said that demographic information provides the baseline for education planning. Use of education indicators like population growth, density, distribution and migration are used in planning of school mapping. He explained that decision making is a process of analyzing available alternative options and choosing the most appropriate one to solve a problem. He further explained that decisions can be taken at different levels such as Individual, institutional, divisional, district, provincial, national and International.

While discussing economics and financing of education, he described overall socio-economic condition of the country, GNP share on education, Public expenditure by type, level, gender, location, trend of expenditures over the years, Norms set-up by the departments, Break-up of costs: different angles under different heads, recurring, non-recurring expenditure of education etc.

Dr. Saghar elaborated different aspects of curriculum, instruction and assessment such as foundations of curriculum, level-wise and subject-wise contents, instructional strategies adopted at different levels for teaching different subjects, textbooks and other instructional materials used, assessment practices, practices related to the use of results, promotion rate, dropout rate and completion rate etc.

Dr. Saghar further discussed the analysis interpretation and dissemination of data which are the basic requirement for effective planning. The education data for educational planning is very important for successful planning and administration in education. He said that properly analyzed data provide the basic guide-lines for planners, decision makers and administrators. The session was ended with vote of thank by the organizers.

PREPARATION OF PC-I

Mr. Saleem Khan
May 29, 2018
Session II, III & IV

The last three sessions of the second day was conducted by Mr. Saleem Khan. He discussed in detail the topic PC-I, its introduction and preparation with practicum. He explained the Planning Commission's PC proformas in detail. The PC-I which is the main document for project preparation and implementation was discussed indeed. He told the participants that every sector has different type of PC proformas i.e. production sector, infrastructure sector and social sector. He added that there are several Committees like policy Board, Plan Coordination Committee (PCC), National Economic Council (NEC), Central Development Working Party (CDWP), and Executive Committee of NEC (ECNEC) and all of these are approving authorities of the PC form. He further said that each Ministry/Division has its own Departmental Development Working Party (DDWP). He told the participants that there are nine Economic sections and Eighteen Technical Section in the Planning Commission and the sole purpose of these sections are to review of PC proformas.



In the next session, Mr. Saleem asked the participants to fill-in PC-I proformas. He told the participants that while preparing of PC-I, first of all we have to look at the plan provision, project objectives and its relationship with objectives of these respective sectors. Then calculation is done about the capital cost estimates, recurring cost estimates, demand, supply and finally plan is prepared. We must see data flow, expected recurring

expenditure, cash plan, work plan and phasing with respect to activities while preparing of PC-I.

The participants were divided into groups and they were given opportunity to choose a project for preparing of PC-I and PC-II. The proformas were prepared and filled in by the participants. In the last session all the groups presented their PC-I's. A comprehensive discussion was made on each of the proforma prepared by participants. The session ended with a vote of thanks.

**GOVERNMENT OF PAKISTAN
PLANNING COMMISSION
PC-1 FORM
(SOCIAL SECTORS)**

1. Name of the Project
2. Location
3. Authority responsible for:
 - i. Sponsoring
 - ii. Execution
 - iii. Operation and maintenance
 - iv. Concerned federal Ministry
4. Plan Provision
5. Project objectives and its relationship with Sector objectives
6. Description, justification and technical parameters
7. Capital cost estimates
8. Annual operating and maintenance cost after completion of the project
9. Demand and supply analysis
10. Financial Plan and mode of financing
11. Project benefits and analysis
 - i. Financial
 - ii. Social benefits with indicators
 - iii. Employment generation (direct and indirect)
 - iv. Environmental impact
 - v. Impact of delays on project cost and viability
12. Implementation schedule b) Result Based Monitoring (RBM) Indicators.
13. Management structure and manpower requirements including Specialized skills during execution and operational phases
14. Additional projects/decisions required to maximize socio-economic benefits from the proposed project

15. Certified that the project proposal has been prepared on the basis of instructions provided by the Planning Commission for the preparation of PC-I for Social Sector projects.

Prepared by _____

**GOVERNMENT OF PAKISTAN
PLANNING COMMISSION
PC-1I FORM
PROFORMA FOR DEVELOPMENT PROJECTS
(SURVEY AND FEASIBILITY STUDIES)**

1. Name by which survey/ feasibility will be identified
2. Administrative authorities responsible for
 - i) Sponsoring
 - ii) Execution
3. Details of survey/feasibility study
 - i) General description and justification
 - ii) Implementation period
 - iii) Year wise estimated cost
 - iv) Manpower requirements
 - v) Financial plan
4. Expected outcome of the survey feasibility study and details of projects likely to be submitted after the survey.

Prepared by _____

Name, Designation & Phone #

Checked by _____

Name, Designation & Phone #

Approved by _____

Name, Designation & Phone #

ANNUAL TARGETS AND PROGRESS REPORTING (PC-III A&B)

Mr. Abid Farooq
May 30, 2018
Session I

The first and second session of the third day of the workshop was conducted by Mr. Abid Farooq. He defined the project is an activity or a set of activities undertaken either to overcome a problem and/or to develop an opportunity. According to him every project has defined deliverable or set of deliverables, specific timeframe, specific objectives, and specific resources. While clarifying more about the nature of project, he told that project is an investment where resources create assets that will produce benefits over an expanded period of time. He further elaborated the project management as discipline of organizing and managing resources in such a way that these resources deliver, all the works required, to complete a project within defined scope, time and cost constraints. He told the participants that the project cycle have many steps in it like identification, preparation, appraisal, approval, implementation, monitoring and evaluation. The implementation of project has many issues a few of these problems are weak Project Preparation Ambitious physical targets, Lack of relationship between physical targets and financial requirements, PSDP allocations mis-match PC-1 phasing, Releases not in accordance with allocations, Delay in releases, under-utilization of funds against releases.



According to him Work Plan is a schedule, chart or graph that summarizes different components of a project and how they will be implemented in a coherent way within a specific time-span. He explained the cash plan as it assists

financial professionals with their day-to-day work and it improves productivity and quality and at the same time reduces risks in a highly cost effective manner. Cash plan also acts as the repository for the corporate treasury function. He told the participants that the concept of work and cash plan is important for identification of activities and assigning time to each activity. When the activities are identified we will be able to calculate the time duration required for the completion of those activities and prepare a work plan keeping in view those activities. When the work plan will be prepared cash requirements of each activity will be calculated and cash plan will be prepared. He then give a brief overview of preparing activity chart and work plan

He explained that PC-II Form is used for preparation of pre-feasibility, feasibility study or conducting survey while PC-III Form is used for submission of quarterly monitoring or progress report of the project and PC-IV is for submission of completion report of project. He elaborated that PC- III (a) is basically consisted on Annual targets and progress reporting and it must be furnished by Ist July of each year. He explained that PC-III (b) is prepared for implementation of Development Projects and it had to be furnished by 5th day of each month. He also identified the different problems /bottlenecks in project implementation.

Later on Mr. Abid distributed PC-II and PC-III Proformas among the participants. He guided the participants to fill both of these Performa's. Each heading of PC-II and PC-III is discussed in detail, so that participants can comprehend the preparation of both of these Proforma's. The session ended with a vote of thanks from the resource person to the participants for their interactive involvement in discussion.

MONITORING AND EVALUATION TECHNIQUES

Mr. Muhammad Aslam Bhatti

May 30, 2018

Session III

In the third session Mr. Muhammad Aslam Bhatti gave a presentation on “*Monitoring and Evaluation Techniques*”. He discussed the terms of policy, plan, project and program. According to him, policy is a guideline that specifies broad parameters within which organizational member are expected to pursuit of goals (Directive (DOP) - Party Manifesto, Statement etc), whereas plan is actually the strategies and means which are devised to reach goals. However project is a plan that coordinates a set of activities that do not need to be divided into several major projects in order to reach major goals. According to Mr. Bhatti Monitoring and Evaluation is actually a continuum of observations, information gathering, analysis, documentation, supervision, and assessment. Monitoring is the observing or checking of activities and their context, inputs, processes and results. Monitoring also involves communication of these results to the appropriate level of management and storage of information for future evaluations. He added that every type of monitoring has specific goals and monitoring method is identified on the basis of those goals.



Mr. Bhatti explained that evaluation means judgment, appraising, determining the worth, value, or quality of a project to make decisions in terms of relevance, effectiveness, efficiency, sustainability and impact. He also discussed various stages of evaluation like preliminary evaluation, concurrent evaluation, formative and

summative evaluation. Mr. Bhatti states that evaluation address five strategic questions in it which are as follows:

- Relevance: The extent to which the objectives of a development intervention are consistent with beneficiaries' requirement, partner and donor policy
- Effectiveness (Doing the right things)
- Efficiency (Doing things Right)
- Sustainability: Consistency of policies
- Impact; Positive or negative, direct or indirect. long-term impact produced by a development intervention

Mr. Bhatti explained that summative evaluation describes judgments about merits of completed program, procedure or product that come at the end of program and provide evidence that the program is satisfactory and will continue for next year. He discusses few characteristics of summative evaluation, according to him summative evaluation: focus on analysis of activities/program, provide descriptive analysis, tends to stress on impact and concerned with broad range of issues

Mr. Bhatti also informed the participants that instruments used for evaluation must be reliable and valid. He further explained the following techniques of evaluation data already available / existed, response sheets, communities and panels, participatory approaches, observations – goals. CIPP Model – CIPP Model stands for the following: context evaluation, inputs evaluation, process evaluation and product evaluation.

At last he described the relationship between monitoring and evaluation. The session ended with a vote of thanks.

IMPLEMENTATION OF PROJECTS - ISSUES AND PROBLEMS

Dr. Khawaja Sabir Hussain

May 30, 2018

Session IV

The fourth session of third day was taken by Dr. Khawaja Sabir Hussain. He started his lecture by introduction of the project management and explained that progress of projects cannot be monitored within normal routine of project management and there has to be a consistent inbuilt mechanism at the project planning stages. He explained different types of projects such, Development Project through the Planning Commission of Pakistan called public sector development program (PSDP) and Foreign Donors funded Projects. He was of the view that at the time of project preparation, if foreign funds are involved than it is elaborated in the PC-I.



While elaborating the project life cycle he explained five stages: identification, formulation, appraisal, approval, execution, completion and evaluation. He was of the view that implementation of project has many issues a few of these problems are very weak Project Preparation at the time of preparation of PC-I sufficient time is not given to the officer concerned. Moreover, ambitious physical targets, lack of relationship between physical targets and financial requirements, allocations, PC-1 phasing, Releases not in accordance with allocations. Delays in releases are a routine matter; under-utilization of funds against releases is natural some time in order to meet the targets mistakes are made by the concerned project officers which creates hurdles.

Dr. Hussain was of the opinion that all kinds of projects have issues during the projects' implementation process. According to him Pakistan is facing key challenges and issues in the development of social sector mainly in education, health, energy and security.

Several important problems have been identified by him in the implementation and monitoring processes, a few of them are as follows:

1. Projects suffer because of the lack of professional management capacity
2. Continuing fiscal policy difficulties have not only starved projects of financing but also have made funding volatile at the cost of project implementation
3. Cost overruns and penalties are continuously being incurred as a result
4. Inadequate preparation such as well prepared feasibilities, clear project management plans often lead to confused implementation such as unsynchronized procurements
5. Tendency of public servants to control flow of information
6. Finally there seems to be limited planning on post completion maintenance or effective administration of the projects for maximizing benefits to the people

At the end of session, he summarized the whole session and lecture was ended with a vote of thanks by the resource person.

MICROSOFT PROJECT

Mr. Adeel Zia
May 31, 2018
Session I

Mr. Adeel Zia conducted the first session of the fourth day on “Microsoft Project”. He gave a detailed presentation to the participants about basic concepts and features of MS Project. According to him, Microsoft Project is a specialized database that stores and presents thousands of pieces of data related to project. He also explained Microsoft Project (MSP, MSOP or WinProj) is a project management software program, which is designed to assist in developing a plan, assigning resources to tasks, tracking progress, managing the budget, and analyzing workloads. MS Project's file format, Microsoft Project 2007, have a choice of two edition such as Microsoft Project Standard 2007 is the basic Desktop edition of Microsoft Project and Manage schedules, resources and analyze project information.



He further explained that pieces of information interrelate and affect each other in a multitude of ways in MS Project. Under-lying this project database is the scheduling engine, which crunches the raw project data you enter and presents the calculated results to you. Examples of such calculated results include the start and finish dates of a task, the resource availability, the finish date of the entire project, and the total cost for a resource or for the project.

According to him a project plan can be as simple as, a list of tasks or it can be complex, as thousands of interdependent tasks and resources with multi-million-

dollar budget. Whether simple or complex, all projects consist of Building Blocks. While building project plan information related to Task, Duration, Resources, Cost, Task dependencies, Constraints is required. Tasks are than linked with each other. Some tasks require that another task be completed before it can begin. Tasks and subtasks are linked by assigning Predecessors, in which a task that must start or finish before another task can start or finish.

The resource person told the participants that tasks are linked by defining a dependency between their finish and start dates and a constraint is a parameter placed upon a task which limits the start or finish of a task. By default the As Soon as Possible constraint is applied to every task.

He also told the participants that Microsoft Project provides the ability to structure the tasks by setting different levels of tasks and grouping tasks under a summary task. The project has a considerable number of tasks; management can be made easier by only viewing and reporting on the summary tasks. He also informed, that when a task occur as regular basis one can mark it as recurring tasks and he showed the participants how to add recurring task. With these remarks he said thanks to the participants for actively participating in the session.

PROJECT EVALUATION AND REVIEW TECHNIQUE (PERT)

Mr. Yasir Irfan
May 31, 2018
Session II

Mr. Yasir Irfan took session on the topic of “Project Evaluation and Review Technique (PERT)”. He told the participants that this technique is Advanced Techniques for Project Scheduling.



He explained that Project Evaluation and Review Technique (PERT) is a project management tool used to schedule, organize, and coordinate tasks within a project. He added that main objective of PERT is to facilitate decision makers and to reduce both the time and cost required to complete a project. He was of the view that PERT/CPM allows the project managers to monitor achievement goals/activities during management of a project.

The resource person highlighted benefits of PERT. According to him PERT/CPM is a consistent framework for planning, scheduling, monitoring and controlling the project. It also illustrates the interdependence of all tasks and activities. He further added it denotes the time when specific individuals and resources must be available for work. It ensures the proper communication between departments and functions. He elaborated that it is a network a powerful tool for planning and controlling a project and not all project activities need to be scheduled at the all level. PERT is also useful to identify activities that can be delayed for specified periods without penalty, or from which resources may be temporarily borrowed

without harm. He told the participants that it illustrates which tasks must be coordinated to avoid resource or timing conflicts and it determines the dates on which tasks may be started lastly adding another benefit of PERT.

Mr. Yasir Irfan discussed steps involved in PERT/CPM Planning such as, Identification of the specific activities and milestones, Determination the proper sequence of the activities, Construction of a network diagram, Estimation the time required for each activity, Determination the critical path and Updating the PERT chart as the project progresses

The resource person elaborated the Critical Path in PERT. He defined the critical path as “The critical path is the network path(s) that has (have) the least slack in common”. He told the participants that once the critical path is known, time and resources can be tightly managed. As all the activities are related so delay in any activity in the critical path may cause delay in whole project. But the fact is that delays do occur so if some unexpected delay does arise in the critical path there are two methods to overcome those delays such as, to identify the activities on the critical path that cost the least to shorten and to reallocate resources from activities on non-critical path to that of critical path. The session was ended with vote of thanks by the chair.

**IDENTIFICATION, PREPARATION AND
FEASIBILITY OF EDUCATIONAL PROJECTS
(SURVEY AND FEASIBILITY)**

Mr. Abid Farooq
May 31, 2018
Session III

Mr. Abid Farooq was resource person of the session organized on the topic of “*Identification, preparation and feasibility of educational projects*”. He described few characteristics of projects at the start of his session. According to him, project is temporary endeavor, unique in nature organization of work. He told the participants that in the public sector of Pakistan project approval is made through Finance Division, through the Planning Commission of Pakistan and through the various project approval bodies. He also explained that project financing is approved through Ministry of Finance, through Economic Affairs Division for management of foreign funded projects. He said that project executing agency is Project Director his/her team and for public projects, accounting office is AGPR/AG Office.



He told that participants that present method for planning, processing and reporting on development projects is based on the Rules of the PC (Sept. 1952). According to him five proformas are prescribed for preparation and implementation of development projects.

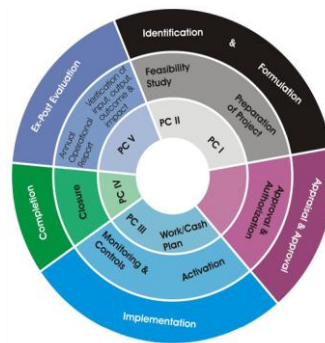
1. PC-I - Detailed project document
2. PC-II - Preparation of pre-feasibility/feasibility study, survey
3. PC-III – Quarterly, Annual monitoring/progress report of project
4. PC-IV – Project Completion Report

5. PC-V – Evaluation/implementation report on annual basis (for five years)

The proforma under discussion in this session is PC II which is required for survey of feasibility. He described reasons for which feasibility of the project is needed for and discussed in detail following reason for preparing feasibility of projects.

1. Viability of Idea
2. Possibility of Completion
3. Extent of Successful and Effectiveness
4. Likelihoods & Constraints
5. Synonym: Achievability
6. Planning & Organizing Procedures

He explained all types of feasibility required in projects Technical, Managerial, Economic, Financial, Cultural, Social, Safety, Political, Environmental, Market, in detail. He told the participants that feasibility provide a solid foundation upon which a project is built. The outputs of feasibility according to him are Concept identification, Estimates, Design parameters, Estimates, Revenue projections, Essentially Road map of project. The session was ended with vote of thanks by Course Coordinator.



PROJECT APPRAISAL AND APPROVAL

Mr. Iftikhar Ahmad

May 31, 2018

Session IV

The last session of the day was taken by Mr. Iftikhar Ahmad on “*Project Appraisal and Approval*”. He explained the term project that it is a plan or proposal; a scheme, an undertaking requiring concerted effort. He discussed that a development project is defined as a scheme or activity provided within a development expenditure grant included in the Schedule of authorized expenditure. Development projects typically exhibit the following characteristics:



- a finite project life
- a nominated project manager
- a specified source of funding
- an approved project plan and budget

He discussed in detail the division of responsibilities in project cycle. He explained that the Finance Division, through the Planning Commission, is responsible for administering the project submission and approval process, through the various project approval bodies. Ministry of Finance, through Economic Affairs Division, is responsible for the management of external and other borrowings obtained to fund development projects. He briefly explained the components of project cycle which are: project identification, feasibility study, project preparation, project appraisal and project implementation and monitoring.

He enlisted the key elements of project management framework and gives a brief introduction about each one of

those: project planning, project administration, management of risk, management of issues, management of change, project quality, project governance and project financial management. Project Planning according to him is to sets out the business case that clearly defines project outcomes and links with project outputs. To ensure project quality for each output, define how you are going to assess the output as “fit for purpose”. To organize smooth governance of a project following steps must be taken;

- Establish milestones/project phases
- Define the roles and responsibility of all stakeholders
- Key roles must be defined
 - project manager
 - project owner (usually Chair of Project Board)

Governance also requires making hard decisions that may curtail original project plans. Project financial management is the most crucial aspect of project management. According to Mr. Iftikhar following steps must be taken to ensure controlled financial management of any project;

- an itemized budget (project component x expenditure category)
- track of all expenditure on the project
- analyze significant variations to planned expenditure

At the end, question answer session was conducted in which participants raised questions. Resource persons answered with example. The session was ended with vote of thanks by the organizer.

FINANCIAL MANAGEMENT AND PROCEDURE

Mr. Iftikhar Ahmad

June 01, 2018

Session I

Mr. Iftikhar conducted the session on “*Financial Management and Procedures*”. He started his presentation by explaining financial management, project financial management, financial types of projects, classification of development project, methods of fund flow responsibilities of head of the departments, accounting controls, cash handling.



He explained two methods of fund flow lender /donor/financer and government of Pakistan/province. Lender /donor/financer involves imprest account (revolving fund account; re-imburement / through govt. Account and direct payments. The other method include fully vouched Certification of claim (pre-audit); Direct disbursement from SBP, Assignment Account (Local Currency), Special Drawing Account /Personal Ledger Account. He also discussed in detail the method of opening Assignment account.

He elaborated the key financial controls general financial rules which include receipt of public money, Withdrawal of Money, Standards of Financial Propriety, Control of Expenditure, Contracts, Powers of Sanction, Defalcation of losses, Sanction of expenditure, Arrears of Claim, Procurement / Maintenance of Stock, Physical Stock Taking, Loans and Advances, Grant in Aid, Monthly and Annual Accounts.

Later on he discussed the methods of record keeping in accounting and in this he also discussed the responsibilities of different officers who are required to keep different type of records. He also discussed the list of accounting document which are auditable at the end of project. He also briefed regarding international standards of auditing of projects. He also overviewed three types of auditing Financial, Compliance, and Operational.

At the end of the session, the participants asked various questions related to general financial rules and Mr. Iftikhar answered the question by quoting practical examples. The session was ended with vote of thanks by the organizer.

ANNUAL PERFORMANCE REPORT AFTER COMPLETION OF PROJECT (PC-V)

Mr. Zaheer Iqbal
June 01, 2018
Session II

The second session of the last day was conducted by Mr. Zaheer Iqbal. He quoted the definition of evaluation “The systematic and objective assessment of an on-going or completed project or program, its design, implementation and results (OECD, 2009).” According to him evaluation exercise aims at determining the relevance, fulfillment of objectives, efficiency, effectiveness, impact, and sustainability of a project/program. Mr. Zaheer Iqbal said that evaluation is an indispensable exercise to verify, and record whether the project has achieved its stated goals and objectives.



He further explained that evaluation of a project is done to determine its usefulness in following areas and to answer questions regarding these areas.

1. Strategy: are the right things being done?
Rationale or justification of the strategy is required.
2. Operations: are things being done right?
3. Effectiveness in achieving expected outcomes
4. Efficiency in optimizing resources
5. Stakeholders/Client satisfaction
6. Learning: are there better ways?
7. Alternatives; Best practices; Lessons learned
8. Resource Allocation Decisions
9. Trade off between competing priorities/
alternatives/resources

10. Rethinking the Causes of a Problem
11. Identifying Emerging Problems
12. Support Public Sector Reform and Innovation
13. Solve Management issues

He discussed in detail the purpose of evaluation from different perspectives including governance, effectiveness of public investment, objective of the project, reference to the accountability, historical record of public policy.

He told the participants that Project/Program evaluation generally employs methods of social/economic research. According to him evaluation is an initial baseline exercise against which comparison of progress will be done at the end of the project. He also added that different stakeholders have different perspectives on evaluation and to satisfy them all suitable approach should be developed in consultation with stakeholders to ensure that all relevant parties have an understanding of evaluation process.

The resource person told the participants that characteristics of quality evaluations are impartiality, usefulness, technical adequacy, stakeholder's involvement, feedback and dissemination and value for money. He told that project or program employees project their unsolved problems on the evaluation and they expect that evaluation solve all problems which in fact is not true.

At the end of session he discussed how to fill in PC-V Proforma and Q & A. A filled in PC-V proforma so that they can easily understand the process of filling PC-V proforma. A detailed discussion was made between participants and resource person with reference to filling up of the PC –V. the session ends with a vote of thanks.

CLOSING SESSION

The Closing session was started with recitation of Holy Quran. Closing session of the workshop was chaired by Mr. Akber Hussain Durrani, Secretary, Ministry of Federal Education and Professional Training.

Dr. Dawood Shah, Director General AEPAM, Ms. Shakila Khatoon, Director (Research, AEPAM), Dr. Khawaja Sabir Hussain, Deputy Director (Research), Ms. Shaista Bano, Deputy Director (Research), Ms. Samana Ali, Research Officer (Research), Faculty Members and Officers of AEPAM also participated in the closing session. The representative of the participants Ms. Saima Rasool, Headmistress, GGHS, District Faisalabad and Mr. Abdul Khaliq, Deputy Focal Person, PPIU, Quetta thanked AEPAM for organizing this workshop.

They applauded the efforts of the organizing team members for such a professional training course. Both of them also appreciated the competency of the workshop coordinator, and they were of the view that they have seen two aspects as faculty member, resource person and administrator, he has skills to handle both work in efficient and effective manners. They gave some value-able suggestions for future workshops.

Ms. Shakila Khatoon, Director (Research) presented the Pre and Post-Test evaluation of the workshop participants. Dr. Khawaja Sabir Hussain, Deputy Director/Coordinator of the workshop highlighted the main objectives of PCM workshop. Dr. Sabir thanked to the Mr. Akber Hussain Durrani, Secretary, Ministry of Federal Education and Professional Training for presiding the closing ceremony. Dr. Sabir also thanked to Dr. Dawood Shah, Director General AEPAM for his valuable guidance

and cooperation and Research team for their excellent cooperation extended during the workshop.

The chief guest Mr. Akber Hussain Durrani, Secretary, Ministry of Federal Education and Professional Training and Dr. Dawood Shah, Director General AEPAM appreciated the efforts of the organizing team of the workshop in their concluding remarks. The participants of the Sindh presented the traditional gift of Ajrak to the chief guest, Secretary, Ministry of Federal Education and Professional Training, DG AEPAM, Director (Research) and all the Research Team. Mr. Akber Hussain Durrani, Secretary, Mo FE & PT and DG, AEPAM distributed the certificates among the participants of the workshop. The closing session ended with the pray for safe journey of the participants to their native towns.

PRE AND POST TEST

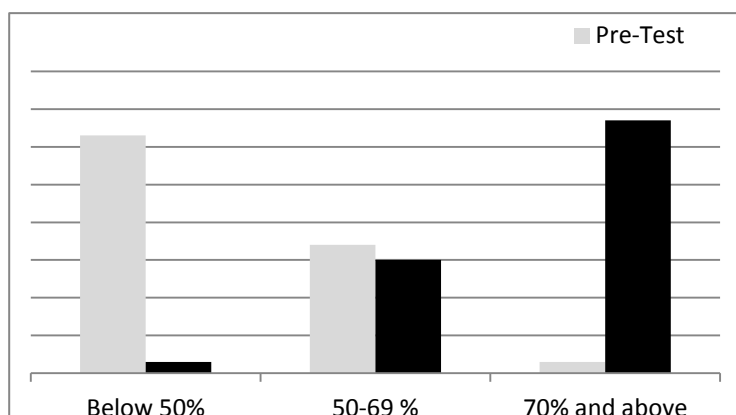
The main purpose of pre and post test was to find out the impact of training program. Pre-test was made to understand the professional capacity of trainees at the time of beginning of the Workshop and post test provided information about enhancement of skills and knowledge of the participants after attending the Workshop. All the 22 participants were given a pre-test sheet containing 15 MCQs related to training contents/areas. After completion of training, the same test sheet was again administered to the participants as post test. Table-1 indicates that the result of pre-test and post-test shows tremendous increase in the knowledge of the participants, as majority of the participants who had 'low or no' level of knowledge have shifted to 'moderate and high' knowledge level.

Table 1

S#	Stages/Level of Marks Obtained	Pre-Test Correct %	Post-Test Correct %
1.	Below 50%	63%	3%
2.	50-69 %	34%	30%
3.	70% and above	3%	67%
4.	Total Number of Participants	27	27
5.	Percentage of Pre-test	36%	
6.	Percentage of Post-test	76%	
7.	Overall Percentage increase	112%	

**Categories are defined as with respect to obtained marks
Less than 7=Low, 8-11=Moderate, 11-15=High*

The data shows that in pre test the majority of the responses were under scored below 50%, whereas almost equal number of participants scores 50-69% in both Pre-Test and Post-Test. Majority of participants scored 70 and above. The above bar chart elaborated the percentage of trainees in three windows of marks scored.



The results indicate that High-level knowledge of trainees about in various themes of educational planning and management was low before starting the course and after receiving the training, their High-level knowledge was increased. Positive impact on the capacity building of the training program was observed by raising knowledge of trainees from low level to high level.

Conclusions

Pre and post test method proved a very effective tool to find out the improvement of learning and knowledge of trainees. The training program proved significantly effective in the capacity building of Education Managers. The results of pre-test and post-test clearly indicated substantial improvement in the knowledge of Education

Managers. However, it is encouraging to note that the trainees found the training relevant to their professional needs and appreciated the training strategy and arrangements of AEPAM.

EVALUATION REPORT

At the end of the day lectures “*Daily Evaluation Performa*” was distributed among the participants to assess the following information regarding workshop:

- A. Relevancy of the topics/contents of the Workshop
- B. Quality of lectures delivered by the resource persons in Workshop.
- C. Quality of Material Distributed to the participants.
- D. Comments and suggestions of the participants about the Overall organization of the Workshop.

On the basis of rating by the participants, the interpretation and findings in respect of evaluation of the each part are given below: -

Evaluation Form was used by the participants to evaluate the training program. 26 participants filled and returned the Evaluation Form. Participants were not required to mention their name on the Evaluation Form therefore, one participant could not return the filled in proforma due to his early reservation of seat to his home town. Analysis of the evaluation of the training program is based on the responses of 26 participants and is given below:

Part One: General Training Workshop Evaluation

1. Training Workshop relevant to Professional Needs

S#	Rating	Frequency	Percentage
a	Very relevant	15	58
b	Relevant	9	35
c	Partially relevant	2	8

It was found that 58% participants were of the view that the training Workshop was very relevant and 35% responded that Workshop is relevant to their professional needs.

2. Training Workshop Expectation

S#	Rating	Frequency	Percentage
a	Your expectations	14	54
b	Better than expectations	12	46
c	Short of expectations	0	0

Data shows that 54% participants responded that the training Workshop was according to their expectations and 46% participants found that the Workshop was better than their expectation.

3. Duration of the Training Workshop

S#	Rating	Frequency	Percentage
a	About right?	13	50
b	Too long?	0	0
c	Too short?	13	50

It was found that 50% participants responded that the duration of the training workshop was too short.

4. Training Workshop well designed and in Logical Sequence

S#	Rating	Frequency	Percentage
a	Fully consistent	19	73
b	Partially consistent	7	27
c	Not consistent	0	0

The above table shows that 17% participants indicated that the designing and logical sequence of the training workshop was partially consistent and about 73% found fully consistent.

5. Contents of the Training Workshop properly justified professional needs

S#	Rating	Frequency	Percentage
a	Fully relevant	17	65
b	Partially relevant	8	31
c	Not relevant	1	4

Data indicates that 65% participants responded that training workshops' contents were fully relevant to their professional needs and 31% respondent was of the view that contents of the workshop were partially relevant to their professional needs.

6. Training Workshop Objectives

S#	Rating	Frequency	Percentage
a	Fully achieved	19	73
b	Partially achieved	5	19
c	Not achieved	2	8

The above table indicates that 17% participants observed that training Workshop's objectives were partially achieved whereas 73% workshop's objectives were fully achieved.

Part Two: Teaching Methods

Teaching Methods were based on Scientific Lines in respect of?

- a) Concepts and Methodology based on illustration

	Frequency	Percentage
Yes	20	77
No	6	23

Data shows that 77% participants agreed that training workshop concepts and methodology adopted for teaching was based on appropriate illustrations whereas 15% disagreed with the statement.

- b) Approach was Practical Oriented

	Frequency	Percentage
Yes	22	85
No	4	15

The above table shows that 73% participants agreed that the approach adopted was practical oriented and 15% participants disagreed with the statement.

2. Themes presented in the workshop relevant to problems are experiencing in practical situation

S#	Rating	Frequency	Percentage
a	Very relevant	8	31
b	Relevant	15	58
c	Partially relevant	3	12

Data depicts that 31% participants observed that themes covered in the training Workshop were very relevant, while 58% participants considered that themes were relevant.

3. The motivation level to participate in discussion was:

S#	Rating	Frequency	Percentage
A	Very highly interactive	6	23
B	Highly interactive	15	58
C	Average	5	19

Data illustrates that 11% participants felt that motivation level in discussion was highly interactive and 58% participants felt it very highly interactive.

Part Three: Training workshop Administration

1. Administrative Arrangements of the Workshop

S#	Rating	Frequency	Percentage
a	Excellent	20	77
b	Good	4	15
c	Average	2	8

Data shows that 77% participants were of the view that training workshop administrative arrangements were excellent and 15% participants said that workshop arrangements were good.

2. Hostel services, room conditions, employee's behavior, food quality, etc?

S#	Rating	Frequency	Percentage
a	Excellent	17	65
b	Good	8	31
c	Average	1	4

The above table indicates that 65% participants were of the view that the arrangements of the hostel facilities i.e. room conditions, employee's behavior were excellent, where as 23% participants said that hostel services were good.

Annex-I

LIST OF PARTICIPANTS

S#	Name & Address
1.	Mr. Muhammad Ikram Ullah, Assistant Director (Admn), Office of the Chief Education Officer, District Education Authority, Mandi Bahauddin
2.	Dr. Syed Ahmad Raza Senior Headmaster, Govt. Millat High School, Satellite Town, Gujranwala
3.	Dr. Samrana Atiqa, Principal, Govt.Syed Girls H/S, Gujranwala
4.	Ms. Mariam Zahoor, Headmistress, GGHS 103/RB, Faisalabad
5.	Ms. Saima Rasool, Headmistress, GGHS 255, RB. Bogan, Faisalabad
6.	Mr. Mohsin Abbas, Heasmaster, Govt. High School Dholan Chak No.7, Tehsil Pattoki District Kasur
7.	Ms. Faiza Sehar Senior Headmistress, Govt. Girls High School, Qadi Wind, Kasur
8.	Mr. Allah Dino Sahito Deputy District Education Officer, (IS&HS), Tando Muhammad Khan
9.	Mr. Faiz Ali Jiskani, DDEO (ES&HS), Kahirpur
10.	Mr. Ali Ahmed Rajper Principal , Govt. Higher Secondary School Babardos, Khairpur Mirs
11.	Mr. Abdul Qadir Lashari, Assistant Director (Admn), Directorate of Schools Education (ES&HS), Elem. Sec & Higher Sec Karachi Region, Karachi
12.	Shams-ur-Rehman, Headmaster, Govt. Boys Secondary School, Orangi Town, No.10, Karachi West, Karachi

13.	Syed Hasan Raza Taluka Education Officer, Near GGSS No.5, Orangi Town, Karachi
14.	Mr. Saleem Ullah Qureshi, Taluka Education Officer, Keamari Town, Intellegence Colony near Muhammadi Masjid Sultanabad, M.T. Khan Road, Karachi
15.	Ms. Farhat Sultana, SDEO (Female), Balakot, Mansehra
16.	Ms. Tahira Gohar, SDEO (Female) Oghi, District Mansehra
17.	Mr. Muhammad Sheraz Dy. Distt. Education Officer (M), Gate No.2, KDA Distt. Secretariat, Kohat
18.	Mr. Abid Hussain, ADEO (Est.), DEO (Male), Kohat
19.	Mr. Abdul Khaliq, Deputy Focal Person PPIU, Block No.08, Sikander Jamali Auditorium, Civil Secretariat, Quetta
20.	Mr. Zafar Ahmed Rind, Subject Specialist, PITE, Quetta
21.	Mr. Aziz-ur-Rehman, Assistant Director Schools (M&E), Directorate of Education Schools, Quetta
22.	Mr. Muhammad Zakria Shahwani, DEO (M), Khuzdar
23.	Mr. Sher Ali, Assistant Director, Directorate of Education, Baltistan Division, Skardu
24.	Mr. Muhammad Usman, Principal, GHS Paidi Lalna, Khyber Agency
25.	Mr. Tariq Mahmood, DEO (Male), Mirpur
26.	Mr. Ayub Hussain Shah, Headmaster, High School for Boys, Chitterpari, Mirpur
27.	Mr. Shakeel Ahmad Bhatti, Administrative Officer, FDE, G-9/4, Islamabad

Annex-II

ACADEMY OF EDUCATIONAL PLANNING AND MANAGEMENT (AEPAM), ISLAMABAD
Second One Week National Training Workshop on “Project Cycle Management (PCM)”
for Education Managers and Planning Officers of District and Provincial Education Departments
May 28 to June 01, 2018

Tentative Schedule

Day/Date	8:30 a.m. – 8:45 a.m.	8:45 a.m. – 09:45 a.m.	9:45 a.m. – 10:45 a.m.		11:00 a.m. – 12:00 noon	12:00 noon - 01:00 p.m.
Monday 28-05-2018	Inauguration: Registration/Introduction/Pre-Evaluation Training Team 8:30 a.m. – 09:45 a.m.		Project Cycle Management Mr. Zaheer Iqbal	Break: 00:45 a.m. to 11:00 a.m.	Planning Techniques: (short and long term planning) Mr. Talat Khurshid	Process of Educational Planning in Pakistan Dr. Muhammad Saleem
Tuesday 29-05-2018	Reflection of the last Day Syeda Shaista Bano	Use of Data in Educational Planning and Decision Making Dr. A.R. Saghar	Preparation of PC-1 Mr. Saleem Khan		Practicum Preparation of PC-1 Mr. Saleem Khan	Preparation of Revised PC-1 Mr. Saleem Khan
Wednesday 30-05-2018	Reflection of the last Day Syeda Shaista Bano	Annual Targets and Progress reporting (PC-III a & b) Mr. Abid Farooq	Project Completion Report (PC-IV) Mr. Abid Farooq		Monitoring and Evaluation Techniques Mr. Muhammad Aslam Bhatti	Implementation of Projects – Issues and Problems Dr. Khawaja Sabir Hussain
Thursday 31-05-2018	Reflection of the last Day Syeda Shaista Bano	MS Project Mr. Adeel Zia	Project Evaluation, and Review Techniques (PERT) Mr. Yasir Irfan		Identification, Preparation and Feasibility of Educational Projects Mr. Abid Farooq	Project Appraisal & Approval Mr. Iftikhar Ahmad
Friday 01-06-2018	Reflection of the last Day Syeda Shaista Bano	Financial Management and Procedure Mr. Iftikhar Ahmad	Annual Performance Report After Completion of Project (PC-V) Mr. Zaheer Iqbal		Post Evaluation/Concluding Ceremony	

Annex-III

LIST OF RESOURCE PERSONS

List of Resource Persons

S#	Name & Address of Resource Person
1.	Prof. Talat Khurshid , Adviser to Rector COMSATS, Islamabad
2.	Dr. A.R. Saghar , Professor (R), AIOU, Islamabad
3.	Mr. Saleem Khan , Chief Economic Appraisal PPMI, St.No.1, H-8/1, Islamabad
4.	Dr. Muhammad Saleem , JEA (R), defunct Ministry of Education, Islamabad
5.	Mr. Abid Farooq , Deputy Director (Legal), Federal Public Service Commission, Islamabad
6.	Mr. Muhammad Aslam Bhatti , Director, AEPAM, Islamabad
7.	Dr. Khawaja Sabir Hussain , Deputy Director (Research), AEPAM, Islamabad
8.	Mr. Iftikhar Ahmad , Accounts Officer, Benazir Income Support Program, Islamabad
9.	Mr. Muhammad Adeel Zia , Assistant System Administrator, AEPAM, Islamabad
10.	Mr. Yasir Irfan , Dy. Chief Monitoring, Ministry of Federal Education and Professional Training, Islamabad
11.	Mr. Zaheer Iqbal , Deputy Director, Devolution Cell Litigation Unit, Pak Secretariat, Islamabad
12.	Mr. Adeel Zia , Assistant Administrator, NEMIS, AEPAM, Islamabad

Annex-IV

RESOURCE PERSON DAILY EVALUATION REPORT

At the end of the day lectures “Daily Evaluation Performa” was distributed among the participants to assess the following information of the workshop:

- Part –A Relevancy of the topics/contents of the workshop
Part –B Quality of lectures delivered by the resource persons in workshop.
Part - C Quality of Material Distributed to the participants.

On the basis of rating by the participants, the interpretation and findings in respect of evaluation of the each part are given below: -

Part –A Relevancy of the topics/contents of the workshop

Day First (28-05-2018)

(*Percentage)

Topic & Resource Persons	Relevance of Topic			Presentation				Material Presented			
	M	R	I	VG	Good	S	US	VG	G	S	US
Project Cycle Management Mr. Zaheer Iqbal	32	68		12	64	24		4	60	36	
Planning Techniques: (Short and long term planning) Mr. Talat Khurshid	60	40		72	20	8		52	32	16	
Process of Educational Planning in Pakistan Dr. Muhammad Saleem	56	44		52	48			44	48	8	

Day Second (29-05-2018)

(*Percentage)

Topic & Resource Persons	Relevance of Topic			Presentation				Material Presented			
	M	R	I	VG	Good	S	US	VG	G	S	US
Use of Data in Educational Planning and Decision Making Dr. A.R. Saghar	72	28		72	24	4		72	28	0	
Preparation of PC-I Mr. Saleem Khan	40	60		44	44	12		52	48	0	
Practicum Preparation of PC-I Mr. Saleem Khan	32	68		36	48	16		52	36	12	
Preparation of Revised PC-I Mr. Saleem Khan	44	56		44	36	20		52	36	12	

Day Three (30-05-2018)

(*Percentage)

Topic & Resource Persons	Relevance of Topi			Presentation				Material Presented			
	M	R	I	VG	Good	S	US	VG	G	S	US
Annual Targets and Progress Reporting Mr. Abid Farooq	60	40		52	44	4		52	40	8	
Project Completion Report (PC-IV). Mr. Abid Farooq	52	36	12	52	44	4		60	28	12	
Monitoring and Evaluation Techniques Mr. Muhammad Aslam Bhatti	56	44		52	32	16		68	12	20	
Implementation of projects - Issues and Problems Dr. Khawaja Sabir Hussain	76	24		76	20	4		80	20	0	

Day Four (31-05-2018)

(*Percentage)

Topic & Resource Persons	Relevance of Topic			Presentation				Material Presented			
	M	R	I	VG	Good	S	US	VG	G	S	US
MS Project Mr. Adeel Zia	28	68	4	40	44	16		32	52	16	
Planning, Evaluation, and Review Techniques, (PERT); Mr. Yasir Irfan	24	76		28	52	20		36	52	12	
Identification, Preparation and Feasibility of Educational Projects Mr. Abid Farooq	68	24	8	84	12	4		64	12	24	
Project Appraisal & Approval Mr. Iftikhar Ahmad	52	40	8	72	20	8		64	32	4	

Day Five (01-06-2018)

(*Percentage)

Topic & Resource Persons	Relevance of Topic			Presentation				Material Presented			
	M	R	I	VG	Good	S	US	VG	G	S	US
Financial Management of projects; Mr. Iftikhar Ahmad	62	38		65	31	4		58	35	8	62
Annual Performance Report After Completion of Project (PC-V). Mr. Zaheer Iqbal	50	50		35	58	8		35	54	12	50

GROUP PHOTO OF THE MANAGEMENT AND PARTICIPANTS

