CEMCA

Post Training Report on

# Results-Based Project Management: Monitoring & Evaluation

**Report prepared by:**

**Dr. Rajdeep Deb**

**Dr. Vivek Joshi**

**Acknowledgements:**

We sincerely appreciate the support of Prof. Madhu Parhar, Director, Commonwealth Educational Media Centre for Asia (CEMCA), in planning phase and bestowing her faith on us in administering this training program to the desired stakeholders. We thankful to Mr. Saurabh Mishra, Program Officer (Skills), CEMCA and Mr. Sunil Reddy (IFS), CEO of Andhra Pradesh Information Technology Academy (APITA), for their unwavering support in each phase of the training program.

**Consultants:**

Dr. Rajdeep Deb

Dr. Vivek Joshi

**About the Organizer**

**Commonwealth Education Media Centre for Asia (CEMCA)** serves as the regional unit of the Commonwealth of Learning. CEMCA promotes the meaningful, relevant and appropriate use of ICTs to serve the educational and training needs of Commonwealth member states of Asia including Sri Lanka. Its mission is to assist governments and institutions to expand the scale, efficiency and quality of learning by using multiple media in open, distance and technology-enhanced learning. The strategic objective of CEMCA is to promote co-operation and collaboration in the use of electronic media resources for distance education.

**Andhra Pradesh Information Technology Academy (APITA)** was registered on 01-06-2016 at Vijayawada, Andhra Pradesh. It is an autonomous body established by the Government of Andhra Pradesh to increase the employment of the state.

APITA focuses on

1. Bridging the gap between industry and academia.
2. Demand driven innovative job creation initiatives.
3. Facilitate e-governance through oriented programs for state Govt employees.

**Any part of this report may be freely reproduced, if appropriate acknowledgement is provided.**

Producing projected results out of the completed project is every project management professional dream. Results are the indicators project management professionals demonstrate through an immediate, after a period and long-term changes that she/he achieved after completion of the project in the form of outputs, outcomes, and impact respectively. Results-Based Project Management, or RBPM, is a widely adopted approach among the project management professionals. The RBPM approach is designed to meld project goals, deliverables and result into a single, unified framework.

On the other hand Monitoring and Evaluation is about measuring and tracking results. That is why it is important to understand what results are, and how to distinguish between different levels of the results chain. The result chain distinguished between five logically connected elements, which is represented by the schematic diagram furnished below:

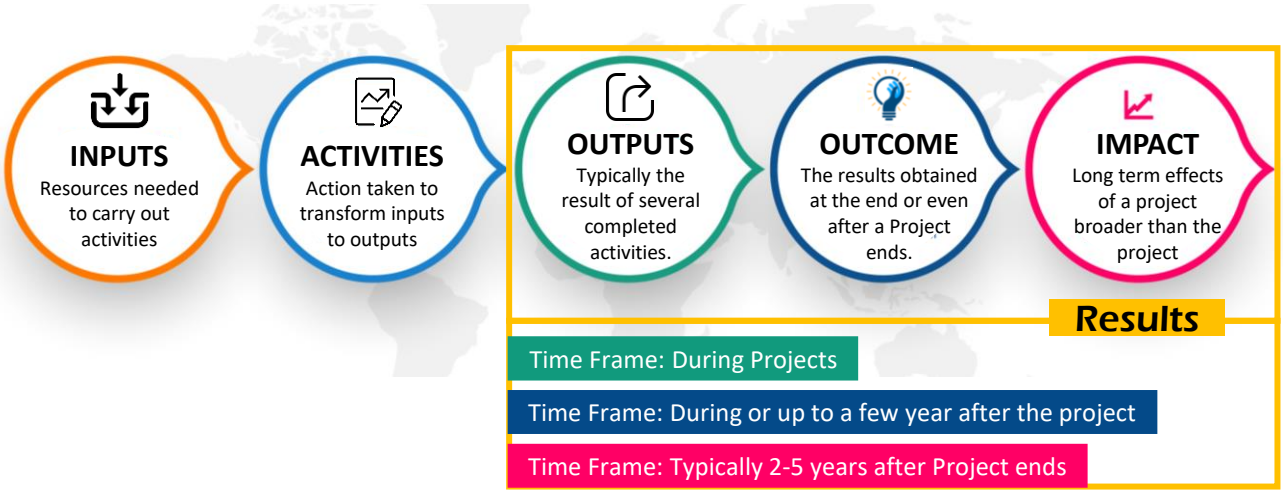



**Figure-1: The Result Chain**

**Why is results-based project management important?**

Integrating results focus monitoring and evaluation in project management is critical particularly when accelerated positive outcomes are expected out of a project in the face of fiscal constraints.

The prime objective of this training program was to prepare participants for a new career in the high-growth field of project management and monitoring & evaluation.

## Specific Objectives:

The broad objective is to develop the knowledge, abilities, attitudes, and professional qualities that participants require to embed result-based project management and monitoring & evaluation in their organizational processes.

## Specific Objectives:

At the completion of training, all participants should be competent to independently perform/display the following objectives:

- Define essential Project Management concepts and terminology
- To recognize the main inputs, tools, techniques, outputs, and success factors for the current and future projects
- Develop, implement, monitor, and evaluate a strategic plan using Result Based Project Management principles
- Analyze and interpret a deep understanding of result-based project management
- To identify and apply best practices in result-based project management to achieve its desired results

## Title of the Training Program

Results-Based Project Management: Monitoring & Evaluation

## Target Group

Employees of Andhra Pradesh Information Technology Academy

## Program Duration

30th May to 3rd June 2022 (5 Days)

## Mode of Learning

Online Training comprising of Asynchronous and Synchronous training of 3 hours each for 5 days.

## Rationale for the Training

There is a growing demand in India and around the world for project management professionals and decision-makers who can use result-based approaches in different phases of projects and programs. On top of it, monitoring and evaluation tools are widely used for various public services practices to help implementing agency to ensure the optimum use of resources so that stakeholders and beneficiaries are assured of receiving the benefits that they deserve. These days it is highly desired that all project management practitioners build a results framework so that results provide clarity around the key project objectives and associated performance indicators. It is highly desired from that project management professionals to learn how pre-emptively manage positive and negative events that may affect the execution of a project.

This training program has been developed by Commonwealth Educational Media Centre for Asia (CEMCA) for the Employees of Andhra Pradesh Information Technology Academy (APITA). The planned training draws upon the facilitator's experience in dealing with project management training programs in promoting the use of Results-Based Project Management across the results framework and its associated performance indicators. After successful completion of this training program participants will learn how monitoring systems and evaluations provide a crucial source in the use of result-based decision-making practices.

We conducted a pre-training survey that help us to get actionable expectations from the planned training program– helping us to refine and customized our offering to improve the learning experience of the trainee.

After a pre-training survey, it was found that participants' Job Roles can be broadly categorized as:

- To run a training program for students' placements
- Mobilize students to participate in placement drives
- Training programs for the faculty members of the educational institute.
- Training gov employees on basic usage of Tablet PCs, IT literacy, e-office implementation, etc.

## Training Method

The program was envisaged to be delivered as a hands-on training experience for the participants, allowing them to experience different tools of result-based project management. The key focus was on experience sharing, learning by doing, and participatory learning enabling delegates to contribute to the maximum and facilitators to troubleshoot wherever the participants feel they have a deficit in skills.

Training method refers to a way or technique for improving the knowledge and skills of an employee for doing assigned jobs perfectively. A broad range of modernistic methods ranging from self-paced learning to using discussion forms for experience sharing was employed to make the overall experience comfortable and learning conducive for the participants.

Experiential learning was encouraged as several breakout room sessions and simulated activities were shared helping the learners to engage in adopting outcome-based learning that reiterates the importance of result-driven focus and reinstills the importance of results-based management in the participants.

Modernistic tools such as Google workspace, spreadsheets, and simulation exercises were used extensively along with the use of traditional tools like the use of case studies, worksheets, questionnaires, discussion forums, surveys, break-out sessions, brainstorming challenges, pre-training, and post-training evaluation instruments along with several pen and paper-based exercises. Continuing with the modernistic approach, gamification was also used extensively to make learning fun and more learner-centric giving adequate time to the participants to learn from each other and making experiential sharing a key focus of those sessions.

Exclusive troubleshooting sessions were carried out to make the program more meaningful and relevant for the attendees as it gave them an equivocal and open platform to discuss their current job roles and associated challenges that they feel are constraining their job performance.

The focus was to help them by sharing easy-to-use tips plus making them abreast with the best of the industry practices and providing new tools that could be used in their respective work roles along with daily life. The organization has to consider the

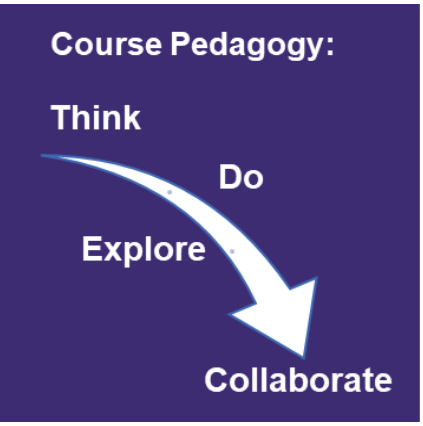
nature of the job, size of the organization & workers, types of workers, and cost of selecting a training method.

Based on participants' experience, nature of job and type of work requirements some of the tools used for delivering this training program were as follows:

- Case Studies
- Simulated Exercises
- Break-Out Room Sessions
- Discussion Forums (At least 2 every day)
- Activity Sheets
- Spreadsheets
- Brainstorming Challenges
- In-class Discussions
- Pen and Paper-based Activities
- Troubleshooting Activities and Sessions
- PowerPoint Decks
- Lecture Notes
- Videos
- A/B Testing
- Group Activities
- Extensive Feedbacks

## Curriculum:

The training adhered to the following broad topics that are furnished below:




| | |
|---|---|
| **Day-1** | **Project Management and You: An Introduction** |
| **Day-2** | **Results-based Project Management, in a Nutshell** |
| **Day-3** | **Project Organization and Resource Pooling** |
| **Day-4** | **Crafting Financial Statements and Cost Estimates** |
| **Day-5** | **Monitoring and Evaluation for Performance** |

## Session Plan:

| | Session-1 | Session-2 | Session-3 | Session-4 |
|---|---|---|---|---|
| Day-1 | **Project and Project Management**<br>Systematic Approach to Decoding Project Requirements | **Hands-on Activity**<br>Simulate real-world project management scenarios – Project Brief Sharing | **Becoming an effective project manager**<br>Lead project teams with success | **Experience Sharing**<br>Project Management System for a Better Quality of Training |
| Day-2 | **Project Management: Beyond the Basics**<br>Result Based Project Management and its guiding principle | **(Hands-on Activity)**<br>Project Resource Pooling (Case Study) | **Result Based Project Management**<br>Impact as a result Planning | **Hands-on Activity**<br>Scenario Building for Project Start-ups |
| Day-3 | **Basics of Project Documentation**<br>Documents needed throughout the project | **Hands-on Activity**<br>Creating a Project Model and Project Schedule | **Tasks to Be Done (Work Break Down Structure)**<br>The Core Tenets of Tasks-to-be-Executed | **(Hands-on Activity)**<br>Pen-Paper Based Solution Drawing (Rough Projections) |
| Day-4 | **Cost Estimations and Financial Projections**<br>3 Points Estimates: Theory with Examples | **Hands-on Activity**<br>Craft your Cost Estimates (Budgets) and Financial Statements | **Monitoring Systems for Results & Managing Project Risk**<br>Key Steps in Monitoring Results | **Hands-on Activity**<br>Creating and Consulting Your Result Framework |
| Day-5 | **Project Monitoring & Evaluation for Results**<br>Project Monitoring Standards & Metrics | **Project Evaluation**<br>Key Steps in Managing an Evaluation | **Hands-on Activity**<br>Tell your performance Story: Moving from Activities to Results | **Hands-on Activity**<br>Presenting Your project layout: Bringing Project to Successful Closure |

## Training & Teaching Methodologies

Training has to be designed and the programs are to be executed as per the purpose of the training and need analysis of the target groups. The methodology for the conducted program had a very strong focus on being learner-centric using flipped classrooms and problem-solving techniques. Primary instruction design had the primary criterion of innovation and out-of-the-box thinking to be a fundamental keynote to be used as an undercurrent and mapped throughout the program delivery.

It was completely online training delivered on a mix of platforms such as delivery was on Zoom, Google classroom was modified to be used as an LMS plus mode of feedback and continuous communication was WhatsApp.

Two modes of training were Synchronous and Asynchronous (3 hours each day respectively) for 5 days.

Primary Delivery was in the style of coaching as all participants were experienced and had developed skill sets. Hand Holding and instructor-led instruction methodology were used wherever and whenever it was needed.

Some of the most popular training techniques are as follows:

- Lectures
- Case Studies
- Focus Group Discussion
- Programmed Instructions
- Role Modelling
- Job Shadowing
- Role Play
- Simulation
- Stimulus Impulse (Causative)
- Mentoring
- Team Training
- Game-Based Training
- Apprenticeship

A wide mix of major training techniques mentioned above was used to deliver the program. The key focus was to deliver and develop alternative result-based project management skills with a special focus on Monitoring and Evaluation.

There was an innate need to promote innovative and out-of-box thinking and capacity development in the participants so bottom-top reverse process building could be introduced so as to help delegates start with result focus and build the entire process of delivery around the key project deliverables (result focus).

The selection of training techniques was based on the followings:

- Ability to build and develop creative solutions
- Innovative problem solving
- Development of result focused decision making
- Reverse process reengineering
- Adaptive, Flexible, Learner centric delivery
- Self Paced learning
- Use of as much as possible hands-on delivery and exposure
- Coaching is the primary delivery technique
- Need-based on participants' requirements as they came from diverse job roles and organizational hierarchies.

To understand the needs of the participants and for the selection of appropriate training techniques a pre-training (Pre-program initiation) survey was conducted to get a better insight into various job roles and work processes being followed by the participants. A small instrument-led intervention was also conducted to gauge the level of existing skills before the training program gets rolling.

The outcomes of need analysis interventions suggested that the most appropriate techniques that could be used to best address the target groups' learning requirements are Group Activities and the Introduction of certain Modernistic tools that would allow participants to better perform in their respective job roles. Simulators, Case Studies, Videos, and Instructor-led activities along with learning material for pre-session and post-session are together well equipped to deliver the predetermined training objectives.

Use of discussion forums and handholding activities with the help of activity sheets was also induced to align objectives with gamification of training impartation and self-paced learning along with team-building interventions along with facilitation of self-paced learning facilitating complete learner immersion and participation.

Keeping with the modernistic training methodology the technology used in training material development was the word processor, MS Word, MS Excel, Smartsheets, Spreadsheets, GRAPHPad PRISM, and a couple of online training delivery platforms.

Upon completion of the program, training effectiveness was analyzed using a 10 (TEN) point-based instrument using several multiple-choice based questions to test the effectiveness of training delivery and to test attainment of training objectives. One objective was also to check upon participants' comfort level with the material, principles plus practices and concepts introduced.

## List of Materials Distributed and Exercises Conducted

A wide range of materials was distributed every day to make sure that all training objectives are effectively attained and trainees' needs could be effectively fulfilled. The development of material was primarily focused on Problem-solving and flipped classroom principles. The list of Materials used and exercises conducted every day for effective training delivery were as follows:

**Day -1**

- Pre-Training Evaluation Survey
- Project and Project Management Reading Material
- Project Management - Introductory PowerPoint Slide Deck
- 2 Discussion Forums
- Stakeholder Map - Activity Sheet
- Reverse Process Mapping - Hands-on Activity - Pen Paper Based Group Activity - Problem Based Learning & Decision Making based upon out-of-box solutions
- Pre-Training Assessment Instrument

**Day - 2**

- Process Improvement Activities
- Project Manager Skill Set - Breakout Room Discussions
- Project Organization Activities
- Project Management II - PowerPoint Slide Deck
- Discussion forums

**Day - 3**

- Project Lifecycle and Control - PowerPoint Slide Deck
- 24-Hour Project Activity Tracking Log - Toolkit - Smartsheet
- Resource Pooling Activities - Group Learning Activity (Breakout Room)
- Stakeholder Interest Matrix - Activity Sheet
- Scenario Building Activity (Hands-on Learning) Pen-Paper Based Multiple Scenarios Evaluation Exercise
- Discussion Forum

**Day - 4**

- Work-Breakdown Structure-Activity - Simulator
- Task tracker Template - Toolkit - Excel Sheet
- The Carlson Project Case Study - Self Paced
- Risk Management (Hands-On Breakout Session Group Activity) - Innovative Solution Generation & Decision Making Based Activity
- Result-Based Project Evaluation Hands-on activity -Pen and Paper Based
- Discussion Forums (2)

**Day - 5**

- Project Checklist Toolkit - Spreadsheet
- RBM - PowerPoint Slides Deck
- Result-Based Management Cycle - Activity Sheet
- Building Action Plans for Results - Simulated Group Activity
- Result-Based Monitoring and Evaluation PowerPoint Slide Deck
- Discussion Forums (2)
- Post Training Evaluation Intervention - MCQ-based Assessment

## Participants' Evaluation and Feedback:

| Evaluation Matrix |
|---|
| **Tasks Completed** |
| Day 1 - Discussions, Stake Holder Map, Reverse Process Mapping, Discussion Forums |
| Day 2 - Process Improvement Activity, Project Manager Skill Set Discussions, Project Organization Activities, Discussion Forums |
| Day 3 - Project Tracking, Resources Pooling, Stakeholder interest matrix, Scenario Building Activity, Discussion forums |
| Day 4 - Work Break Down Structure Activity, Task tracker Template, Case Study, Risk Management Activity, Discussion Forums, Result Based project Evaluations |
| Day 5 - Project Checklist Toolkit, Result Based Management Cycle, Building Action Plans for Results, Discussion Forums |
| **Level of Progression :** |
| Day 1 - Introductory (Group User) |
| Day 1 - Pre-Intervention Assessment |
| Day 2 - Progressive |
| Day 3 - Consolidative (Team Performance) |
| Day 4 - Proficiency |
| Day 5 - Expert Level (Independent Individual User) |
| Day 5 - Post-intervention Assessment |

**Participants' Skill Assessment Pre and Post Intervention**

| # | Participants | The level at the Start of the Program | The level at the End of Program |
|---|---|---|---|
| 1 | Duvvuri Srinivas | Average | Expert |
| 2 | Dr. S Janardhana Rao | Average | Expert |
| 3 | Mohana Krishna Talasila | Beginner | Proficient |
| 4 | Dr. M V S N S Anil Kumar | Proficient | Expert |
| 5 | Vamsi Nadimpalli | Beginner | Proficient |
| 6 | Faheem Basha | Average | Expert |
| 7 | Lakshmi Prasad Paturi | Average | Expert |

| | | | |
|---|---|---|---|
| 8 | Rosi Reddy Yaraguti | Beginner | Proficient |
| 9 | G Mary Vijaya | Average | Expert |
| 10 | Sridhar Kolluru | Proficient | Expert |
| 11 | Ramesh Kumar Maddela | Average | Expert |
| 12 | Riaz Ahammad | Average | Expert |
| 13 | Narendra Chitra | Average | Expert |
| 14 | Marepalli Satya Ratnam | Beginner | Proficient |
| 15 | Golla Rajagopal | Beginner | Proficient |

**Special Mention/Special Contributions**

**Dr. Anil Kumar** - Continuous Contribution, Relatively High Skills, Team Level performer, Smooth Transition to Independent Individual Performer

**Sridhar -** Eager learner, Continuous Contributor, Persistent to Learn difficult concepts

**Srinivas** - Good communication skills, started with average level of skills but made fast progress, usually the group leader in most activities

**Janardhan** - Started with average skills but made continuous contributions, eager learner, supportive and major contributor in group activities

**Mary Vijaya G** - Very communicative, constant contributor, eager learner, showed progression with every day and activity, wanted to use all learned skills in everyday tasks and jobs

| Major Observations Made | | Urgent Issues Faced |
|---|---|---|
| Different Departments | | Language Proficiency |
| Differentiated Expectations | | Lack of Project Management Knowledge |
| Major Variability in Skills | | Time Constraints |
| High Level of commitment of all most all participants | | Some Participants had concurrent running Tasks |

**Highlights**

- 100% Positive feedback received from the Participants
- All Participants showed progressive trend in Performance and learning
- All Participants had almost consistent presence and participation throughout the program
- 100% Participation in all Activities
- 100% Participants attained Proficiency Level. 67% moved to attain Expert Level.
- 100% Assessment and Activity Submissions

**Daily Performance Review**

| # | Participants | Day 1 | Day 2 | Day 3 | Day 4 | Day 5 |
|---|---|---|---|---|---|---|
| 1 | Duvvuri Srinivas | A+ | A+ | A+ | A+ | A+ |
| 2 | Dr. S Janardhana Rao | A+ | A+ | A+ | A+ | A+ |
| 3 | Mohana Krishna Talasila | B | B | A+ | A+ | A+ |
| 4 | Dr. M V S N S Anil Kumar | A+ | A+ | A+ | A+ | A+ |
| 5 | Vamsi Nadimpalli | A | A | A+ | A+ | A+ |
| 6 | Faheem Basha | B | B | B | B | B |
| 7 | Lakshmi Prasad Paturi | A | A | A+ | A | A |
| 8 | Rosi Reddy Yaraguti | B | B | B | B | B |
| 9 | G Mary Vijaya | A | A | A+ | A+ | A+ |
| 10 | Sridhar Kolluru | A | A | A+ | A+ | A+ |
| 11 | Ramesh Kumar Maddela | B | B | A+ | A | A |
| 12 | Riaz Ahammad | B | B | A | A | A |
| 13 | Narendra Chitra | B | B | A | A | A |
| 14 | Marepalli Satya Ratnam | B | B | A | B | B |
| 15 | Golla Rajagopal | B | B | B | B | B |

**Special Comments Received**

1. Very Practical Program. Completely Hands on Activities. Very Different from previous programs. Thanks for having a such a nice training program. Learned a lot , would like to implement and work accordingly. - **Mary Vijaya G**
2. Thanks for having this 5 days of wonderful session, where we can implement in our real time life as well as in our work based environment. **- Faheem Basha**
3. Very good experience got from this training. I hope, will implement in future whatever I learnt from this. **- Janardhan Rao**
4. Overall 5 day training program really went well and trainer was very flexible give the best for us.

   Very useful for us and looking forward to implement in the future also. **- Vamsi Nadimpalli**
5. Really wonderful session ,have to say thanks to both of you sir, and specially say thanks to Dr. Vivek Joshi Sir

   who explained very keen with lot of patiently, Really the tools what you had shared like WBS, Time Management tool, are useful not only in the job but also in the life also. And Thanks to Dr. Rajdeep Deb for your continuous support for the entire program. **- Dr. Anil Kumar Mungamuru**
6. Appreciate your kindness in delivering the contents very nicely and elaborately will definitely use this knowledge to implement it in my career for future growth , looking forward for more programs like this.

   Thanks to both of you. **- Srinivas Duvvuri**
7. Will use the knowledge in upcoming while I am planning to attempt PMP certification and great knowledge sharing sir. **- Narendra Chitra**

**Some Other Interesting Feedback received About Participant's level of Job Satisfaction**

**Mungamuru Anil:** Changing 3 generations of lifestyles of students who grabbed the opportunity what comes in his way because my efforts, makes me happy.

**Satya:** Great Chance to Skilling rural youth and make them ready for employment

**Vamsi Nadimpalli:** Always looking forward to training the students and making them industry ready to crack the job makes me feel happy.

**G Vijaya:** It is a great opportunity to work with such an organization where there is an opportunity to give life to the students

**Sridhar K:** It is a great opportunity to work with this organization and I have satisfaction in this carrier because here I have a chance to serve/guide more students which causes society's development

## Learning and Future Recommendations

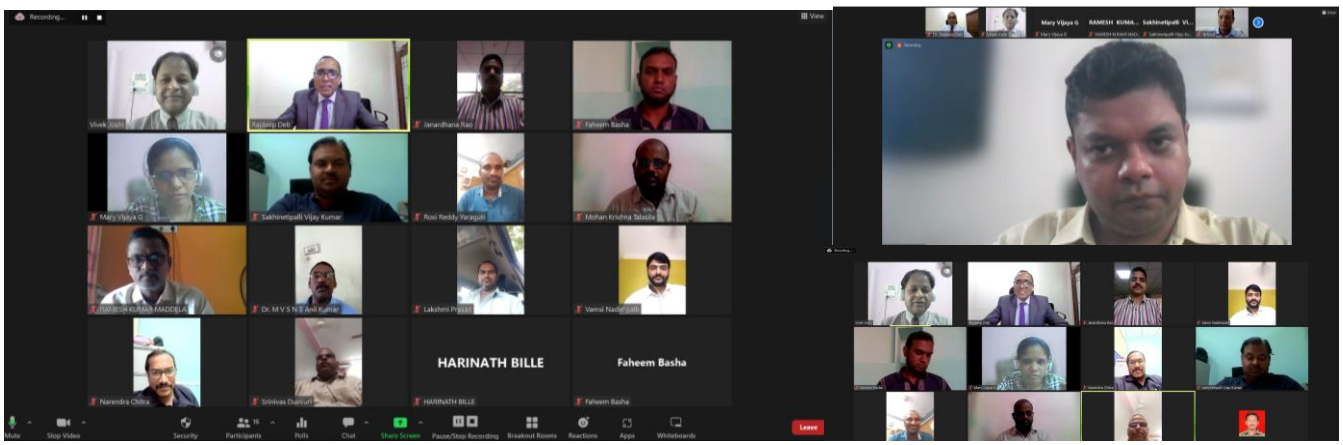
The overall training was highly appreciated by all the stakeholders, and participants enthusiastically participated, attesting to the overall success of the learning process. Participants expressed appreciation for the numerous activities, training tools and teaching methodologies used by the trainers during the training program. Participants also indicated interest in conducting a physical training program at their organization to better understand and appreciate the application of results-based project management: monitoring & evaluation in their day to day work.

# Annexures

**Annexure-1: List of Participants**

| # | Participants | E-mail ID | Mobile No |
|---|---|---|---|
| 1 | Duvvuri Srinivas | apita.eg@gmail.com | 9989930753 |
| 2 | Dr. S Janardhana Rao | sattaruj@gmail.com | 9989500413 |
| 3 | Mohana Krishna Talasila | mohanakrishnat@gmail.com | 9951888920 |
| 4 | Dr. M V S N S Anil Kumar | anil.mungamuru@gmail.com | 9989930761 |
| 5 | Vamsi Nadimpalli | nvamsi23@gmail.com | 9989076675 |
| 6 | Faheem Basha | faheembasha22@gmail.com | 8886298456 |
| 7 | Lakshmi Prasad Paturi | paturi.ieg@gmail.com | 9652904929 |
| 8 | Rosi Reddy Yaraguti | siva.ycrsr@gmail.com | 7702344220 |
| 9 | G Mary Vijaya | maryvijaya.g@ap.gov.in | 8886019228 |
| 10 | Sridhar Kolluru | vizag.ieg@gmail.com | 8978900934 |
| 11 | Ramesh Kumar Maddela | apita.ysrdistrict@gmail.com | 9989930760 |
| 12 | Riaz Ahammad | riaz.ieg@gmail.com | 9000884509 |
| 13 | Narendra Chitra | narendra.chitra@ap.gov.in | 9989930764 |
| 14 | Marepalli Satya Ratnam | satyaratnam@gmail.com | 9989930766 |
| 15 | Golla Rajagopal | rajagopal.golla@ap.gov.in | 9989024561 |

**Annexure-2: Screenshot of the Session**



## Annexure-3: Screenshot of the LMS used for Training

Class code
kodgwxy

Announce something to your class

Dr. Rajdeep Deb posted a new assignment: Session Activities Day-1
29 May (Edited 29 May)

3 class comments

Dr. Rajdeep Deb posted a new material: Study Materials
29 May

1 class comment

Dr. Rajdeep Deb
29 May (Edited 29 May)

Hi Everyone
My name is Dr. Rajdeep Deb and I along with my friend Dr. Vivek Joshi will be your instructor for the training program. We're looking forward to a terrific training session with you all.
We want to welcome everyone on behalf of us, and CEMCA.
**We would like to encourage you to post a short informal hello message in the discussion stream using the comment section of our welcome post, and don't forget to briefly introduce yourself to your fellow learning community.**
We are eagerly waiting to meet you and exchange our ideas on Result Based Project Management: Monitoring and Evaluation.
**As you get started, we're happy to answer any questions that may arise, or point you.**
Please find the Zoom Link to attend your session 👇
https://us06web.zoom.us/meeting/register/tZwtf-uhqjwtGdxwA-rMVUNfJ0Jo8riUOLvD

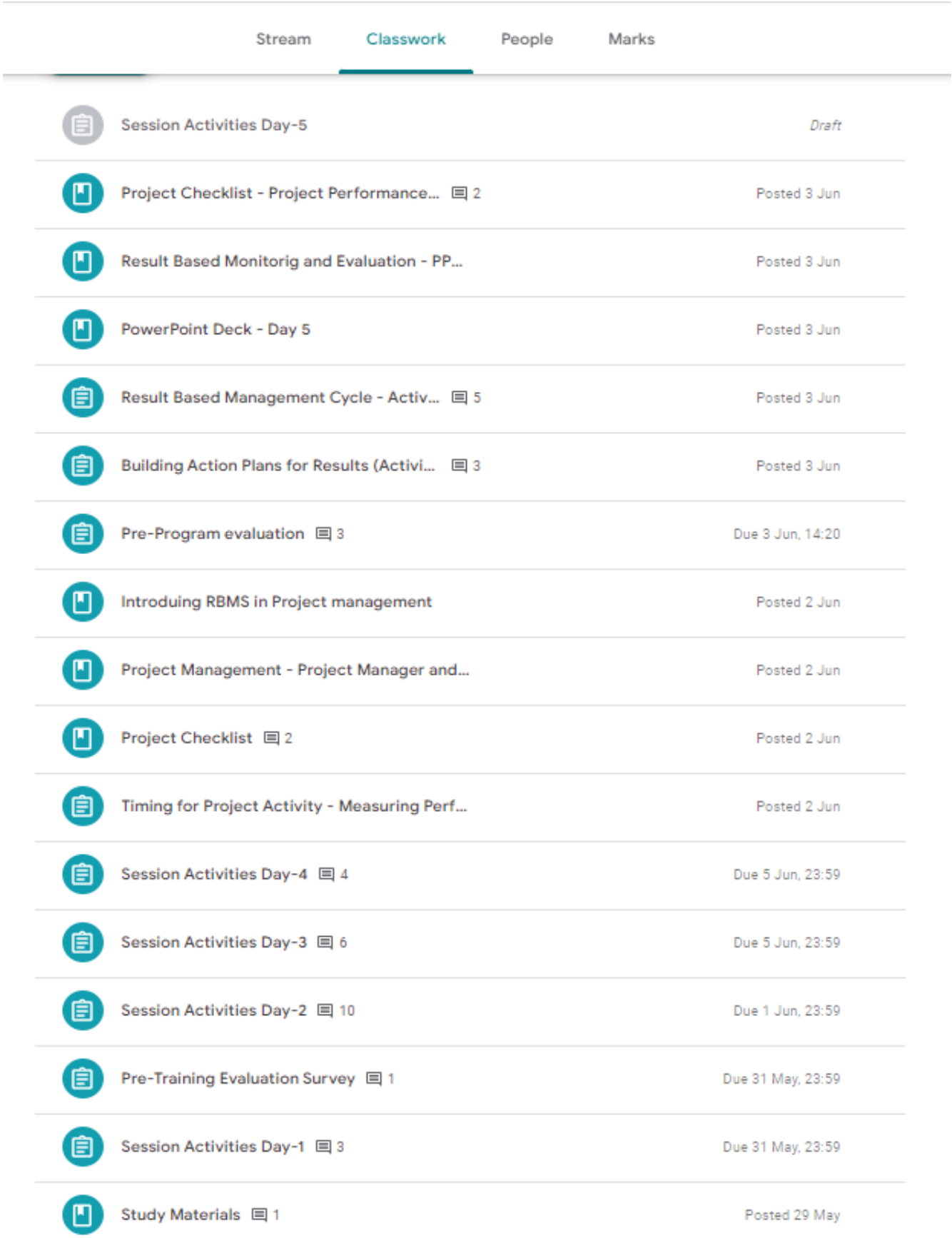
30 class comments

RAMESH KUMAR MADDELA 3 Jun
Good Evening Sir
I am very happy with your valuable lessons which you both teach us It is very pleasure for spending 5 days with you both .We learn so many new thinks from your side. Thank you very much sir for your valuable views and suggestions.

Add class comment...

**Class Link:**
https://classroom.google.com/c/NTMxMTY4MzgyNjk4?cjc=kodgwxy

## Annexure-4: Screenshot of the Learning Resources Uploaded in the LMS




**Class Link:**
https://classroom.google.com/c/NTMxMTY4MzgyNjk4?cjc=kodgwxy

**Commonwealth Educational**

**Media Centre for Asia**

© 2022 cemca.org

7/8 Sarv Priya Vihar,
New Delhi 110016, INDIA