



# training report

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RDP Phase II  
1990-1992

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Bangladesh  
Rural  
Advancement  
Committee  
(BRAC)

**training  
report**

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## Summary

1. In RDP phase II, training played a vital role by disseminating information, channeling appropriate skills, helping to possess tailored attitudes, and developing professionals in development management for addressing the clientele needs.
2. A total of 491,241 participants were trained in RDP Phase-II, during 1990-1992. Of them 96.63, 0.91, 0.51, and 1.94 percent were group members, NFPE teachers, gram sheboks, and BRAC staff respectively. Among the group members, 84.60 percent went for employment and income generation activities and 12.04 percent for human development training. This was hopefully contributed RDP to achieve its objectives i.e.; poverty alleviation and empowerment of the poor people.
3. The overall target for training during this phase was 403,444 but actually 491,241 was covered. It means the coverage exceeded the actual target by 21.8 percent. The coverage of participant by category was; 474,718 (120.5%) group members, 4,456 (98.9%) NFPE teachers, 2,520 (369.5%) gram sheboks, and 9,457 (219.7%) BRAC staff.

During this phase, 76 types of courses were conducted as against 60 planned.

These variations were made to address the emergent needs of the program.

4. Structured operations related courses such as 'Operations Management Course', 'Village Organisation and Credit Management' etc. were found to be worthwhile for better program implementation. With this ends, job related training curriculum will be developed in RDP phase III.
5. Trainers/Faculty Members should have uptodate program experience to cope with the courses. The endeavour for their development will be continued as learned in this phase.

# TRAINING REPORT RDP PHASE-II

## 1990 - 1992

### I. Role of Training in RDP

Training is a vital part of the total support service system developed in BRAC. The growth of Rural Development Program (RDP) of BRAC in 1990s required a proportionately equal and capable training support program to deal with its amplification process.

Training is conceived as a continuous process having two interconnected but distinct phases. In the first phase, trainers are trained, and in the second phase program personnel and the program beneficiaries are trained by the trainers.

Training is essential for both the groups in the following view points:

- Getting the clientele access to necessary information,
- Channelling appropriate skills,
- Helping them to possess the tailored attitude,
- Professionalizing staffs in development management.

All these are the passages to human resource development which eventually would fit them with BRACs participatory development process.

From the foregoing discussion, it is obvious that the major role of training is to disseminate all requisits to the clientele by developing and implementing courses for addressing the program needs.

The other major role of training is to help the organization to develop competent staff to pace with RDP as well as BRACs growth, and to support landless village organisations for sustaining its development.

### II. Achievement

#### i) Beneficiaries Share

A total of 491,241 participants were trained in RDP Phase-II, of which 104,420 in 1990, 138,702 in 1991 and 248,119 in 1992 (Table 1).

Of the total participants, 96.63, 0.91, 0.51 and 1.94 percent were group members, NFPE teachers, gram sheboks, and BRAC staff respectively.

**Table 1: Percentages of beneficiaries by year**

Sl. No.	Trainees Category	Revised Target			Total P/N	Achievement			Total P/N
		1990	1991	1992		1990	1991	1992	
A.	Group Members	103,442 (96.77)	139,125 (98.44)	151,346 (97.49)	393,913 (97.63)	100,826 (96.55)	135,311 (97.55)	238,561 (96.14)	474,718 (96.63)
a.	Human Development	12,700 (11.88)	12,675 (8.97)	30,943 (19.93)	56,318 (13.96)	10,723 (10.27)	20,027 (14.44)	28,375 (11.44)	59,125 (12.04)
b.	Occupational Training	54,232 (50.74)	101,140 (71.57)	97,053 (62.52)	252,425 (62.57)	50,289 (48.16)	93,597 (67.48)	145,374 (58.59)	289,260 (58.88)
c.	IGVGD	36,510 (34.16)	25,310 (17.91)	23,350 (15.04)	85,170 (21.11)	39,814 (38.13)	21,707 (15.65)	64,812 (26.12)	126,333 (25.72)
B.	NFPE Teachers	2,004 (1.87)	1,000 (0.70)	1,500 (0.96)	4,504 (1.11)	1,912 (1.8)	1,044 (0.75)	1,500 (0.60)	4,456 (0.91)
C.	Gram Shebok	115 (0.10)	325 (0.22)	242 (0.15)	682 (0.17)	179 (0.17)	323 (0.23)	2,018 (0.81)	2,520 (0.51)
D.	Staff	1,350 (1.26)	875 (0.61)	2,140 (1.37)	4,345 (1.07)	1,503 (1.44)	2,024 (1.46)	6,040 (2.43)	9,547 (1.94)
Total A+B+C+D		106,891	141,325	155,228	403,444	104,420	138,702	248,119	491,241

Note: Figures within parenthesis indicate percentage  
P/N= Participant number  
P/D= Participant days  
The source of revised target is BRAC wide management and training review, December 1992.

Out of 96.63 percent group members, 12.04 percent received human development, 58.88 percent occupational and 25.72 percent IGVGD trainings.

Table 1 shows a little variation in share of beneficiaries between target and achievement for the total participants number in each category.

Almost all services provided from the training support system went directly to the group members (96.63%), and the modest were provided to the service delivery intermediaries i.e.; for teachers, gram sheboks and BRAC staff (3.36%). With the group members share, 84.60 percent went to the occupational and IGVGD training, which ultimately helped in employment and income generation for the poor, and eventually it addressed the RDP objective 'poverty alleviation'. However, the human development training (12.04%) also addressed the RDP objective 'empowering poor people'.

ii) **Course Performance**

During this phase, 76 types of courses were implemented against 60 targeted. The number of courses against each category by year is shown in table 2.

**Table 2: Target and achievement of course (types) by year and trainees category.**

Sl. No.	Trainees Category	Target (course types)			Total	Achievement (course types)			Total
		1990	1991	1992		1990	1991	1992	
A.	Group Members	32	29	33	37	32	29	36	41
a.	Human Development	5	5	8	9	5	5	10	11
b.	Occupational Training	23	21	22	24	23	21	22	26
c.	IGVGD	4	3	3	4	4	3	4	4
B.	NFPE Teachers	1	1	1	1	1	1	1	1
C.	Gram Shebok	3	4	4	5	3	4	9	9
D.	Staff	13	11	13	17	12	16	23	25
<b>Total A+B+C+D</b>		<b>49</b>	<b>45</b>	<b>51</b>	<b>60</b>	<b>48</b>	<b>50</b>	<b>69</b>	<b>76</b>

The course events administered in 1990 and 1991 were similar in number with the target except staff training courses. But in 1992 variation was found in all categories excepting occupational and NFPE teachers training. Among these variations more differences were viewed in the category of gram shebok and BRAC staff training courses.

For more details about the variation annex-1 (table 3) shows specific differences in course implementation by year.

Beyond the revised target, 14 new courses were added in 1992, of which four courses for group members (two courses each in human development and occupational training- 11 & 12 of A.a and 25 & 26 of A.b) four courses (6,7,8, and 9 of C category) for the gram sheboks and six courses (20, 21, 22, 23, 24 and 25 of D category) for the BRAC staff (annex-1).

The foregoing information indicate that the training needs were addressed by the BRAC training program for adapting RDP needs rather than the target rigidly followed.

### iii) **Beneficiaries and Course wise Achievement**

The training target in RDP phase-II was 403,444 participants involving 1,679,606 participant days of which the achievement was 491,241 (121.8%) in participant number and 1,938,401 (115.4%) in participant days (table 4).

The performed number of participants comprised with 474,718 (120.5%) for group members, 4,456 (98.9%) for NFPE teachers, 2,520 (369.5%) for gram sheboks, and 9,457 (219.7%) for BRAC staff.

Among the 474,718 group members, 59,125 (115.6%) consisted for human development training, 289,260 (114.6%) for occupational, and 126,333 (148.3%) for IGVGD training.

Though the total performance of training exceeded the target (121.4% for participants and 115.4% for participant days) but that was still under tolerable limit compared to RDP's training needs (for more details about the specific course, yearwise target, and achievement figures please see annexure-2).

The conclusion from the given informatin above provided a general contentment for the training achievement in this phase.



Table 4: Beneficiaries and yearwise training target and achievement

Sl. No.	Trainees Category	Revised Target			Total		Achievement			Total	
		1990	1991	1992	P/N	P/D	1990	1991	1992	P/N	P/D
A.	Group Members	103,442	139,125	151,346	393,913	1,549,507	100,826	135,311	238,561	474,718	1,770,350
							(97.5)	(97.3)	(157.7)	(120.5)	(114.3)
a.	Human Development and Management	12,700	12,675	30,943	56,318	384,888	10,723	20,027	28,375	59,125	382,726
							(84.4)	(158.0)	(90.7)	(115.6)	(115.6)
b.	Occupational Training	54,232	101,140	97,053	252,425	891,109	50,289	93,597	145,374	289,260	995,839
							(92.7)	(92.5)	(149.8)	(114.6)	(111.8)
c.	IGVGD	36,510	25,310	23,350	85,170	273,510	39,814	21,707	64,812	126,333	391,785
							(109.0)	(85.8)	(277.6)	(148.3)	(143.2)
B.	NFPE Teachers	2,004	1,000	1,500	4,504	58,552	1,912	1,044	1,500	4,456	57,928
							(95.4)	(104.4)	(100.0)	(98.9)	(98.9)
C.	Gram Shebok	115	325	242	682	11,780	179	323	2,018	2,520	37,061
							(155.7)	(99.4)	(833.9)	(369.5)	(314.6)
D.	Staff	1,350	875	2,140	4,345	41,575	1,503	2,024	6,040	9,547	73,062
							(113.0)	(231.3)	(232.2)	(219.7)	(175.7)
Total A+B+C+D		106,891	141,325	155,228	403,444	1,679,606	104,420	138,702	248,119	491,241	1,938,401
							(97.7)	(98.1)	(159.8)	(121.8)	(115.4)

Note: Figures within parenthesis indicate percentage

### III. Deviation

Although the achievement figures for training of 1990-1992 seems impressive nevertheless, there were variations for different specific courses. The causes of variations for the specific courses are shown in annexure-3 (table-6). Variation upto 15% ( $\pm$ ) was not considered in this table.

Some generalized causes for variation are listed below:

- Similarity with other course/s, so the more pertinent course were provided
- Program beneficiaries increased
- Staff dropout and new recruitment
- Backlog coverage

- New course took time for preparation
- Program area phased out
- Better supervision and service delivery

This is obvious from the above that these variations are justified and need based.

#### **IV. Lesson Learned**

The lessons learned during the period (1990-1992) are as follows:

1. Training curriculums need to be reviewed atleast once in a year.
2. Learning materials to be reviewed constantly. With this view training materials development unit has been installed in head office.
3. To manage this expanding large program, job oriented training is highly needed. Focusing on this issue, some new courses were already developed and implemented. These were found very effective for program implementation.
4. Structured operations related management courses ('Operations Management Course', 'Credit Management' etc.) were developed and implemented for professionalizing the staff in rural development.
5. The operations management courses need those trainers who are exposed to recent program experience. From that point of view, trainers who were involved in training from long days back, went to the field for gathering practical experiences. This was found good for better training performances.
6. Program supervisors/managers/sector specialists were involved as resource persons in those types of training and their contributions to the training were valuable.
7. With the increased volume of training, number of trainers were also increased. So, the efforts have to be made for maintaining the quality improvement of the training.
8. Existing trainers recruitment policy found appropriate.

## V. Future Direction in RDP-III

The lessons learned in RDP phase-II will be continued in RDP phase-III. However, the specific points for future direction are as follows;

1. Training curriculum will be reviewed at least once in a year. With a view to implementing this decision, course coordinators have been assigned with specific courses.
2. Learning materials will be reviewed constantly. Training materials development unit in association with course coordinator will perform this job.
3. More courses to be developed for the different clienteles corresponding with their field and job description.
4. A structured feedback system would be developed between RDP and Training Program for improving the training quality.
5. Sending existing trainers in the field for gathering experience will be continued.
6. Involvement of Program Supervisors/Sector Specialists in pertinent training sessions will be continued.
7. Internal forums of TARC's and MDP, consultation with the trainers and faculty members for their development will be continued. In some cases, they will be sent to other institutions for their professional exposure.
8. Existing trainers recruitment policy will be continued.

Table 3: Variation in course implementation by year

Year	Human Development: Group Members Course (A.a)	T	A	Occupational Training: Group members course (A.b)	T	A	IGVGD: Group Members Course (A.c)	T	A	Gram Shebok Course (C)	T	A	Staff Course (D)	T	A
1990										2. Sericulture 3. Fish culture	✓ X	X ✓	8. NFPE PO (TOT) 9. Staff Dev. NFPE PO 10. Sericulture 12. Improve aquacul- ture PO (Fish) 19. Credit Management (PO, IGVGD)	X X ✓ ✓ ✓	✓ ✓ X X
1991													1. Approach to Rural Development 2. Org. Dev. 8. NFPE TOT 9. Staff Dev. NFPE PO 10. Credit Management (IGVGD)	X X X X X	✓ ✓ ✓ ✓ ✓
1992	1. Social Awareness Worker Training 2. Consciousness Raising 11. Credit Procedure 12. Para Legal Teachers Refreshers	✓  X X X X	X  ✓ ✓ ✓ ✓	5. Goat Rearer 8. Artificial Insemination 10. Chaki Rearer 17. Mechanic 21. Other Trg. 24. Vegetable Worker 25. Agro Forestry 26. Small Hatchery Mgt.	X X  ✓ ✓ ✓ ✓ X	✓ ✓ X X X ✓	4. Feed Seller	X	✓	5. Vegetable 6. Credit Mgt. 7. Institution Building 8. Mechanics 9. Poultry G.S. Orientation	X X X X X	✓ ✓ ✓ ✓ ✓	8. NFPE PO TOT 12. Improve aquacul- ture (PO Fish) 17. Monitoring PO 18. Technical Trg. Skill PO 19. Credit Mgt. PO IGVGD 20. In service Foundation 21. NFPE PO Basic 22. Task analysis 23. TOT for Credit Mgt. PO 24. TOT Credit Mgt. GS 25. Livestock Management for IGVGD PO	X X X X X X X X X X	✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓

Note: T = Target  
A = Achievement  
X = Not targetted, or not achieved  
V = Targetted, or achieved  
Sl.No. under each category is correspondent no. to that category from annex-2.  
Blank boxes means no variation.

Table 5: Course, category and yearwise training target and achievement

Category and Sl.No.	Particulars of Training	Duration of Training (Days)	Revised target (P/N)			Total		Achievement (P/N)			All Total	Total (P/D)			All Total
			1990	1991	1992	P/N	P/D	1990	1991	1992		1990	1991	1992	
A.	Group Members		103,442	139,125	151,346	393,913	1,549,507	100,826	135,311	238,561	474,718	397,013	532,438	840,899	17,70,350
								(97.5)	(97.3)	(157.7)		(120.5)		(114.3)	
a.	Human Development		12,700	12,675	30,943	56,318	384,888	10,723	20,027	28,375	59,125	73,311	136,220	173,195	382,726
								(84.4)	(158.0)	(90.7)	(105.0)		(105.6)	(99.4)	
1.	Social Awareness Training	7	600	600	600	1,800	12,600	974	1107	-	2,081	6,818	7,749	0	14,567
								(162.3)	(184.5)	(0)	(115.6)				(115.6)
2.	Consciousness Raising	6	4,000	4,000	4,000	12,000	72,000	3,535	5,754	4,341	13,630	21,210	34,524	26,046	81,780
								(88.4)	(143.9)	(108.5)	(113.6)				(113.6)
3.	Planning and Mgt. (Leadership)	7	4,000	4,000	4,000	12,000	84,000	3,257	6,688	5,380	15,325	22,799	46,816	37,660	107,275
								(81.4)	(167.2)	(134.5)	(127.7)				(127.7)
4.	Planning and Mgt. (Management)	7	4,000	4,000	0	8,000	56,000	2,872	6,393	573	9,838	20,104	44,751	4,011	68,866
								(71.8)	(159.8)	(NA)	(123.0)				(123.0)
5.	Basic Accounts	13	0	0	0	0	0	0	0	0	0	0	0	0	0
6.	V.O. and Credit Management	7	0	0	8,500	8,500	59,500	0	0	8,294	8,294	0	0	58,058	58,058
								(NA)	(NA)	(97.6)	(97.6)				(97.6)
7.	Planning and Mgt. (Sectoral Program)	3	0	0	11,828	11,828	35,484	0	0	7,613	7,613	0	0	22,839	22,839
								(NA)	(NA)	(64.4)	(64.4)				(64.4)
8.	Paralegal Teachers Training	28	100	75	315	490	13,720	85	85	231	401	2,380	2,380	6,468	11,228
								(85.0)	(113.3)	(73.3)	(81.8)				(81.8)
9.	Functional Education and CR Teachers	13	0	0	700	700	9,100	0	0	1,052	1,052	0	0	13,676	13,676
								(NA)	(NA)	(150.3)	(150.3)				(150.3)

Category and Sl.No.	Particulars of Training	Duration of Training (Days)	Revised target (P/N)			Total		Achievement (P/N)			All Total	Total (P/D)			All Total
			1990	1991	1992	P/N	P/D	1990	1991	1992		1990	1991	1992	
10.	Consciousness Raising Teachers	7	0	0	1,000	1,000	7,000	0	0	441	441	0	0	3,087	3,087
								(NA)	(NA)	(44.1)	(44.1)				(44.1)
11.	Credit Procedure	3	0	0	0	0	0	0	0	337	337	0	0	1,011	1,011
								(NA)	(NA)	(NA)	(NA)				(NA)
12.	Paralegal Teachers Refreshers	3	0	0	0	0	0	0	0	113	113	0	0	339	339
										(NA)	(NA)				(NA)
b.	Occupational Training		54,232	101,140	97,053	252,425	891,109	50,289	93,597	145,374	289,260	192,260	331,097	472,482	995,839
								(92.7)	(92.5)	(149.8)	(114.6)				(111.8)
1.	Poultry Worker	5	1,000	1,000	1,844	3,844	19,220	685	1,159	2,504	4,348	3,425	5,795	12,520	21,740
								(68.5)	(115.9)	(135.8)	(113.1)				(113.1)
2.	Key Rearer	3	20,000	30,000	50,000	100,000	300,000	18,720	30,280	96,457	145,457	56,160	90,840	289,371	436,371
								(93.6)	(100.1)	(192.9)	(145.5)				(145.5)
3.	Paravet	30	200	300	304	804	24,120	240	240	179	659	7,200	7,200	5,370	19,770
								(120.0)	(80.0)	(58.9)	(82.0)				(82.0)
4.	Cow Rearer	3	11,000	35,000	4,000	50,000	150,000	11,015	34,946	3,980	49,941	33,045	104,838	11,940	149,823
								(100.1)	(99.9)	(99.5)	(99.9)				(100)
5.	Goat Rearer	3	3,500	1,500	0	5,000	15,000	3,557	1,424	2,882	7,863	10,671	4,272	8,646	23,589
								(101.6)	(94.9)	(NA)	(157.3)				(157.3)
6.	Chick Rearer	3	150	700	950	1,800	5,400	170	710	1,249	2,129	510	2,130	3,747	6,387
								(113.3)	(101.4)	(131.5)	(118.3)				(118.3)
7.	Feed Seller	3	25	30	85	140	420	24	28	52	104	72	84	156	312
								(96.0)	(93.3)	(61.2)	(74.3)				(74.3)
8.	Artificial Insemination	30	58	0	0	58	1,740	58	0	9	67	1,740	0	270	2,010
								(100)	(NA)	(NA)	(115.5)				(115.5)
9.	Rearer (Silk Worm)	5	700	1,000	1,800	3,500	17,500	650	1,350	1,776	3,776	3,250	6,750	8,880	18,880
								(92.9)	(135.0)	(101.4)	(107.9)				(107.9)

Category and Sl.No.	Particulars of Training	Duration of Training (Days)	Revised target (P/N)			Total		Achievement (P/N)			All Total	Total (P/D)			All Total
			1990	1991	1992	P/N	P/D	1990	1991	1992		1990	1991	1992	
10.	Chaki Rearer	7	40	60	100	200	1,400	37	63	-	100	259	441	0	700
								(92.5)	(105.0)	(0)	(50.0)				(50.0)
11.	Horticulture Nursery	5	200	200	800	1,200	6,000	255	105	644	1,004	1,275	525	3,220	5,020
								(127.5)	(52.5)	(80.5)	(83.7)				(83.7)
12.	Vegetable Grower	5	2,000	4,000	5,636	11,636	58,180	4,636	2,500	3,942	11,078	23,180	12,500	19,710	55,390
								(231.8)	(62.5)	(69.9)	(95.2)				(95.2)
13.	Apiculture	3	400	400	458	1,258	3,774	300	900	260	1,460	900	2,700	780	4,380
								(75.0)	(225.0)	(56.8)	(116.1)				(116.1)
14.	Fish Nursery Worker	7	200	200	200	600	4,200	74	244	160	478	518	1,708	1,120	3,346
								(37.0)	(122.0)	(80.0)	(79.7)				(79.7)
15.	Fish Culture	3	500	1,000	3,630	5,130	15,390	607	807	1,952	3,366	1,821	2,421	5,856	10,098
								(121.4)	(80.7)	(53.8)	(65.6)				(65.6)
16.	Thai Sarputi	1	200	2,000	15,000	17,200	17,200	170	760	7,222	8,152	170	760	7,222	8,152
								(85.0)	(38.0)	(48.1)	(47.4)				(47.4)
17.	Mechanic	3	24	50	81	155	465	28	46	0	74	84	138	NA	222
								(116.7)	(116.7)		(47.7)				(47.7)
18.	Scheme Management	3	1,000	1,200	600	2,800	8,400	1,565	2,250	2,860	6,675	4,695	6,750	8,580	20,025
								(156.5)	(187.5)	(476.7)	(238.4)				(238.4)
19.	Driver	7	235	500	165	900	6,300	441	735	280	1,456	3,087	5,145	1,960	10,192
								(187.7)	(147.0)	(169.7)	(161.8)				(161.8)
20.	Farmer	4	10,000	20,000	10,000	40,000	160,000	5,023	12,000	17,500	34,523	20,092	48,000	70,000	138,092
								(50.2)	(60.0)	(175.0)	(86.3)				(86.3)
21.	Other Training	13	2,000	1,600	400	4,000	52,000	1,000	2,000	0	3,000	13,000	26,000	-	39,000
								(50.0)	(125.0)	0	(75.0)				(75.0)
22.	Progressive Farmer (SM)	30	0	0	400	400	12,000	0	0	380	380	0	0	11,400	11,400
										(95.0)	(95.0)				(95.0)

Category and Sl.No.	Particulars of Training	Duration of Training (Days)	Revised target (P/N)			Total		Achievement (P/N)			All Total	Total (P/D)			All Total
			1990	1991	1992	P/N	P/D	1990	1991	1992		1990	1991	1992	
23.	Water Distribution (Lineman)	2	400	400	200	1,000	2,000	576	1,050	520	2,146	1,152	2,100	1,040	4,292
								(144.0)	(262.5)	(260.0)	(214.6)				(214.6)
24.	Vegetable Worker	13	400	0	400	800	10,400	458	0	0	458	5,954	0	0	5,954
								(114.5)			(57.3)				(57.3)
25.	Agroforestry	1	0	0	0	0	0	0	0	502	502	0	0	502	502
										(NA)	(NA)				(NA)
26.	Small Hatchery Management	3	0	0	0	0	0	0	0	64	64	0	0	192	192
										(NA)	(NA)				(NA)
c.	IGVGD		36,510	25,310	23,350	85,170	273,510	39,814	21,707	64,812	126,333	131,442	65,121	195,222	391,785
								(109.0)	(85.8)	(277.6)	(148.3)				(143.2)
1.	Poultry Worker	5	6,000	0	3,000	9,000	45,000	6,000	NA	393	6,393	30,000	NA	1,965	31,965
								(100.0)		(13.1)	(71.0)				(71.0)
2.	Key Rearer	3	30,000	25,000	20,000	75,000	225,000	33,305	21,379	62,990	117,674	99,915	64,137	188,970	353,022
								(111.0)	(85.5)	(315.0)	(156.9)				(156.9)
3.	Chick Rearer	3	450	150	350	950	2,850	452	157	1,310	1,919	1,356	471	3,930	5,757
								(100.4)	(104.6)	(374.3)	(202.0)				(202.2)
4.	Feed Seller	3	60	160	0	220	660	57	171	119	347	171	513	357	1,041
								(95.0)	(106.9)	(NA)	(157.7)				(157.7)
B.	NFPE Teachers Training	13	2,004	1,000	1,500	4,504	58,552	1,912	1,044	1,500	4,456	24,856	13,572	19,500	57,928
								(95.4)	(104.4)	(100.0)	(98.9)				(98.9)
C.	Gram Sheboki		115	325	242	682	11,780	179	323	2,018	2,520	1,102	6,938	29,021	37,061
								(155.7)	(99.4)	(833.9)	(369.5)				(314.6)
1.	GS (Poultry)	30	0	150	12	162	4,860	NA	142	161	303	NA	4,260	4,830	9,090
									(NA)	(107.3)	(187.0)				(187.3)
2.	GS (Seri)	30	40	40	70	150	4,500	0	65	80	145	NA	1,950	2,400	4,350
								(162.5)	(114.3)	(96.7)	(96.7)				(96.7)



Category and Sl.No.	Particulars of Training	Duration of Training (Days)	Revised target (P/N)			Total		Achievement (P/N)			All Total	Total (P/D)			All Total
			1990	1991	1992	P/N	P/D	1990	1991	1992		1990	1991	1992	
3.	GS (Fish culture)	7	0	60	140	200	1,400	28	32	82	142	196	224	574	994
								(NA)	(53.3)	(58.6)	(71.0)				(71.0)
4.	GS Irrigation	6	25	75	20	120	720	86	84	111	281	516	504	666	1,686
								(344.0)	(112.0)	(555.0)	(234.2)				(234.2)
5.	GS Vegetable	6	50	0	0	50	300	65	NA	159	224	390	0	954	1,344
								(130.0)		(NA)	(448.0)				(448.0)
6.	Credit Management	13	0	0	0	0	0	0	0	1,248	1,248	0	0	16,224	16,224
										(NA)	(NA)				(NA)
7.	Institution Building	13	0	0	0	0	0	0	0	106	106	0	0	1,378	1,378
										(NA)	(NA)				(NA)
8.	Mechanics	30	0	0	0	0	0	0	0	66	66	0	0	1,980	1,980
										(NA)	(NA)				(NA)
9.	Poultry GS Orientation	3	0	0	0	0	0	0	0	5	5	0	0	15	15
										(NA)	(NA)				(NA)
D.	Staff		1,350	875	2,140	4,345	41,575	1,503	2,024	6,040	9,547	16,447	20,025	36,590	73,062
								(113.0)	(231.3)	(282.2)	(219.7)				(175.7)
1.	Approach to Rural Development	13	120	0	240	360	4,680	80	174	106	360	1,040	2,262	1,378	4,680
								(66.7)	(NA)	(44.2)	(100.0)				(100.0)
2.	Organisation Development	13/6	120	0	240	360	3,000	132	150	226	508	1,716	1,950	1,356	5,022
								(110.0)	(NA)	(94.2)	(141.1)				(167.4)
3.	Functional Education	7	150	150	350	650	4,550	140	150	458	748	980	1,050	3,206	5,236
								(93.3)	(100.0)	(130.9)	(115.1)				(115.1)
4.	Social Issues	7	150	140	350	640	4,480	119	161	313	593	833	1,127	2,191	4,151
								(79.3)	(115.0)	(89.4)	(92.7)				(92.7)
5.	Credit Mgt.	7	0	0	350	350	2,450	0	0	388	388	0	0	2,716	2,716
										(110.9)	(110.9)				(110.9)

Category and Sl.No.	Particulars of Training	Duration of Training (Days)	Revised target (P/N)			Total		Achievement (P/N)			All Total	Total (P/D)			All Total
			1990	1991	1992	P/N	P/D	1990	1991	1992		1990	1991	1992	
6.	MDP (A/M)	17	100	60	60	220	3,740	56	57	20	133	952	969	340	2,261
								(56.0)	(95.0)	(33.0)	(60.5)				(60.5)
7.	Br. Operations Mgt.	30	0	0	60	60	1,800	0	0	103	103	0	0	3,090	3,090
										(171.7)	(171.7)				(171.7)
8.	NFPE PO TOT	7	0	0	0	0	0	65	266	203	534	455	1,862	1,421	3,738
								(NA)	(NA)	(NA)	(NA)				(NA)
9.	Staff Development NFPE PO	6	0	0	0	0	0	60	144	NA	204	360	864	NA	1,224
								(NA)	(NA)		(NA)				(NA)
10.	Sericulture	30	10	10	20	40	1,200	0	15	10	25	0	450	300	750
									(150.0)	(50.0)	(62.5)				(62.5)
11.	Scheme Mgt PO (Irrigation)	5	100	50	50	200	1,000	117	57	66	240	585	285	330	1,200
								(117.0)	(114.0)	(132.0)	(120.0)				(120.0)
12.	Improve Aquaculture	7	10	5	0	15	105	0	24	5	29	0	168	35	203
									(480.)	(NA)	(193.3)				(193.3)
13.	TOT (Skill PO)	13	60	100	100	260	3,380	71	136	37	244	923	1,768	481	3,172
								(118.3)	(136.0)	(37.0)	(93.8)				(93.8)
14.	Pre-Service Foundation	13/3	300	300	300	900	8,700	575	466	2,403	3,444	7,475	6,058	7,209	20,742
								(191.7)	(155.3)	(267.0)	(382.7)				(238.4)
15.	MDP (IGVGD) PO	21	40	0	20	60	1,260	40	0	121	161	840	0	2,541	3,381
								(100.0)		(605.0)	(268.3)				(268.3)
16.	MDP (Skill PO)	21	0	20	0	20	420	0	20	NA	20	0	420	NA	420
									(100.0)		(100.0)				(100.0)
17.	Monitoring PO	6/3	0	20	0	20	120	NA	20	15	35	NA	120	45	165
									(100.0)	(NA)	(175.0)				(137.5)
18.	Technical Training Skill PO	6	20	20	0	40	240	48	40	54	142	288	240	324	852
								(240.0)	(200.0)	(NA)	(355.0)				(355.0)

Category and Sl.No.	Particulars of Training	Duration of Training (Days)	Revised target (P/N)			Total		Achievement (P/N)			All Total	Total (P/D)			All Total
			1990	1991	1992	P/N	P/D	1990	1991	1992		1990	1991	1992	
19.	Credit Management (PO, IGVGD)	3	150	0	0	150	450	0	144	23	167	0	432	69	501
									(NA)	(NA)	(111.3)				(111.3)
20.	In-service Foundation	6	0	0	0	0	0	0	0	1,320	1,320	0	0	7,920	7,920
										(NA)	(NA)				(NA)
21.	NFPE Basic	13	0	0	0	0	0	0	0	82	82	0	0	1,066	1,066
										(NA)	(NA)				(NA)
22.	Task Analysis	3	0	0	0	0	0	0	0	30	30	0	0	90	90
										(NA)	(NA)				(NA)
23.	TOT Credit Management for PO	6	0	0	0	0	0	0	0	20	20	0	0	120	120
										(NA)	(NA)				(NA)
24.	TOT Credit Management for GS	6	0	0	0	0	0	0	0	17	17	0	0	102	102
										(NA)	(NA)				(NA)
25.	Livestock Management for IGVGD PO	13	0	0	0	0	0	0	0	20	20	0	0	260	260
										(NA)	(NA)				(NA)
<b>Total A+B+C+D</b>			<b>106,891</b>	<b>141,325</b>	<b>155,228</b>	<b>403,444</b>	<b>1,679,606</b>	<b>104,420</b>	<b>138,702</b>	<b>248,119</b>	<b>491,241</b>	<b>439,418</b>	<b>572,973</b>	<b>926,010</b>	<b>1,938,401</b>
								<b>(97.7)</b>	<b>(98.1)</b>	<b>(159.8)</b>	<b>(121.8)</b>				<b>(115.4)</b>

- Note:
- Figures within parenthesis indicate percentage
  - Under the column "Duration of Training (Days)" there are two different durations in Sl.No. D2, D14, and D17. The later one indicates for the 1992 and first one for 1990 and 1991.
  - The information on course duration, revised target for 1990-1992, and achievement for 1990-1991 were collected from the 'BRAC wide Management and Training Review (BMTR), December 1992'.
  - The sources of training information for 1992 were collected from TARC, MDP, NFPE, RDP and Monitoring department.
  - There are some variation in course duration and Participant Days (P/D) between TARC and BMTR report. But the participants number (P/N) are same for both the reports.

Table 6: Reasons for course wise variation

Category and Sl.No.	Particulars of Training	Percentage Achieved (90-92)	Reasons for Variation
A.a.1.	Social Awareness Workers Training	115.6 %	All these courses were similar in nature. A.a.1 was conducted in 1990 and 1991, later it was not conducted in 1992. Instead A.a.9 course was offered. The percentage exceeded due to increased program needs.
A.a.9.	Functional Education and CR Teachers	150.3 %	
A.a.10.	Consciousness Raising Teachers	44.1 %	A.a.10 course was offered to previously trained FE teachers for conducting CR part of FE course. This course has been reported in TARC'92 report as FE & CR refreshers.
A.a.4.	Planning and Management (Leadership)	127.7 %	This course was emphasized for V.O. leadership development.
A.a.5.	Planning and Management (Management)	123.0 %	This course was emphasized for increasing management skills of the VO Management Committee.
A.a.7.	Planning and Management (Sectoral Program)	64.4 %	This course was new. It took time for module/materials preparation and later for field test. So the achievement was less.
A.a.8.	Paralegal Teacher's Training	81.8 %	The program was evaluated in 1991 on the teachers retention level. The training awaited the evaluation result. So the training was reduced.
A.a.11.	Credit Procedure	Not targetted	The course was conducted on test basis.
A.a.12.	Para legal Teachers Refreshers	Not targetted	The course was conducted for transferring some new teaching techniques to teachers.
A.b.2.	Key Rearer	145.5 %	The achievement increased due to increased program coverage.
A.b.3.	Paravet	82.9 %	GS (Poultry) training was conducted more, so this training was reduced.
A.b.5.	Goat Rearer	157.3 %	Goat rearer program found good, so training was increased.
A.b.7.	Feed Seller	74.3 %	In some cases RDP and IGVGD program have the common working area. The achievement was less here because of IGVGD program covered the rest number.

Category and Sl.No.	Particulars of Training	Percentage Achieved (90-92)	Reasons for Variation
A.b.10.	Chaki Rearer	50.0%	Progressive farmer (SM) training course includes chaki rearer training contents. In 1992 progressive farmer training started and this training was dropped out subsequently.
A.b.11.	Horticulture Nursery	83.7%	Trainer training was delayed, so the group members training hampered.
A.b.14.	Fish Nursery Worker	79.7%	Training hampered due to dropout of some fisheries staff.
A.b.15.	Fishculture	65.6%	Do.
A.b.16.	Thai Sharputi	47.4%	This program needs small ponds, but due to early flood small ponds were not feasible for the fish culture, so training was less.
A.b.17.	Mechanic	47.7%	Driver training course included mechanic training course contents.
A.b.18.	Scheme Management	238.4%	Scheme management committee reorganized and more training provided.
A.b.19.	Driver	161.8%	Earlier only drivers were planned to be provided with training. But later the course was also provided to one additional member in each scheme for contingency management.
A.b.20.	Farmer	86.3%	Farmers were not available due to their other jobs.
A.b.23.	Water Distribution (Lineman)	214.6%	The program was reorganized so training increased.
A.b.24.	Vegetable Worker	57.3%	The course was merged with vegetable growers training course.
A.b.25.	Agro Forestry	Not targetted	This was new and found good, so training provided.
A.b.26.	Small Hatchery Management	Do.	This was found good enterprise for the rural poor, so training provided.
A.c.1	Poultry Worker (IGVGD)	71.0%	- In some cases RDP and IGVGD program have the common working area. The achievement was less here because of RDP covered more than their target. - Training hampered due to phase out of 18 thanas from the program.
A.c.2	Key Rearer (IGVGD)	156.9%	VGD cardholder increased.

Category and Sl.No.	Particulars of Training	Percentage Achieved (90-92)	Reasons for Variation
A.c.3	Chick Rearer (IGVGD)	202.0%	Chick rearing unit increased in each area offices of the program.
A.c.4	Feed seller (IGVGD)	157.7%	Training increased for new thana coverage and more VGD cardholders.
C.1	GS (Poultry)	187.0%	- Dropout of some GS (Poultry) - Covered backlog training for the GS of each area.
C.3	GS (Fish-culture)	71.0%	The program started later than it was planned.
C.4	GS (Irrigation)	234.2%	- Program expanded - Provided advance training course for irrigation management.
C.5	GS (Vegetable)	448.0%	Previously one GS was assigned for 3/4 area offices, but later it was changed to one GS for one area.
C.6	Credit Management	Not targetted	This course introduced newly for better program management.
C.7	Institution Building	Do.	Do.
C.8	Mechanics	Do.	This course was introduced for providing better support services to DTWs.
D.2	Organization Development	141.1%	Conducted more training for strengthening organisational culture.
D.6	MDP (A/M)	60.5%	Introduced monthlong Branch operations management course for the A/M from 1992. The backlog of MDP course will be covered later.
D.7	Branch Operations Management	171.7	
D.8	NFPE PO TOT	Not targetted	Training target was not stated but the training was needed.
D.9	Staff Development NFPE PO	Do.	Do.
D.10	Sericulture	62.5%	The course was organised at government training institute, so less number of staff were sent.
D.12	Improve Acquaculture PO (fish)	193.3%	Fishery POs were recruited and trained in place of dropout POs.
D.14	Pre-service Foundation	382.7%	- NFPE program was expanded. - Recruited more female POs and their dropout rates were high.

Category and Sl.No.	Particulars of Training	Percentage Achieved (90-92)	Reasons for Variation
D.15	MDP (IGVGD) PO	268.3 %	- Program was expanded.
D.17	Monitoring PO	175.0 %	Training conducted to meet program needs.
D.18	Technical Training Skill PO	355.0 %	- Program was expanded. - Trained the technical staffs for orienting BRAC approach.
D.20	In-service Foundation	Not targetted	The target was not mentioned but both courses were useful for the program.
D.21	NFPE Basic		
D.22	Task Analysis	Not targetted	All these courses covered 87 participants with 572 participant days. These courses were absolutely need based.
D.23	TOT for Credit Management POs		
D.24	TOT for Credit Management GS		
D.25	Livestock Management for IGVGD POs		

Note: Category and Sl. No. is correspondent to annexure-2.