

N.K. SUNDARAM, HR CONSULTANT | SOFT SKILL TRAINER | HR TRAINER (INDIA & OVERSEAS)

LIST OF SOFT SKILL TRAINING | HR CONSULTANCY & TRAINING ASSIGNMENTS

COUNTRY	SEGMENT / CUSTOMER / LOCATION	TOPIC
<u>INTERNATIONAL</u>		
CONSTRUCTION / INFRASTRUCTURE		
MUSCAT	NAGARJUNA CONSTRUCTION CORPN INTERNATIONAL, MUSCAT, OMAN (Feb 19-22, 2015)	TWO-DAY BLENDED DEMO SESSION FOR TWO BATCHES OF SENIOR MANAGERS , ON COMPANY VISION, MISSION, VALUES, BRANDING, LEADERSHIP, TEAM WORKING, COMMUNICATION, ETC. FOR BOTH THE BATCHES PARTICIPANTS WERE INVOLVED IN INDOOR GAMES
SAUDI ARABIA	LARSEN & TOUBRO LTD, CONSTRUCTION DIVISION, RIYADH, SAUDI ARABIA (APRIL 2016)	TWO-DAY TRAINING ON PRESENTATION SKILLS, AND ONE-DAY TRAINING ON PROBLEM-SOLVING & DECISION-MAKING
MANUFACTURING		
DUBAI	GULF EXTRUSIONS, DUBAI (September, 2015)	TWO-DAY TRAINING ON TECHNICAL REPORT WRITING FOR SENIOR MANAGERS / BUSINESS HEADS
LOGISTICS		
QATAR	AERO FREIGHT LTD, DOHA, QATAR (OCTOBER 2017 AND JANUARY 2018)	FIRST TRIP IN OCT 2017 FOR PRELIMINARY HR AUDIT COVERING ENTIRE OPERATIONS FOR EIGHT DAYS SECOND TRIP IN JAN 2018 FOR COMPLETE HR AUDITING PLUS BUSINESS STRATEGY PLUS TEAM GAMES & ACTIVITIES
PETROCHEMICALS		
SAUDI ARABIA	ADVANCE PETROCHEMICALS, AL JUBAIL, SAUDI ARABIA, APRIL 2018	LEADERSHIP TRAINING FOR TWO BATCHES OF EXECUTIVES OF TWO DAYS EACH, EXCLUSIVELY FOR SAUDI EXECUTIVES
QATAR	QATAR PETROCHEMICALS, DOHA – SEP 2019	HOW TO WRITE EFFECTIVE POLICIES AND PROCEDURES AT HILTON DOHA.
PERFUMERY		
DUBAI	SHAIKH MOHD SAEED PERFUMES, DUBAI, SEPTEMBER, 2018 & NOVEMBER 2018 FEBRUARY 2020	ORGANISATIONAL RESTRUCTURING, KRA AND KPI IDENTIFICATION ETC. NEW STRUCTURE WAS LAUNCHED IN A GET-TOGETHER IN A DUBAI HOTEL. I ALSO CONDUCTED GAMES FOR FACTORY AND WAREHOUSE WORKERS. SOFT SKILL TRAINING, EXCEL TRAINING, MARKETING STRATEGIES, SALES TECHNIQUES, MYSTERY SHOPPING ETC.

INDIA

TEMPLE / SPIRITUAL

ISKCON TEMPLE, BANGALORE

SEVEN BATCHES OF TRAINING ON CUSTOMER SERVICE FOR COUNTER STAFF THROUGH HINDI AND ONE BATCH OF TRAINING ON BEHAVIOURAL SKILLS FOR SECURITY STAFF PRODUCTION & DISTRIBUTION STAFF, HEALTH AND HYGIENE, SAFETY ETC THROUGH HINDI.

AERO-SPACE

SONOVISION, BANGALORE

BUSINESS COMMUNICATION SKILLS

HEALTH CARE

DR REDDY'S HEALTH EDUCATION FOUNDATION, HYDERABAD – DOCTORS, NURSES, PHARMACISTS, LAB ASSISTANTS, INSURANCE CLERKS, ETC

MEDICAL ASSISTANTS OF CLINICS IN GULBARGA, BIJAPUR, BAGALKOT DISTRICTS ON LISTENING SKILLS, EMPATHY FOR PATIENTS, GROOMING, TELEPHONE SKILLS ETC. THROUGH KANNADA –TWO BATCHES

EXCEL CARE HOSPITAL, BANGALORE – FOUR BATCHES OF ABHILASHA TRAINING FOR NURSES AND OTHER NON-MEDICAL STAFF – TWO BATCHES DURING AUGUST, SEPTEMBER OCTOBER & NOVEMBER 2018

SAKRA WORLD HOSPITAL, BANGALORE – ABHILASHA TRAINING FOR NURSES AND OTHER MEDICAL STAFF

ASTER CMI HOSPITAL, BANGALORE – TWO BATCHES OF NURSING ASISTANTS ONCOMMUNICATION, LISTENING, EMPATHY, COUNSELLING ETC.

MS RAMIAH HOSPITAL, BANGALORE – TWO BATCHES OF NURSING ASSISTANTS ON LISTENING, COUNSELLING, STRESS MANAGEMENT

ABHILASHA TRAINING FOR NURSES AT HUBLI FOR VIVEKANAND HOSPITAL, HGC CANCER HOSPITAL TWO BATCHES, RAMIAH HOSPITAL BANGALORE FOR NON-MEDICAL EMPLOYEES AND ALSO TWO BATCHES OF ABHILASHA AT SAME HOSPITAL

TRAINING FOR DOCTORS ON EMOTIONAL INTELLIGENCE & TRANSACTIONAL ANALYSIS AT GULBARGA, SALEM, BELGAUM, BANGALORE, HUBLI, AHMED NAGAR, TRICHY ETC.

SRI CHANDRA SEKHARA HOSPITAL, HOSUR, BANGALORE

FOUR BATCHES OF TRAINING ON PATIENT CARE, COMMUNICATION, LISTENING, EMPATHY ETC FOR ALL EMPLOYEES

PRINTING & PACKAGING

ACUPRINT, BANGALORE – OCTOBER 2018

SUPERVISORY SKILL TRAINING

STEEL PRODUCTSS K STEEL SUPER TMT, BANGALORE –
OCTOBER 2018 & DECEMBER 2018MOTIVATIONAL TRAINING FOR SALES PERSONNEL
LEADERSHIP SKILLS TRAINING FOR SALES MANAGERS**INFORMATION TECHNOLOGY / BPO**DATAMATICS IT VISTA SOLUTIONS,
BANGALORE (SIX BATCHES), PONDICHERRY
(SIX BATCHES), CHENNAI.COMMUNICATION SKILLS / BASIC ENGG GRAMMAR, POSITIVE
ATTITUDE, MOTIVATION, NEGOTIATION, CUSTOMER
ORIENTATION, LEADERSHIP, GOAL SETTING ETC.

TRANSIT MPOWER LABS, BANGALORE

COMMUNICATION SKILLS / EMAIL & TEL ETIQUETTE

DATAMATICS GLOBAL SERVICES, PONDY

LEADERSHIP SKILLS

CLOCKWORK SOLUTIONS, BANGALORE

CUSTOMER SERVICE EXCELLENCE / COMMUNICATION SKILLS

CISCO, BANGALORE

ADVANCED COMMUNICATION & PRESENTATION SKILLS for
senior personnel**BANKING / INSURANCE / NBFC**

PIERIAN FINANCIAL SERVICES, SHIMOGA

TRAINING ON BUSINESS COMMUNICATION FOR ONE BATCH
AND ON TEAM BUILDING FOR ANOTHER BATCH

ORIENTAL INSURANCE COMPANY, CHENNAI

MOTIVATIONAL TRAINING PROGRAMME FOR OFFICERS –
BATCH 1.

MUTHOOT FINCORP, BANGALORE

LEADERSHIP SKILLS FOR WOULD—BE MANAGERS OF VARIOUS
BRANCHES IN AND AROUND BANGALORE

ORIENTAL INSURANCE, BANGALORE

GOAL SETTING & TIME MANAGEMENT FOR AGENTS OF DGM
CLUB, BANGALORESIB STC (SOUTH INDIAN BANKS STAFF
TRAINING COLLEGE, BANGALORE) -
ORIENTAL BANK OF COMMERCE – NOV 2017SESSIONS ON TIME MANAGEMENT, TEAM WORKING,
COMMUNICATION SKILLS, PEERPERSONALITY DEVELOPMENT,
LEADERSHIP, FORMING TO PERFORMING, INTER-PERSONAL
SKILLS, ETC.CANARA BANK, ERNAKULAM CIRCLE,
KERALA Dec 2015JAGRAN – SOFT SKILL TRAINING FOR OFFICERS– FOR 3
BATCHES OF AROUND 25-30 EMPLOYEES EACH FOR TWO DAYS
PER BATCH, ON 8 DIFFERENT SOFT SKILL TOPICS.HDFC BANK, STAFF TRAINING COLLEGE,
HYDERABAD, (TWO BATCHES), BANGALORE
ONE BATCHBANKING ON BMS – TWO-AND-A-HALF DAY TRAINING ON SOFT
SKILLS FOR NEWLY PROMOTED BRANCH MANAGERS OF HDFC
BANK FROM ANDHRA PRADESH, TELANGANA AND TAMIL NADU
(42 PARTICIPANTS)HDFC BANK, Circle Office, Vijayawada March
2017CREATIVE PROBLEM SOLVING SKILLS for Executives of HDFC
BANK, AP**E-COMMERCE**

BHIMART & GEM VENTURE, BANGALORE

BASIC SELLING TECHNIQUES AND SKILLS FOR NEW SALES
TEAM

MANDEE, B2B PORTAL

LEADERSHIP TRAINING AT CHENNAI AND SALEM FOR NEW
ROLES IN MANDEE BUSINESS**CONSTRUCTION**

SHOBHA DEVELOPERS, SOUTH INDIA

SUPERVISORY DEVELOPMENT (IN HINDI)

DOKA INDIA (MNC), NAVI MUMBAI

PERSONAL EFFECTIVENESS & COMMUNICATION SKILLS, TEAM
BUILDING, SMART WORKING, BUSINESS COMMUNICATION ETC

(FOUR BATCHES)

PRESENTATION SKILLS

INTER-PERSONAL SKILLS & TEAM WORKING

L&T- ECC AT MYSORE

PROBLEM SOLVING & DECISION-MAKING

	VASWANI GROUP	THREE BATCHES OF TRAINING ON BUSINESS COMMUNICATION, LEADERSHIP, PERSONAL EFFECTIVENESS
	GMR CONSTRUCTION, SURYAPET, AP	COMMUNICATION AND PRESENTATION SKILLS FOR ACCOUNTS PERSONNEL
	SKY GROUP, BANGALORE	BUSINESS ETIQUETTES & TEAM BUILDING
AUTOMOTIVE COMPONENT (DESIGN)		
	SMART ENOVATIONS, BANGALORE	ONE DAY TRAINING ON BUSINESS COMMUNICATION
	SMART ENOVATIONS, BANGALORE	ONE DAY TRAINING ON PRESENTATION SKILLS
	SMART ENOVATIONS, CHENNAI	THREE-DAY TRAINING ON BUSINESS COMMUNICATION, PRESENTATION SKILLS AND TEAM WORKING
	MOLEX BUSINESS SERVICES, BANGALORE	LEADERSHIP SKILLS
ENGINEERING (MANUFACTURING)		
	SUEZ WATER ENGINEERING WORKS, HARIDWAR (Nov 2019 & Feb 2020)	TRAINING FOR TWO BATCHES ON PERSONAL EFFECTIVENESS
	FOWLER WESTRUP, MALUR, KOLAR DIST. (June 2019)	ONE-DAY TRAINING ON CUSTOMER SERVICE EXCELLENCE FOR SHOP-FLOOR EMPLOYEES
	WEIR MINERALS, BANGALORE – NOVEMBER AND JANUARY 2018	THREE BATCHES OF TRAINING ON SELF MANAGEMENT, TEAM MANAGEMENT, PRESENTATION SKILLS ETC
	WEIR MINERALS, BANGALORE – MAY 2018	ONE BATCH OF TRAINING ON SELF-MANAGEMENT
	BIESSE (ITALIAN JV), BANGALORE – THREE BATCHES	BUSINESS COMMUNICATION SKILLS FOR MANAGERS – BATCH 2
	TOYOTA ENGINES INDIA INDUSTRIES – AUG 2018	PLANNING FOR RETIREMENT FOR VERY SENIOR MANAGEMENT PERSONNEL – GMs, VPs
	DISA TECHNOLOGY, TUMKUR, KARNATAKA	BEHAVIOUR-BASED SAFETY TRAINING
	HITACHI TERMINAL SOLUTIONS – SEP 17	COMMUNICATION, DRAFTING & DOCUMENTATION
	STUMP SCHULE SOMAPPA SPRINGS, BLORE	CONFLICT MANAGEMENT
	MTAB ENGINEERS, CHENNAI	GROOMING / BUSINESS ETIQUETTES
	STUMP SCHUELE SOMAPPA SPRINGS, BLORE	MANAGERIAL EXCELLENCE
	BGR ENERGY, CHENNAI	BUSINESS ETIQUETTES FOR 190 GETs
	GAMESA WIND TURBINES, CHIKODI, KARNATAKA	TEAM BUILDING
	COMSTAR AUTO (MNC)	SUPERVISORY DEVELOPMENT
	MOTHERSON AUTOMOTIVE, BANGALORE	INTERNAL CUSTOMER SERVICE
	MOTHERSON AUTOMOTIVE, CHENNAI	BUSINESS COMMUNICATION
	JTEKT SONA AUTOMOTIVE, BIDADI, B'LORE	INDOOR TEAM-BUILDING TRAINING
	UNIVERSAL POWER TRANSFORMERS, B'LORE	BRANDING, CUSTOMER SERVICE – BATCH 1
	INDO-US MIM TECH LTD.	PROBLEM SOLVING TECHNIQUES
	UNIVERSAL POWER TRANSFORMERS, B'LORE	BRANDING , CUSTOMER SERVICE - BATCH 2
	FOWLER WESTRUP, BANGALORE	CUSTOMER SERVICE EXCELLENCE
	FOWLER WESTRUP, BANGALORE	PROJECT MANAGEMENT EXCELLENCE
	FOWLER WESTRUP, BANGALORE	LIFE ENHANCEMENT FOR SHOP FLOOR EMPLOYEES – BATCH I & II

	BHARAT EARTH MOVERS LTD, MYSORE (BEML)	ART & SCIENCE OF DECISION MAKING
	REGEN POWERTECH, TADA, AP (NINE BATCHES)	PERSONALITY DEV PROGRAMME (IN HINDI) 3RD BATCH (Nov 2015)
	ASHIRVAD PIPES, BANGALORE	TRAINING ON 'BRANDING, NETWORKING AND BUSINESS DEVELOPMENT' FOR SALES EMPLOYEES AT THREE LOCATIONS VIZ. CHENNAI, CHANDIGARH AND DELHI – MAY 2016
	SUNDRAM FASTENERS, HOSUR	OPERATOR DEVELOPMENT PROGRAMME
	BREMELS RUBBERS , BANGALORE	LEADERSHIP & TEAM-BUILDING TRAINING FOR SUPERVISORS – JUNE 2017
	MILACRON (MOULD MASTER), COIMBATORE	FIVE BATCHES OF TRAINING FOR SUPERVISORS AND ASSOCIATES ON CHANGE MANAGEMENT
JEWELLERY – MANUFACTURING – TITAN		
	TITAN JEWELLERY DIVISION, HOSUR	CONDUCTED TWO DAYS OF SOFT SKILL AND SHOP FLOOR MANAGEMENT TRAINING FOR SUPERVISORS OF VENDORS AND ALSO FOLLOWUP OF IMPLEMENTATION AT 8 VENDOR LOCATIONS
	TITAN JEWELLERY DIVISION, HOSUR	POST TRAINING REVIEW OF SIX VENDORS OF TANISHQ JEWELLERY.
AUTOMOBILE – MANUFACTURING / DESIGNING / SERVICE		
	TVS MOTOR COMPANY, HOSUR (FROM NOV 2016 THE PROJECT COVERED 32 BATCHES OF WORKMEN AND COMPLETED IN May 2018 COVERING NEARLY 1000 + OPERATORS)	TOWARDS PROGRESS – TRAINING FOR OPERATORS . AS OF MAY 2018, 32 BATCHES HAVE BEEN COVERED.
	TVS MOTOR COMPANY, HOSUR	PLANNING FOR RETIREMENT – 18 BATCHES OF TRAINING COMPLETED
	TVS MOTOR COMPANY, HOSUR	PLANNING FOR FUTURE – FOR EMPLOYEE SPOUSES – 4 BATCHES
	TVS MOTOR COMPANY, HOSUR	SECURITY OFFICERS TRAINING – MOTIVATION
	TVS MOTOR COMPANY, HOSUR	TEAM WORKING TRAINING FOR PLANT ENGINEERING TEAM – SIX BATCHES IN SEP, OCT, NOV 2017, FEBRUARY 2018 AT HOSUR & MYSORE
	TVS MOTOR COMPANY, HOSUR	TEAM WORKING TRAINING FOR DESIGN ENGINEERING TEAM – ONE BATCH DURING FEBRUARY 2018 AT HOSUR
	TVS MOTOR COMPANY, HOSUR	LEADERSHIP SKILLS FOR PLANT MANAGERS – FIRST BATCH JUL 2018
	TVS SERVICE STATIONS, MADURAI	CUSTOMER SERVICE EXCELLENCE
ENGINEERING (MARKETING / AFTER-SALES)		
	PRODUCT SUPPORT DEPARTMENT, CMB LARSEN & TOUBRO LIMITED (JULY 2018)	INTER-PERSONAL SKILLS & TEAM BUILDING
	CONSTRUCTION & MINING EQUIPMENT BUSINESS, LARSEN & TOUBRO LIMITED	TRANSACTION ANALYSIS & NEGOTIATION SKILLS (THEORETICAL APPRECIATION, TEAM BUILDING, CUSTOMER

		SERVICE, BUSINESS COMMUNICATION, SELF-EMPOWERMENT (FOUR BATCHES) TEAM WORKING, INTER-PERSONAL SKILLS.
	DOOSAN INFRACORE, BANGALORE	CUSTOMER SERVICE EXCELLENCE
TEXTILE INDUSTRY		
	KANNABIRAN FABRIKS, PERUNDURAI, TN	EFFECTIVE COMMUNICATION SKILLS
	MACHINE OPERATORS OF GARMENT INDUSTRY, BANGALORE	TRAIN THE TRAINER ON SOFT SKILLS
	WHITE PENCIL FOUNDATION, BANGALORE	TRAIN THE TRAINER ON SOFT SKILLS FOR MACHINE OPERATOR TRAINERS
	BKS TEXTILES, PALLADAM, TAMILNADU (TWO BATCHES)	4 BATCHES OF EMPLOYEES ON BEHAVIOURAL SKILLS, LEADERSHIP, TIME MANAGEMENT,
	PRECOT MERIDIAN, HASSAN(TWO BATCHES)	SUPERVISORY DEVELOPMENT PROGRAMME – FIRST BATCH JULY 2018
	PRECOT MERIDIAN, HASSAN	TWO BATCHES OF TRAINING AND ASSESSMENT OF SUPERVISORS – PERSONALITY DEVELOPMENT TRG
	PAGE INDUSTRIES (JOCKEY), BANGALORE	SUPERVISORY DEVELOPMENT PROGRAMME99
FOOD PROCESSING		
	EMAMI AGROTECH, NELLORE, AP	ART OF DELEGATION – TWO BATCHES WHICH INCLUDED UNIT HEAD, MARKETING HEAD ETC
CIGARETTE MANUFACTURE		
	CIGFIL INDUSTRIES	PERSONALITY DEVELOPMENT TRAINING
TRAVEL / ENTERTAINMENT		
	SESHHETA SCHOOL OF MANAGEMENT, KOCHI	INTERPERSONAL SKILLS & PERSONALITY DEVELOPMENT FOR CRUISE-SHIP CANDIDATES – TRG AND ASSESSMENT
	JAVA TOURS & HOSPITALITY, BANGALORE	SUPERVISORY SKILLS FOR 2 BATCHES
FACILITY MGMNT		
	KNIGHT FRANK, SOUTH INDIA, BANGALORE	SUPERVISORY DEVELOPMENT
AMUSEMENT PARK		
	WONDERLA, BANGALORE	PERSONALITY DEVELOPMENT PROGRAMME
PHARMACEUTICALS		
	ORCHID CHEMICALS, CHENNAI	WORK-LIFE BALANCE / STRESS MANAGEMENT
	JUBILANT GENERICS, NANJANGUD, MYSORE, KARNATAKA Mar 2017	TWO-DAY TRAINING ON SUPERVISORY SKILLS FOR EMPLOYEES INVOLVED IN R&D, MANUFACTURE,
	APT DENTAL, SALEM	MOTIVATIONAL PROGRAMME ON COMMUNICATION, GOALS AND TEAM WORK
RETAIL SALES		
	KENSTAR WATER PURIFIER	INSTORE PROMOTERS TRAINING ON SELLING SKILLS
	INTEX AQUA BRAND MOBILES	INSTORE PROMOTERS TRAINING ON SELLING SKILLS - AT BANGALORE (2 BATCHES), MYSORE, DAVANGERE, HUBLI AND GULBARGA, CHENNAI (TAMILNADU)
MEDICAL TRANSCRIPTION		
	C-BAY SYSTEMS, BANGALORE / MYSORE	CORPORATE / BUSINESS ETIQUETTES EMOTIONAL INTELLIGENCE

INTERIOR SOLUTIONS		
	TKS INTERIOR SOLUTIONS, BANGALORE	TEAM BUILDING, CO-ORDINATION FOR CARPENTERS- TWO BATCHES
NSDC /RASCI TRAINING		
	PKR ARTS & SCIENCE COLLEGE FOR WOMEN, GOBI, TN	RETAIL SALES & CRM – DOMESTIC – NON-VOICE – TRAIN THE TRAINER PROGRAMME
TRG SEMINAR (OPEN PROGRAMME)		
	FIRST PLANET, CHENNAI	5-DAY COMMUNICATION SKILL TRAINING FOR UNEMPLOYED IT GRADUATES – CALLED SATORI..
	GCM WORLDWIDE, SHAHDARA, DELHI	2 BATCHES OF NEGOTIATION SKILLS AT BANGALORE
	GCM WORLDWIDE, SHAHDARA, DELHI	FOUR PROGRAMMES ON INTERVIEWING SKILLS AND PERFORMANCE MANAGEMENT AT BANGALORE.
	GCM WORLDWIDE, SHAHDARA, DELHI	BASICS OF BUSINESS WRITING SKILLS
NON-SOFTSKILLS		
	TVS LOGISTICS AT THE SITE OF ASIA MOTOR WORKS, BHUJ, GUJARAT.	5-S – JAPANESE WAY OF HOUSEKPEEING (IN HINDI)
	SERVICE STATIONS OF LARSEN & TOUBRO – CONSTRUCTION & MINING EQUIPMENT BUSINESS AT NAGPUR and CHENNAI	5-S – JAPANESE WAY OF HOUSEKPEEING (IN HINDI in NAGPUR, IN TAMIL in CHENNAI)
	NOUVEAUX INDUSTRIES, KANGAYAM, TN.	TRAINING ON 5-S PLUS SAFETY, QUALITY MANAGEMENT AND SOFT SKILL TOPICS FOR ALL EMPLOYEES OVER SIX BATCHES.
HR RELATED TRAINING		
	EDUWORK CONSULTING – STUDENTS OF MSW-HR OF TUMKUR UNIVERSITY, KARNATAKA	40-HOUR TRAINING ON PRACTICAL ASPECTS OF HUMAN RESOURCES
	GCM WORLDWIDE, SHAHDARA, DELHI	FOUR PROGRAMMES ON INTERVIEWING SKILLS AND PERFORMANCE MANAGEMENT AT BANGALORE.
	LOKAN HRS, BANGALORE	OPEN SEMINAR ON HR TOPICS – RECRUITMENT, LEGAL COPLIANCE, TRAINING & DEVELOPMENT ETC.
	BHARATIYA VIDYA BHAVAN'S MP BIRLA INSTITUTE OF MANAGEMENT, BANGALORE	ONE DAY TRAINING ON RECRUITMENT SKILLS FOR MBA-HR STUDENTS
	BHARATIYA VIDYA BHAVAN'S MP BIRLA INSTITUTE OF MANAGEMENT, BANGALORE	PRESENTATION ON CORPORATE ETIQUETTE FOR FIRST YEAR MBA STUDENTS.
	RAMAIAH INSTITUTE OF TECHNOLOGY, DEPT OF MANAGEMENT STUDIES, BANGALORE	HR ANALYTICS & RECRUITMENT SKILLS AS PART OF MANAGEMENT DEVELOPMENT PROGRAMME.