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GRANT MANAGEMENT SOLUTIONS (GMS): Workshop report  
PR Management Dashboard Indicator Mapping and Configuration Workshop

New Delhi - January 23-25, 2017  
Prepared by GMS

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## BACKGROUND

<b>Workshop Title</b>	PR Management Dashboard Indicator Mapping and Configuration Workshop, New Delhi, India
<b>Date</b>	January 23-25, 2017
<b>GMS Assignment Title</b>	USAID technical support to the India CCM and PRs for implementing PR Management Dashboards under the whole-of-country approach
<b>GMS Technical Manager</b>	Dr. Saba Waseem (also team leader, HIV and Malaria team)
<b>GMS Team Members (Names) and Roles</b>	<ol style="list-style-type: none"> <li>1. Dr. Marc Pechevis   team leader TB and CCM Summary team</li> <li>2. Hasibul Haque   team member TB and CCM Summary team</li> <li>3. Jan Pfeiffer   team member TB and CCM Summary team</li> <li>4. Rajan Mani   team member HIV and malaria team</li> <li>5. Dechen Wangmo   team member HIV and malaria team</li> <li>6. Raj Gonsalkorales   team member HIV and malaria team</li> <li>7. Neann Mathai   team member HIV and malaria team</li> <li>8. Anaise Kanimba   GMS staff</li> </ol>
<b>Background – GMS Scope of Work</b>	<p>GMS has deployed two teams of consultants to support the country coordinating mechanism of India (India CCM) and its PRs on a whole-of-country approach for the development and implementation of PR Management Dashboards and the CCM Summary. The teams will support the governmental and nongovernmental principal recipients (PRs) of Global Fund to Fight AIDS, Tuberculosis and Malaria (Global Fund) grants to develop PR Management Dashboards for internal grant-management and grant-monitoring purposes. The dashboards will also be used by the PRs to provide grant performance reports to the India CCM through the use of the CCM Summary. The India HIV/AIDS Alliance, which is a PR for HIV grants, has already developed the PR Management Dashboard and will not receive support through this GMS assignment.</p>
<b>Background - GMS Approach</b>	<p>The overall methodology for technical support by GMS teams for PR Management Dashboard set-up and implementation is based on GMS's <i>PR Management Dashboard Installation and Set-up Guide: Manual for GMS Teams</i>. The PR Management Dashboard consists of two applications: a data-entry system in Excel and a dashboard display in SAP's Crystal Design 2011. Setup and use of these applications is described in the <i>PR Management Dashboard Installation and Set-up Guide</i>.</p> <p>By implementing grant-management dashboards, the PRs and sub-recipients (SRs) will collect and use key strategic information on general management, financial, programmatic, and health products management (HPM also called procurement and supply management - PSM) aspects from existing data sources. In addition, the PRs and SRs will develop a capacity-building strategy to sustain operation of the dashboards and to use the dashboards as part of the integrated grant-management approach. Finally, it is expected that the PR Management Dashboards will be used by the PRs for reporting to the CCM so that the oversight committee may perform its oversight functions most effectively, using a CCM Summary for data for decision-making. The overall approach to GMS technical support constitutes a total</p>

	<p>of two technical visits by cross-cutting teams of consultants (PR management (PRM), monitoring and evaluation (M&amp;E), HPM, and configuration specialists).</p> <p>Following GMS's technical support, in coordination with the additional support by the Global Fund Secretariat, the India CCM and the three PRs implementing Global Fund grants in India anticipate the following results:</p> <ul style="list-style-type: none"> <li>• PRs will have fully configured and functional dashboards for the eight grants; dashboards will assist with proper management of grants, including early recognition and resolution of implementation bottlenecks at the PR-SR levels</li> <li>• PRs will be trained to use the dashboards</li> <li>• Use of the dashboards will support the PRs' timely preparation and submission of required reports to the Global Fund</li> <li>• PRs will receive a PR Management Dashboard user's guide clearly documenting (1) how dashboards work, (2) how to enter programmatic and financial data, (3) how to produce routine reports to monitor grant performance, (4) how to capture new indicators against funding/major outputs against impact, and (5) procurement undertaken against planned activities</li> <li>• PR Management Dashboards will be available and accessible to the CCM for oversight of grants</li> <li>• PRs will receive on-demand support on any dashboard-related issues affecting its use</li> </ul>
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## OVERVIEW

In September 2016, the India CCM requested GMS support for developing whole-of-country dashboards for India's portfolio of Global Fund grants. Under this assignment, GMS has deployed two teams. The first team will work with the five HIV and malaria PRs - NACO, SAATHI, and Plan; and, NVBDCP and Caritas (IHAA is a GMS partner and has already setup and is implementing its PR management dashboard). The second GMS team has been tasked to work with the three PRs managing TB grants CTD, IUATLD and World Vision India (WVI) as well as to develop the CCM Summary incorporating data from all dashboards (including data from the IHAA dashboard).

### List of key activities conducted by GMS team in Week 1:

- Introduced the PR Management Dashboard to the PRs through full-day work sessions with each PR
- Mapped with the PRs the flow of financial, programmatic, and health commodities
- Conducted a rapid assessment of each PR's IT readiness
- Conducted individual one-day training sessions to support the PRs with identifying their dashboard managers (or focal points) and began coaching them on dashboard installation, configuration, and generation (training completed by the end of week 1)

## WORKSHOP

### Orientation to PR Management Dashboards for India PRs and SRs, January 23-25, 2017

During week 2 the India CCM organized a joint (HIV, malaria and TB) three-day dashboard configuration and indicator selection workshop. The workshop, facilitated by GMS, was held at the National Institute for Tuberculosis and Respiratory Diseases in New Delhi and was attended by 154 PR and SR participants from around the country.

**Objective:** The workshop objective was to orient the PR and SR representatives to the dashboard, make decisions on the content for their dashboards, and train them in configuration and data entry. The workshop was facilitated by the GMS team (eight team members supported by one India CCM staff member).

**Methodology:** The overall approach was participatory, with knowledge transfer sessions complemented with hands-on training in dashboard configuration and data entry. For the purpose of work sessions, the participants were divided by their disease group, and within each disease group, by their PRs. Each group's work was facilitated by a finance, management and configuration expert, an M&E expert and a HPM expert. The workshop agenda is attached.

At the workshop, GMS facilitators accomplished the following:

- Supported the PRs to select key indicators and configure the dashboard application and templates
- Trained the PRs' and SRs' staff to carry out data entry
- Begun work with the PRs to identify data sources and collection, and to start the process of historical data entry by PRs and SRs

**Output:** By the end of the workshop, each PR had generated a first draft dashboard (at varying degrees of completion) and presented it at the plenary closing session. The India CCM focal point, Dr. Sachdeva, expressed satisfaction at the progress thus far and urged all PRs and SRs to carry this initiative forward.

**Result:** The three-day workshop was an opportunity for the PRs to further engage with their SRs and clarify grant implementation, indicator definition, and Global Fund reporting requirements. The GMS team also observed a prompt uptake and appreciation of the purpose of the dashboard, by both PRs and SRs, as a management tool as well as a reporting tool.

Throughout trip 1, the GMS team used a participatory approach and actively mobilized and involved the CCM secretariat, the PRs, and SRs' staff. The GMS team observed a high degree of engagement from senior managers, key technical staff at the PRs and the CCM secretariat. All were fully engaged in discussions, in work sessions (configuration of the tool) and committed throughout the trip. The three-day workshop was held as planned thanks to all the preparatory work done by the CCM secretariat.

**Next Steps:** The PRs committed to complete the following key next steps before GMS teams' trip 2:

- Fine-tune and/or get final approval of senior management on dashboard content

- Finalize data collection up to quarter 4, 2016 (PRs and SRs)
- Conduct data-quality control and finalize data entry
- Generate first complete PR Management Dashboards and share them with GMS (latest by March 10, 2017)
- Identify data sources for all indicators selected on the dashboard for the future development of a customized user’s guide for each grant

During the interim period between trips 1 and 2, the GMS team will continue to monitor implementation of the PRs’ next steps and provide remote support as agreed with the PRs (such as address any potential IT or technical issue and support the data-quality monitoring and validation process).

March 20, 2017, is the proposed start date for trip 2 under this assignment. Dates will be finalized so that the TB/CCM team will start a few days after the HIV/malaria team; the TB/CCM team will use the generated HIV and malaria dashboards to generate the CCM Summary.

## NEXT STEPS

<p><b>1. Next Steps: To Be Carried Out by GMS</b></p>	<ul style="list-style-type: none"> <li>• assist (if/when needed) with any technical/IT issue</li> <li>• assist the PRs in identifying data sources, defining data-collection processes and time lines, and setting clear definitions for indicators to be used for the development of grant-specific user’s guide (to be completed by the end of trip 2)</li> <li>• support (remotely) data-quality monitoring and validation process</li> <li>• monitor and/or assist in the generation of complete dashboards by the PRs (up to quarter 4, 2016 - period 5)</li> <li>• develop and share with the CCM and the PRs a draft agenda for trip 2</li> </ul>
<p><b>2. Next Steps: To Be Carried Out by the CCM and PRs</b></p>	<p><b>For PRs</b></p> <ul style="list-style-type: none"> <li>• finalize configuration of PR Management Dashboards and receive formal approval from senior management</li> <li>• complete data collection up to quarter 4, 2016 – period 5</li> <li>• conduct data-quality control of data sheets received from the SRs, and data entry into the data master file</li> <li>• generate complete dashboards (up to period 5) by the end of February 2017</li> <li>• identify data sources for indicators selected on the dashboard for later development of grant specific user’s guide</li> </ul> <p><b>For CCM</b></p> <ul style="list-style-type: none"> <li>• confirm dates for trip 2</li> </ul>

## ANNEX 1: WORKSHOP AGENDA

	Day/Time	ACTIVITY/OBJECTIVE	APPROACH	
<b>Day 1 / Monday 23 January 2017</b>				
	<b>9:00 – 9:30</b>	Welcome and registration of participants		
	<b>9:30 – 10:00</b>	Opening	Plenary	Chair
	<b>10:00 – 10:20</b>	Workshop objectives	Plenary <b>PPT presentation</b>	CCM Sec
	<b>10:20 – 10:50</b>	<u>Introduction to the PR Management Dashboard</u> (What, why and how?)	Plenary <b>PPT presentation</b>	GMS team leader
	<b>10:50 – 11:00</b>	Presentation of agenda, logistics	Plenary	CCM Sec/GMS
	<b>11:00 – 11:30</b>	<b>Coffee/tea Break</b>		
	<b>11:30 – 12:15</b>	<u>Presentation of grants by PRs:</u> <ul style="list-style-type: none"> <li>- <u>Overview</u></li> <li>- <u>Implementation arrangements</u></li> <li>- <u>Program highlights</u></li> <li>- <u>Management successes and challenges</u></li> </ul>	PR groups <b>PPT presentation</b>	PR focal persons/managers
	<b>12:15 – 12:30</b>	<u>Presentation of the PR Management Dashboard</u> (using a fictitious dashboard): <ul style="list-style-type: none"> <li>- Programmatic indicators</li> <li>- Financial and management indicators</li> <li>- HPM (PSM) indicators</li> </ul>	Group Work <b>PPT presentation</b>  <b>Fictitia dashboard</b>	GMS team
	<b>12:30 – 13:00</b>	<u>Group discussion by technical area</u> <ul style="list-style-type: none"> <li>- Understanding the indicators</li> <li>- Reviewing the configuration of indicators</li> </ul>	Group by Technical Area  <b>Excel Data file and/or PPT presentation</b>	
	<b>13:00 – 14:00</b>	<b>Lunch</b>		

	<b>14:00 – 15:00</b>	<u>Group discussion by technical area - continued</u> <ul style="list-style-type: none"> <li>- Understanding the indicators</li> <li>- Reviewing the configuration of indicators</li> </ul>	Group by Technical Area	
	<b>15:00 – 16:00</b>	<u>Review and validation of indicators proposed by the PRs</u> <ul style="list-style-type: none"> <li>- Sub-reporting levels (finance, programmatic)</li> <li>- Programmatic indicators</li> <li>- List of commodities / security stock levels</li> <li>- Financial and programmatic thresholds</li> </ul>	Group work  <b>PPT Presentations</b>	PRs (with co-facilitation by GMS)
	<b>16:00 – 16:15</b>	<b>Coffee/tea break</b>		
	<b>16:15 – 17:30</b>	<u>Review and validation of indicators proposed by the PRs (wrap-up / pre-validation)</u> <ul style="list-style-type: none"> <li>- Sub-reporting levels (finance, programmatic)</li> <li>- Programmatic indicators</li> <li>- List of commodities / security stock levels</li> <li>- Financial and programmatic thresholds</li> </ul>	Group work:  <b>PPT Presentations</b>	PRs (with co-facilitation by GMS)
<b>Day 2 / Tuesday 24 January 2017</b>				
	<b>9:30 – 10:00</b>	<u>Opening of day 2:</u> <ul style="list-style-type: none"> <li>- Recap of day 1</li> <li>- Questions/Discussions</li> <li>- Review of Agenda and Logistics of Day 2</li> </ul>	PR groups	
	<b>10:00 – 10:15</b>	<u>Presentation of the PR Management Dashboard configuration process</u> <ul style="list-style-type: none"> <li>- Presentation of process</li> <li>- Demonstration of the configured Master file</li> </ul> <u>HPM/PSM Parallel session for indicator discussion</u> <ul style="list-style-type: none"> <li>- List of commodities, safety stock and explanation of indicators</li> </ul>	PR Group <b>PPT presentation</b> <b>Excel Master File</b>	To be determined (focal persons if trained during week 1 and/or GMS)
	<b>10:15 – 11:00</b>	<u>Configuration of the dashboard Master file</u> <ul style="list-style-type: none"> <li>- Revision of the configuration exercise based on latest configuration decisions</li> </ul>	Group Work <b>Excel Master File</b>	
	<b>11:00 – 11:15</b>	<b>Coffee/tea break</b>		



	<b>11:15 – 12:00</b>	<u>Configuration of the dashboard Master file - continued</u> <ul style="list-style-type: none"> <li>- Revision of the configuration exercise based on latest configuration decisions</li> </ul>	Group Work <b>Excel Master File</b>	
	<b>12:00 – 13:00</b>	<u>Data entry on the PR dashboard Master file</u> <ul style="list-style-type: none"> <li>- Data entry by the PRs and the SRs</li> <li>- Sending of SRs' data to the PRs</li> <li>- Validation of SRs' captured data</li> </ul>	Group work <b>SR and PR data sheets and data</b>	PRs (focal persons) with support from GMS
	<b>13:00 - 14:00</b>	<b>Lunch</b>		
	<b>14:00 – 15:00</b>	<u>Data entry on the dashboard Master file - continued</u> <ul style="list-style-type: none"> <li>- Data entry by the PRs and the SRs</li> <li>- Sending of SRs' data to the PRs</li> <li>- Validation of SRs' captured data</li> </ul>	Group work <b>SR and PR data sheets and data</b>	PRs (focal persons) with support from GMS
	<b>15:00 – 16:00</b>	<u>Generation of the PR Management Dashboards</u> <ul style="list-style-type: none"> <li>- Import validated SRs files</li> <li>- Generate the Feed file</li> <li>- Import dashboard Feed file to the SAP software</li> </ul> + <u>Discussions on the dashboard generation process: challenges/difficulties met, lessons learned</u>	Group work <b>PR Management Dashboard files</b>	PRs (focal persons) with support from GMS
	<b>16:00 – 16:15</b>	<b>Coffee/tea break</b>		
	<b>16:15 – 17:15</b>	<u>Practical suggestions/tips for the dashboard generation process and for its presentation and review to the following entities:</u> <ul style="list-style-type: none"> <li>- Dashboard technical team</li> <li>- Senior management</li> <li>- SRs/entities</li> <li>- CCM oversight committee(s)</li> </ul> <u>Reporting cycle and timelines</u>	Plenary <b>Oral presentation</b>	GMS team

	<b>17:15 – 17:30</b>	<u>Regional and/or SRs focal persons</u> <ul style="list-style-type: none"> <li>- Criteria, TORs</li> <li>- List of focal persons</li> </ul>	Plenary Discussion and finalization of lists	GMS team
<b>Day 3 / Wednesday 25 January 2017</b>				
	<b>9:30 – 10:00</b>	<u>Opening of Day 3:</u> <ul style="list-style-type: none"> <li>- Recap of the two first days</li> <li>- Questions/discussions</li> <li>- Final validation of indicators/reporting entities/etc.</li> </ul>	Group work	PRs (focal persons) with support from GMS
	<b>10:00 – 11:00</b>	<u>Reporting cycle and timelines</u> ± <u>Roles and responsibilities</u> <u>Organizing the dashboard files</u> <ul style="list-style-type: none"> <li>- Version management, file structure, archiving, backup</li> </ul>	Group work Blue tac, colour paper, post it, pens, etc.  <b>PPT Presentation</b>	GMS
	<b>11:00 – 11:15</b>	<b>Coffee/tea break</b>		
	<b>11:15– 12:45</b>	<u>Presentation and review of PR Management Dashboards produced by the PRs and the SRs</u> + <u>Discussions on the dashboard generation process: challenges/difficulties met, lessons learned</u>	Plenary <b>Oral/PPT presentation PR Dashboards</b>	PRs (focal persons) with support from GMS
	<b>12:45 – 13:15</b>	CCM Summary Next steps	Plenary <b>Oral/PPT presentation</b>	GMS Team leader CCM Sec
	<b>13:15 – 14:00</b>	Closing	Plenary	Chair

## ANNEX 2: WORKSHOP PARTICIPANTS

Title	Start Date	End Date	Number of participants	Number of Female Participants
Orientation to PR Management Dashboards for PRs and SRs	January 23, 2017	January 25, 2017	154	32

First Name	Last Name	Participant Role	Gender	Job Title	Institution
Umesh	Alawadi	Participant	Male	State Accountant	CTD
Keneingutuo	Albert	Participant	Male		NVBDCP
Md. Alam	Ansari	Participant	Male	Monitoring & Evaluation Coordinator	UPNP+
Mamta	Aswal	Participant	Female	Grants & Finance Manager	Caritas India
Dileep	Audichya	Participant	Male	Finance Coordinator	Plan International
ER	Babu	Participant	Male	Senior Programme Manager	Plan International
Sunil	Baisi	Participant	Male	MONITORING	Dadar
Poonam	Bakshi	Participant	Female	M& E OFFICER	CHANDIGRAH
Manish	Bamrotiya	Participant	Male	NC CST	NACO
Keshab	Barman	Participant	Male	Consultant PH	NVBDCP, Assam
Benu	Bhatia	Participant	Female		India CCM
P.C.	Bhatnagar	Participant	Male	Programme Manager	Voluntary Health Association Of India(VHAI)
Bhawna	Bisht	Participant	Female	Finance Manager	WVI
Kaushik	Biswas	Participant	Male	Senior Programme Manager: M&E	Plan International
Sheetal	Budania	Participant	Female	Technical Consultant	CTD
Sarabjit	Chadha	Participant	Male	Deputy Regional Director	The Union
Gautam	Chatterjee	Participant	Male	TO Finance	NACO
Avinash	Chaturvedi	Participant	Male	Budget & Finance Officer	CTD
Kiran	Chavan	Participant	Male	M&E Officer	PRAYAS
Sudhir	Chawla	Participant	Male	joint director	GUJARAT
Deepak	Chhatbar	Participant	Male	DA SACS	Dadra
Sishir	Dalal	Participant	Male	Monitoring & Evaluation Coordinator	HLFPPT - Odisha
Sangita	Das	Participant	Female	Senior Programme Manager: BCC	Plan International
Suryaprakash	Das	Participant	Male	M&E Officer	Saathii SU - Odisha
Amitabh	Das	Participant	Male	Regional Project Manager	Voluntary Health Association Of India
Prasanta Kumar	Das	Participant	Male	State-Pharmaceutical and Health Product	Lepra Society ,Odisha

First Name	Last Name	Participant Role	Gender	Job Title	Institution
				Management Officer	
Kishor	Das	Participant	Male	District Project Officer	Development Association of Nagaland (DAN)
Benudhar	Das	Participant	Male		NVBDCP
Joydeep	Datta	Participant	Male	Consultant IEC/BCC	NVBDCP, Tripura
Anut	Debbarma	Participant	Male	District Project Officer	Jana Unnayan Samiti, Tripura
Ranjan Jyoti	Deka	Participant	Male	M& E officer	ASSAM
Mrigen	Deka	Participant	Male	National Consultant (Training)	Dte. NVBDCP, Delhi
B. K.	Dhar	Participant	Male	State Accounts Officer, RNTCP	CTD
Lopamendra	Dutta	Participant	Female		NACO
Swagata	Gan	Participant	Female	Monitoring & Evaluation Coordinator	CINI- WB
Stephen	Gangmei	Participant	Male	Regional Project Manager	Caritas India
Neha	Garg	Participant	Female	TO CST	NACO
Pardeep	GB	Participant	Male		Saathii SR
Vaibhav	Ghule	Participant	Male	Sr. Technical Advisor	The Union
Shivangi	Goel	Participant	Female		CTD
Raj	Gonsalkorale	Facilitator	Male		GMS
Kunal S	Grover	Participant	Male		NVBDCP
Praveen	Gupta	Participant	Male	PO IT	NACO
Rakesh Kumar	Gupta	Participant	Male		NACO
Deepa	Gupta	Participant	Female	Finance Coordinator	Plan International
Shubendu	Gupta	Participant	Male	Monitoring & Evaluation Coordinator	CINI - JHK
Sandhya	Gupta	Participant	Female		India CCM
Hasibul	Haque	Facilitator	Male		GMS
Asha	Hedge	Participant	Female	NPO ICTC	NACO
Moyarzizam	Hossain	Participant	Male		Saathii SR
Asgar	Hussain	Participant	Male	PM	Saathii SU - Jharkhand
Gaurav	Jain	Participant	Male	Finance Coordinator	Plan International
Veerendra	Jain	Participant	Male	Monitoring & Evaluation Coordinator	MPNP+
D	Jayaraju	Participant	Male	Joint director	KARNATAKA
Renees	John	Participant	Male	District Project Officer	Itanagar Diocesan Empowerment Association
Mejo	Jose	Participant	Male	M & E Manager	WVI
Jayakumar	K	Participant	Male	PM	SVYM
Khanindra	Kalita	Participant	Male	Monitoring & Evaluation Coordinator	EHA- Assam

First Name	Last Name	Participant Role	Gender	Job Title	Institution
Bharati	Kalottee	Participant	Male	Grant Manager	CTD
Anaise	Kanimba	Observer	Female		GMS
Sher Singh	Kashyotia	Participant	Male	Deputy Director	Dte. NVBDCP, Delhi
Reneej	KB	Participant	Male	Monitoring & Evaluation Coordinator	Plan International
Neisakho	Kere	Participant	Male	Dy. Director	NVBDCP, Nagaland
Dinesh	Kesar	Participant	Male		NACO
Larry	Kharbamon	Participant	Male	Consultant M&E	NVBDCP, Meghalaya
Mukesh	Kumar	Participant	Male	Data manager	Haryana
Parveen	Kumar	Participant	Male	CST in-charge	DELHI
Saurabh	Kumar	Participant	Male	Procurement/PSM	NACO
Ashish	Kumar	Participant	Male	Procurement/PSM	NACO
Pradeep	Kumar	Participant	Male	PO M&E	NACO
S	Kumar	Participant	Male		NACO
Atul	Kumar	Participant	Male	Management Information System Officer	Caritas India
Sunil	Kumar	Participant	Male	Head- Grants Management	The Union
Gaurav	Kumar	Participant	Male	Programme Manager	MAMTA Health Institute for Mother and Child (MAMTA)
Ganesh	Kumar	Participant	Male	Programme Manager	Resource Group for Education & Advocacy for Community Health (REACH)
B. Ravi	Kumar	Participant	Male	Accounts Officer	CTD
Chaitanya	Kumbhar	Participant	Male	Assistant Director	Maharastra
Javeed	L	Participant	Male	APD CST	APSACS
Joseph	Lalhriatpuaia Sailo	Participant	Male	District Project Officer	Centre for Peace and Development (CPD)
David	Livingstone	Participant	Male	Knowledge Management Officer	WVI
Verity	Longleng	Participant	Male	Regional Project Manager	Caritas India
Tumge	Loyi	Participant	Male	Consultant PH	NVBDCP, Arunachal Pradesh
Manpreet	Maggo	Participant	Female	CST incharge	PUNJAB
Ratan Lal	Mali	Participant	Male	M&E Officer	Saathii SU - Rajasthan
Piyush	Malviya	Participant	Male	Programme Coordinator	HLFPPT
Rajan	Mani	Facilitator	Male		GMS
Neann	Mathai	Facilitator	Female		GMS
Jitendra	Mehta	Participant	Male	PM	Saathii SU - Gujarat

First Name	Last Name	Participant Role	Gender	Job Title	Institution
Kirti	Mishra	Participant	Female	Consultant M&E	NVBDCP, Orissa
Sunil Kumar	Mishra	Participant	Male	Project Manager	CTD
Rochana	Mitra	Participant	Female	Programme Director	Plan International
Priyamboda	Mohanty	Participant	Female	RPM	Saathii PR
Ng. Rameson	Monsang	Participant	Male	Project Coordinator	Dicoesan Social Service Society Imphal
Zoram	Muana	Participant	Male	Consultant M&E	NVBDCP, Mizoram
Lopa	Mudra	Participant	Female	CST in-charge	DELHI
Sugata	Mukhopadhyay	Participant	Male	Technical Advisor	WVI
Shampa	Nag	Participant	Female	Project Director	Caritas India
Arvind	Nagi	Participant	Male		CTD
Manish	Nair	Participant	Male	M&E Officer	Saathii SU - Kerala
Ajay	Negi	Participant	Male	national Consultant (IT)	Dte. NVBDCP, Delhi
Sushil	Nikam	Participant	Male	Asst. Director (CST)	MUMBAI
Deepti	Nirwal	Participant	Female	Monitoring & Evaluation Coordinator	Plan International
Aris J.	Nongkynrih	Participant	Male	Consultant finance	NVBDCP, Meghalaya
Charish	P Marak	Participant	Female	Project Coordinator	Bakdil
Susanta Kumar	Paikaray	Participant	Male	PSM Consultant	CTD
Pradeep	Paliwal	Participant	Male	Monitoring & Evaluation Coordinator	Pitamal Swasthya
Amol	Palkar	Participant	Male	M& E officer	MUMBAI
Sripriya	Pandurangan	Participant	Female	Senior Manager, M & E	The Union
Daisy	Panna	Participant	Female	Project Manager	Caritas India
Bharat	Paul	Participant	Male	Technical Manager	Caritas India
Marc	Pecchevis	Facilitator	Male		GMS
Jan	Pfieffer	Facilitator	Male		GMS
Mohan	Pradhan	Participant	Male	Joint Director-cum-SPO	NVBDCP, Orissa
Ajay	Prakash	Participant	Male	M&E Consultant	CTD
Shanmuganathan	R	Participant	Male	M&E Officer	Saathii SU – Tamil Nadu
Basanta	Rabha	Participant	Male	Programme Manager	Emmanuel Hospital Association (EHA)
Devesh	Rai	Participant	Male		CTD
Lakshmi	Ramakrishnan	Participant	Female	Director ( M&E)	Saathii PR
Sushma	Rani	Participant	Female	M&E division	Haryana
Visweswara	Rao	Participant	Male	Finance Director	Saathii PR
V.	Ravindra	Participant	Male		CTD

First Name	Last Name	Participant Role	Gender	Job Title	Institution
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Sanjeev	Reddy	Participant	Male	M&E Officer	Saathii SU - Maharashtra
Indira	RN	Participant	Female	Medical Officer	CTD
Maheshkumar	S	Participant	Male	RM&EM	Saathii PR
Devis	Saha	Participant	Male	National Consultant (PSCM)	Dte. NVBDCP, Delhi
Agit Kumar	Sahi	Participant	Male		NACO
Putul Ch.	Saikia	Participant	Male	Consultant M&E	NVBDCP, Assam
Blesson	Samuel	Participant	Male	M & E Manager	WVI
Nagalakshmi	Sankar	Participant	Female	National Consultant (Finance)	NVBDCP, Delhi
Kaushik	Sarkar	Participant	Male	National Consultant (M&E)	NVBDCP, Delhi
Manoj	Satpathy	Participant	Male	State Project Coordinator	Sambalpur Social Service Society (SSSS)
Bhavana	Sharma	Participant	Female	ME officer	PUNJAB
Surender Nath	Sharma	Participant	Male	Joint Director	NVBDCP, Delhi
Suman	Singh	Participant	Female	PO CST	NACO
Arindam	Singh	Participant	Male	Monitoring & Evaluation Coordinator	Plan International
Vikas	Singh	Participant	Male	Finance Coordinator	Plan International
L. Gojendra	Singh	Participant	Male	SPO	NVBDCP, Manipur
N. Gopakishore	Singh	Participant	Male	Consultant IEC/BCC	NVBDCP, Manipur
Vartika	Singhal	Participant	Female	National Consultant (Finance)	NVBDCP, Delhi
Prabodh	Siya	Participant	Male	Asst. Director (M&E),	ORRISSA
Ram Krishna	Soni	Participant	Male	joint director	RAJSTHAN
T Durga	Srinivas	Participant	Male	M& E OFFICER	Telegana
Shaleen	Srivatsava	Participant	Male	Technical Advisor (Grants)	The Union
J.	Subbanna	Participant	Male	Programme Manager	Catholic Health Association of India (CHAI)
Passang	Tamang	Participant	Male	AD/M&E/BSI/In-charge CST	SIKKIM
Deepak	Tamang	Participant	Male	IT - Officer	The Union
Koj	Tara	Participant	Male	Assistant M&E	Arunachal
Bulu	Terang	Participant	Male	District Project Officer	Jirsong Asong
Baskar	Thanikachalam	Participant	Male	Senior Programme Manager: Finance	Plan International
Zoram	Thara	Participant	Male	Consultant PH	NVBDCP, Mizoram
Abhilesh	Thomas	Participant	Male	Programme Manager	Catholic Bishops Conference of India (CBCI)
Paonam	Tilotamma	Participant	Female	M & E division	MANIPUR

<b>First Name</b>	<b>Last Name</b>	<b>Participant Role</b>	<b>Gender</b>	<b>Job Title</b>	<b>Institution</b>
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Ashok	V	Participant	Male	M&E Officer	Saathii SU - AP / TS
Manoj	Vashishta	Participant	Male	Pharmaceutical and Health Product Management Officer	Caritas India
Vikrant	Verma	Participant	Male		NACO
Shekhar	Waikar	Participant	Male	Programme Manager	Population Services International (PSI)
Dechen	Wangmo	Facilitator	Female		GMS
Saba	Waseem	Facilitator	Female		GMS
Ladaphira	Wriah	Participant	Female	AD CST	MEGHALAYA
Alok	Yirang	Participant	Male	SPO	NVBDCP, Arunachal Pradesh