CHAPTER 5

EVOLVING THE TENTATIVE TRAINING DESIGN
5.1.1 In the light of the knowledge gathered from the analysis of the socio-economic background of the sample 279 respondent VPPs, of the training needs as expressed by the 153 selected respondent VPPs, and, of the opinions regarding the several components of the favourable training climate expressed by the 45 assessing respondents, a tentative training design was evolved. The views, opinions and suggestions of the assessing respondents relating to the various components of a favourable training climate were adhered to in evolving the training design, subject to local constraints. The training plan is given in Appendix-1.

As per the opinion of about half of the assessing respondents, it was initially decided to invite 30 VPPs to the training programmes. Incidentally this number came to 10 per cent of the universe of the study, and 20 per cent of the selected sample. Other considerations in arriving at this number were optimum utilisation of the resources invested and infrastructural constraints at the venue of the training programme. However, as advised by some master trainers at GRI, the number of VPPs invited to the training programme was raised to 32 in order to allow for absentees and dropouts.

The 32 invitees were chosen randomly, but bearing in mind such criteria as distance, transport facilities, minimising the travelling cost and time, and, proportionate gender distribution, Care was also taken to
maintain, as far as feasible, the overall ratio of 2:1 between men and women in the selection of the invitees.

5.1.2 Though the majority of the assessing respondents favoured a minimum duration of 1 to 5 days for the training programme, resource crunch constrained the researcher to limit the duration of the training programme to 4 days of residential training.

5.1.3 Individual letters of invitation were sent to the 32 invitees by mail, requesting them to intimate the researcher of their willingness to participate in the training. Out of the 32 invitees, 26 responded positively, 3 expressed their inability to participate and the remaining 3 were out of station and were unable to respond within the deadline set for the reply.

Upon receipt of the replies from the 26 invitees consenting to participate in the training, a second letter was sent to them, furnishing details of the training programme. Along with the second letter, printed reading material in the vernacular (Tamil) was also sent. Besides, the researcher personally called on each of the 26 consenting invitees to further motivate them and to elicit their particular pre-training expectations.

5.1.4 The original tentative training design was to conduct training sessions in GRI on the first three days and, on the fourth day, take the participants to a village to conduct a PRA and formulate a village development plan based on what they had learned in the first three days. However, during the researcher’s personal visits to the invitees, most of them citing pressing commitments in their own village pauchayats, particularly in the context of pressure from the government to speed up the ongoing projects, pleaded that the village visit scheduled for the fourth day be dispensed with and also that
they be permitted to go home at the end of each day's training. So the fourth day's programme was dropped and the duration of flic (raining programme was truncated to three days of non-residential training.

5.1.5 As per the tentative training design, the 3-day training programme was to be divided into 12 sessions at the rate of four sessions per day, with two sessions before lunch and two sessions after, with 15 minutes' break for coffee in the forenoon and tea in the afternoon, closing with a valedictory session on the final day. The inaugural session was to constitute the first training session, but the valedictory session was to be an appendage. So there were to be 13 sessions in all. The final day's programme was to start early, by 9.30 a.m., and extend beyond the usual closing time because of the valedictory session. Though the majority of the assessing respondents favoured only 3 training sessions of 75 minutes each per day, the decision to limit the training programme to three days forced the researcher to have 4 training sessions per day of 75 to 90 minutes each. The timings of the several components of the training programme were determined bearing prevailing local conditions in mind.

5.1.6 According to the tentative training design, the training was to consist of lecture-cum-discussion, sharing experience by the trainees, and discussion. The audiovisual aids to be used as training supplements were OHP transparencies, printed synoptic material in the vernacular (Tamil) on the topic of each training session, and, demonstration video films of 10 to 15 minutes' duration, procured from Khadi and Village Industries Commission and GRI, relating to key aspects of MLP.
5.1.7 The subject content of the training in MLP was to cover 15 major areas in three phases as shown hereunder and was to be converted into 12 specific training topics for the purpose of the proposed training programme:

5.1.7.1 Preparatory Phase:
(1) MLP in village panchayats: an overview
(2) Environment building and motivation
(3) Planning process under MLP

5.1.7.2 Project Formulation Phase:
(4) Project identification and selection
(5) Setting goals and objectives
(6) Technical and economic analysis
(7) Preparation of work plan
(8) Resource planning
(9) Financial planning
(10) Planning for monitoring and evaluation
(11) Final appraisal
(12) Triangular model of plan appraisal

5.1.7.3 Draft Plan Preparation Phase:
(13) Preparing draft plan
(14) Content and format of draft plan
(15) Charts and tables for presenting the draft plan

The subject contents and training sequence are presented in Figure 13.
5.1.8 The process of the training was to be organised as explained hereunder: at the beginning of each session the printed synoptic material relating to the topic of the training session was to be handed out to the participants, who would be given five minutes to read the material; to reinforce the knowledge derived from this reading, an OHP transparency of the same synoptic material was to be available to be displayed as and when
needed; after five minutes, the trainer of the particular session was to explain the contents of the training topic in detail, basing himself on a detailed training write-up provided by the researcher, referring, wherever necessary, to the OHP transparency in order to reinforce points, and taking 30 to 45 minutes; after this, the trainees were to share their experience, clarify doubts, if any, related to the topic of the session; and, the final step was to be a discussion on the topic among the trainees, with the trainer acting as moderator.

5.1.9 As per the tentative training design, the trainers were to be experienced members of the teaching and training staff of GRI, chosen in advance and acquainted with the training content, the training schedule, and the profile, the training needs and the expectations of the trainees. One of them was also to coordinate the training programme. The training venue was to be the New Conference Hall of GRI. The trainees were to be seated in chairs in a semi-circle facing the trainer, in accordance with the views of the majority of the assessing respondents.

5.1.10 As per the tentative training design, the monitoring and feedback of the training programme was to consist of summarising of the learning by the trainees at the end of each training session, daily review at the end of each day by the trainees, still-photographing of important events, audio-recording of the lectures, formal evaluation at the end of the training programme through SWOT analysis and feedback schedule, and employing 3 observers throughout the training programme to observe and monitor the training content and process.

5.1.11 The training programme was scheduled to be conducted from 19th December to 21st December 1997.