

# Xavier Institute of Management Bhubaneswar



**Development Management Programme  
2009-2010**

	<b>Page No.</b>
● Development Management Programme Calendar (2009-2010)	2-3
● Disaster Risk Reduction	4
● TOT on Advanced, Organic, Natural and Eco-friendly Agriculture; Systems & Practices. A Joint programme of SARRA, Bangalore, HDF School of Management, Bhubaneswar & XIMB	5-6
● Methods and Techniques of Project Planning and Management	7
● A programme on continuous Quality Improvement Through Employee Participation	8
● Managing Change, Building Relations & Leading a High Performance Team; A Foundation Program for Development Organisations with HDF School of Management, Bhubaneswar	9-10
● High Impact Monitoring & Evaluation Through Winning Environment for Development Organisations	11-12
● Building Competence	13
● TOT on “Strengthening Civil Society Organizations; A step Forward in Decentralized Planning & Management” Joint programme of HDF School of Management, Bhubaneswar & XIMB	14-15
● Setting and Promoting Small, Medium and Micro Enterprises/Entrepreneurship and initiating Self Employment: A joint programme of HDF School of Management, Bhubaneswar & XIMB	16-17
● Information Technology (IT) & E-Governance; A Foundation Programme for Govt. Officers & Development Practitioners	18
● Management of Effective Food Quality for Sustainability of Food Processing Organizations & Industries. A joint Programme of APICOL, Bhubaneswar & XIMB	19
● Increasing Employability through IT Empowering; In collaboration with ISTD.	20-21
● Developing Effective Management Information Systems (MIS)	22
● Institutional Arrangement and Development of capacities at local levels under the common guidelines of GOI (2008).	23
● Application of Research Methodology in facilitating Development Action Programs; in collaboration with ISTD	24
● Development Challenges in the 21 <sup>st</sup> Century- A Trainers Programme in India. In collaboration with Commonwealth Asia Centre (proposed) & HDF School of Management, Bhubaneswar	25
● Management of Development Organisation	26
● “Sustainable Tribal Development; A Perspective programme in India” In collaboration with CARE	27-28
● Micro Planning & Resource Mobilization	29
● Public Private Partnership in Development Promotion. A joint programme of BASICS Group of Organizations (CTRAN) & XIMB	30-31
● Statistical Skills for Managers	32
● Enterprise Resource Planning(ERP) Systems: Technology Planning & Implementation	33
● National Rural Employment Guarantee Act (NREGA) Provisions, Execution and related issues	34
● TOT on RTI a follow up training for cadre building	35
● Formulation and Management of Cooperatives	36
● Training Of Trainers for Development Organizations: A Joint program of ISTD & XIMB	37-38
● Management of Development Induced Displacement, Resettlement & Rehabilitation. In collaboration with HDF School of Management, Bhubaneswar	39
● Role of partnership in development projects: strengthening social networks and alliances in rural development.	40
● Ethics and Quality in Healthcare	41
● Analysing and Developing Strategies for Livelihood Securities.	42
● Capacity Building in disaster Risk Reduction- Level-I for Rural Development Managers.	43
● Development Management Programmes at XIMB	44
● Nomination Form	

## Development Management Programme Calendar (2009-2010)

All the Programmes would be held at Bhubaneswar

Sl. No.	Programme	Days	Dates	Programme Coordinator
1	Disaster Risk Reduction	7 days	4-10 July, 2009	Prof. S. Peppin
2	TOT on Advanced, Organic, Natural and Eco-friendly Agriculture; Systems & Practices. A Joint programme of SARRA, Bangalore, HDF School of Management, Bhubaneswar & XIMB	5 days	20-24 July, 2009	Dr. Rohini Reddy, Mrs. Jageshwari Devi & Mr. L. D. Swain
3	Methods and Techniques of Project Planning and Management	3 days	29-31 July, 09	Mr. Bipin Das
4	A programme on continuous Quality Improvement Through Employee Participation	1 day	3 August, 2009	Prof. W. S. William
5	Managing Change, Building Relations & Leading a High Performance Team; A Foundation Program for Development Organisations with HDF School of Management, Bhubaneswar	3 days	10-12 August, 2009	Dr. G. N. Reddi, Mr. Nirmalendu Jyotishi & Mr. L. D. Swain
6	High Impact Monitoring & Evaluation Through Winning Environment for Development Organisations	5 days	20-24 August, 2009	Prof. Brajaraj Mohanty & Mr. George Kurean
7	Building Competence	2 days	7 & 8 September, 09	Prof. F. M. Sahoo
8	TOT on "Strengthening Civil Society Organizations; A step Forward in Decentralized Planning & Management" Joint programme of HDF School of Management, Bhubaneswar & XIMB	3 days	14-16 September, 2009	Dr. G. N. Reddi, Mr. Subrat Rout & Mr. Saroj Dash
9	Setting and Promoting Small, Medium and Micro Enterprises/ Entrepreneurship and initiating Self Employment: A joint programme of HDF School of Management, Bhubaneswar & XIMB	5 days	21-25 September, 2009	Mr. S. M. Roul & Mr. Pabitra Rath
10	Information Technology (IT) & E-Governance; A Foundation Programme for Govt. Officers & Development Practitioners	2 days	1 & 2 October, 2009	Prof. G.K. Nayak & Mr. P. K. Sahu
11	Management of Effective Food Quality for Sustainability of Food Processing Organizations & Industries. A joint Programme of APICOL, Bhubaneswar & XIMB	3 days	5 - 7 October, 2009	Dr. B. P. Mishra
12	Increasing Employability through IT Empowering; In collaboration with ISTD.	3 days	8 - 10 October, 2009	Prof. G. K. Nayak & Mr. P. K. Sahu
13	Developing Effective Management Information Systems (MIS)	5 days	19 - 23 October, 2009	Prof. G. K. Nayak & Mr. P. K. Sahu
14	Institutional Arrangement and Development of capacities at local levels under the common guidelines of GOI (2008).	3 days	27 - 29 October, 2009	Mr. Bipin Das
15	Application of Research Methodology in facilitating Development Action Programs; in collaboration with ISTD	3 days	2 - 4 November, 2009	Dr. G. N. Reddi & Mr. P. K. Sahu
16	Development Challenges in the 21 <sup>st</sup> Century- A Trainers Programme in India. In collaboration with Commonwealth Asia Centre (proposed) & HDF School of Management, Bhubaneswar	5 days	9 - 13 November, 2009	Dr. Bhagabanprakash, Mrs. Smita Mishra Panda & Mr. L. D. Swain

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Sl. No.	Programme	Days	Dates	Programme Coordinator
17	Management of Development Organisation	5 days	17 - 21 November, 2009	Prof. S. Peppin
18	“Sustainable Tribal Development; A Perspective programme in India” In collaboration with CARE	3 days	23 - 25 November, 2009	Mr. Basant Mohanty
19	Micro Planning & Resource Mobilization	3 days	26 - 28 November, 2009	Prof. S. S. Singh
20	Public Private Partnership in Development Promotion. A joint programme of BASICS Group of Organizations (CTRAN) & XIMB	2 days	1 & 2 December, 2009	Mr. Ashok Singha & Mr. L. D. Swain
21	Statistical Skills for Managers	2 days	7 & 8 December, 2009	Prof. G. K. Nayak
22	Enterprise Resource Planning(ERP) Systems: Technology Planning & Implementation	2 days	11 & 12 December, 2009	Prof. G. K. Nayak & Mr. P. K. Sahu
23	National Rural Employment Guarantee Act (NREGA) Provisions, Execution and related issues	3 days	17 - 19 December, 2009	Prof. S. S. Singh
24	TOT on RTI a follow up training for cadre building	3 days	22 - 24 December, 2009	Mr. Bipin Das
25	Formulation and Management of Cooperatives	3 days	21 - 23 January, 2010	Prof. S. S. Singh
26	Training Of Trainers for Development Organizations: A Joint program of ISTD & XIMB	3 days	15 - 17 January, 2010	Prof. Snigdha Pattnaik
27	Management of Development Induced Displacement, Resettlement & Rehabilitation. In collaboration with HDF School of Management, Bhubaneswar	4 days	27 - 30 January, 2010	Prof. Latha Ravindran
28	Role of partnership in development projects: strengthening social networks and alliances in rural development.	2 days	9 - 10, February, 2010	Mr. Bipin Das
29	Ethics and Quality in Healthcare	5 days	23 - 27 February, 2010	Prof. S. Peppin
30	Analysing and Developing Strategies for Livelihood Securities.	3 days	26 - 28 April, 2010	Mr. Bipin Das
31	Capacity Building in disaster Risk Reduction- Level-I for Rural Development Managers.	2 days	28 - 29 July, 2010	Mr. Bipin Das

# Disaster Risk Reduction

## Introduction

Disaster has many dimensions. If the natural disasters are said to be the result of growing climate changes, the man (human)made disasters such as communal conflict and violence arising out of structural and socio-economic disparity. The consequences of both disasters are such that we cannot address the one in exclusion to the other. Therefore, any attempt to build the capacity of those involved in disaster risk reduction must be seen in this perspective.

The current disaster scenario in India and other countries calls for preparedness at all levels and by various actors. Xavier Institute of Management, Bhubaneswar (XIMB), in collaboration with Concern Worldwide, a voluntary International organisation currently implementing both emergency and development programmes in 30 countries, had conducted a special 7 day training programme on Building Leadership for Disaster Risk Reduction from 27 January to 2<sup>nd</sup> February, 2009. This programme was attended by 26 senior and middle level managers working in various government and non-governmental organisations in India, Nepal and Bangladesh. The resource persons were drawn from NDMA, Government of India, , German Red Cross All India Disaster Management Institute, Ahmedabad, OSDMA, SPHERE India, Concern Worldwide, XIMB, Handicapped International and Catholic Charities, Kolkata. Therefore, this is a well designed and well tested programme. Based on this experience, the programme is designed.

## Objectives

At the end of the programmes, the participants will be able to:

- Building relevant perspectives on disaster risk reduction,
- Use different tools to assess Vulnerability, Risks and Capacity
- Design Preparedness Plans for Mitigating Disaster
- Understanding and Appreciate of Humanitarian Laws
- Gain understanding on working with/for Differently -Able people during disaster

## Expected participants

Those are involved and interested in DRR and working with Government, Civil society, Educational, Corporate and Donor organizations. One batch will consist of 25 participants working in India and other countries.

Field learning: Two days will be devoted for field-based learning and sharing

## Suggested Topics

- o Natural disasters in India and other Countries: An Over view
- o Climate Change and Conflict : Managing natural and human made disasters
- o Community Based Preparedness: Tools and Techniques
- o Disaster Response: Assessment and Recovery
- o Inter sectoral Coordination (Water and Sanitation, Housing and Healthcare etc)
- o Responding to Disasters: Humanitarianism in Disaster, Dealing with Differently -Able Groups in disaster and Sphere Standards
- o Preparation of Disaster Risk Reduction Plan and Inter Agency Coordination

### Programme Director

Prof. S. Peppin

### Duration

7 days : 4-10 July, 2009

### Venue

Bhubaneswar

# TOT on Advanced, Organic, Natural and Eco-friendly Agriculture; Systems & Practices. A Joint programme of SARRA Bangalore, HDF School of Management, Bhubaneswar & XIMB

## Program Introduction

Nearly a third of world's people -almost all of them poor-directly depend on what they can grow, gather or catch. While everyone on earth ultimately depends on its natural systems, the poor are particularly becoming the most vulnerable to those degraded systems.

In case of Agriculture, the sector is undergoing an irreparable loss through excess use of chemical fertilizer and pesticides imposed by the national governments through its green revolution technology highlighting mono-cropping patterns of agriculture without any bio- pest and bio-fertiliser use. The current rising costs of modern agriculture inputs for a farmer on chemical fertilizer and pesticides, no more makes break-even, but increases the trend of growing number of suicidal cases among advanced farmers. Soil and water degradation has impoverished human conditions. Perverse economic incentives have added further fuel to the fire of worries of farmers more. Chemical used food products have lost the place in Global market. Our much inherited ecology and bio-diversity has been endangered forcing people gradually lose their natural means of livelihoods and further contribute to the growing cause of Global Warming. Hence the natural call for natural and organic farming methods and technology find the place so paramount. The concept was practiced in most of the South Asian Countries earlier. However, Dr. Chohan from Korea for the first time propagated it some 40 years back which SARRA Bangalore is popularizing that in India through its micro-lab in Pullicherella near Tirupati. The Technology is "Low" budgeted Agriculture and mostly makes use of natural inputs to attract the microbes (*Indigenous Micro Organisms(IMOs) made using steamed rice, pulses, and Jaggery water to improve soil fertility. Fermented Plant juice forms an integral compound used in it. Instead of the pesticides, it highlights employing insect attractants etc. living within the first 15 feet below the earth's surface to become great friends of the SA farmers.*

## Objectives

- To enhance participants level of awareness, knowledge, and motivation for participation in the A-ONE initiatives.
- To help them develop practical knowledge and skills for promoting "A-ONE & Low Budgeted Agriculture".
- To facilitate and build participants attitudinal changes on the ill effects of GRT and BT technologies.
- To familiarize them on Dr. Chohan Hu's propagated Technology and other SA technologies, methods and techniques practiced across the Globe.
- To encourage them to consolidate and carve out appropriate action plans to follow up at back home situation.

## Coverage

- Global Natural Farming and Sustainable Agriculture concept; An overview.
- High-tech Agriculture vs Natural Farming methods.
- Why SA is not sustainable in India?
- Surprises to Environmental Dimensions in SA and Food Security in India.
- Promotion of indigenous micro Organisms (IMOs) in SA through "A-ONE.
- Low Budget Agriculture.
- Integrated Soil and Water Management.

- Integrated Pest Management and Biological control.
- Exploring indigenous knowledge base of traditional farming systems and potentials of new knowledge society.
- Application of SA technology by Landless families.
- Field Exposure to SA sites and farms.
- A Case Analysis of SAMBHAV-a successful SA Experiment & field exposure.
- SA Farmers and scientists points of view.
- Exposure to Biju Patnaik Open Air Jail (Ashram), Jamjhari.
- SA- An important Alternative to set Micro-enterprises; A SWOT Analysis.
- Navigating to future and Individual follow up action plan.

### Expected Participants

Managers/Officers/Executives/Practitioners involved and interested in SA Technology and GNF Methods and Techniques or who like to peruse the practice of the SA technology in the coming days irrespective of representing whether Govt., NGO, CBO, Panchayati Raj or Corporate houses.

### Methodology

The Approach to training will be out and out participatory. It will be full of highly interactive sessions, Games, practical and field exposure visits. However, there will be a few conceptual sessions coupled with case analysis and field exposure to some successful farm practices and demonstrations like the Orissa Open Air Jail. It will also include multi-media use with display of best practices across the country.

### Expected Outcomes

- Participants developed a critical understanding of SA and GNF Vrs GRT & BT Technology; methods and techniques.
- Participants did a hands-on-practice of the SA technology.
- They prepared appropriate action plan to follow up at back home situation.

#### Programme Directors

Dr. Rohini Reddy  
Mrs. Jageshwari Devi  
Mr. LD Swain

#### Duration

5 days: July 20-24, 2009

#### Venue

Bhubaneswar

# Methods and Technique of Project Planning and Management

## Introduction

Project planning and management is the key to ensuring success and sustainability of any intervention. Over the years, it has been observed across the globe that organizations have started to assign added weightage to preparing an in depth analysis of the problems in the field which is the basis for having a detailed analysis on project planning and management. It needs no mention to elaborate here that an intervention not only have to be designed properly but also needs to be tracked properly for long term implications in the operational area. Hence there is a need to design the need based, objectively guided methods and techniques which will be helpful not only in planning the activities but also in implementing the same effectively for the benefit of the community and the area as a whole. A complete logical & objectives based approach helps in developing a practical & workable plan document which can be successfully implemented.

## Objective

- To impart clarity on the needs and relevance on project conceptualization, planning and management;
- To equip the participants with the necessary skills, tools and knowledge on planning an intervention and implementing the project activity;
- To provide understanding and skills on how to monitor the project implementation and progress based on the objectives of the project.

## Contents

- Problem Analysis & Participants' analysis
- Objectives Analysis
- Alternatives analysis
- Project Planning Matrix (PPM)
- Plan of Operation (Plan OP)
- Monitoring, Evaluation and Adjustment.

## Methodology

Iterative process of learning supported by Presentations, Interactive Lectures, group work sessions, Case /Study-Finding Analysis and Plenary sessions presentations.

## Outcome

Persons involved in the programme will be able to develop basic understanding on project conceptualisation & planning, developing a plan of operation from PPM & handling M & E & A in a project set up.

### Programme Director

Mr. Bipin Das

### Duration

3 days: July 29-31, 2009

### Venue

Bhubaneswar



# A Program on “Continuous Quality Improvement Through Employee Participation”

## Introduction

While continuous Quality Improvement (CQI) has been an effective process for improving organizational functioning, its value can only be assured through a comprehensive and well-through-out implementation plan. First, the context needs to be set. Without proper attention to contextual factors, well intended changes often may not yield expected results and thus, that can not be adequately designed. Mismatch of expectations and perceptions of Employees (Workers & Managers) often create problem for smooth functioning. That needs a through assessment. Use of tested principles will enable the change agents to avoid reinventing the proverbial wheel. The Implementation principles in an organization will help evolve different steps in managing the transition to the new system and ways of helping to institutionalize the process as a part of organisation's culture. Planned change processes often work, if conceptualized and implemented properly. Therefore, through this program, it calls for Application of a Continuous Improvement Philosophy with Quality and model which needs to be customized by the development organizations, working for different social development purposes.

## Objectives

To orient the participants on the need & importance of workers involvement in work Process improvement; To sharpen the participant's creative ability and educate the individual on empowering team learning to suggest and implement improvements at work places which is intended to result in higher efficiency, job satisfaction and waste reduction in Organisations; To encourage them to prepare an action plan to follow up at back home situation.

## Coverage

Introduce Success culture in an organisation & sense of Organisational Purpose with Organisational communications; Maximise your Organisational potential with your Employees through Creative leadership & work place improvements; Concept of Quality & Total Quality Management (TQM); The concept of Continuous Quality Improvement; A Guide to Implementing Quality Systems; Tools for Problem Solving; Organisation for Continuous Improvement; Empowering the team to succeed & learning from the Best Practices; Agenda for Action & Presentation by Individual Participants

## Methodology

The Program is expected to follow a participatory approach. However, there will be a few conceptual sessions coupled with interactive learning & exercises. The Participants are likely to work in a group situation and use all the tools learnt during the program. The Participating groups will make presentations of the project assigned for improvements, before the program comes to an end.

## Expected Outcomes

The Participants developed a clear understanding on Employee Participation in Quality Improvement; the participants could integrate their learning and prepare an action plan for their respective organizations.

**Programme Director**

Dr. W.S. Williams

**Duration**

1 day: August 9, 2009

**Venue**

Bhubaneswar

# Managing Change, Building Relations & Leading a High Performance Team; A Foundation Program for Development Organisations

## Introduction

Teams drive organizational progress. Yet forming, building and leading high-performance teams has always been an up-hill task for many organisations. That is one of the most complex and crucial challenges faced by the current day leaders and most of the growing up organisations. *Creating and Leading High-Performing Teams* combines the best insights from research and various experiential learning. In order to effectively achieve organization goals, effective and successful teams are quite essential to your organization's progress. So, helping team leaders build on a team's strengths is the way that they can obtain their objectives and that can only be achieved with effective team building. A team is essentially an integral unit of an organization and it works toward organizational objectives and goals, rather than an aggregate of individuals working on independent goals. When you combine people into teams, the results can be highly unpredictable. Even teams with great people and great skills can achieve great results.

In the current days, many organizations are looking to for their employees to cooperate and produce expected results, instead of working independently. Hence team building has become paramount. In many cases, effective team building can be achieved through many different team building events. A successful team building event can dramatically affect one's organisation's productivity for years to come. Usually some of the most important qualities that an organization always looks forward to improve upon through team building relates to developing cohesiveness among group members, enhanced problem-solving, generation of ideas, visioning and improved morale etc. Team building leads to an organisation's better understanding of its specific problem and find the best alternative way to solve it. The experiences through this program are expected to change the way you create and lead your own high-performing teams. That will make you realize that effective team building can be achieved, along with all the benefits that come along on the way with it.

## Objectives

- To sensitise the participants to the concept of team diagnosis, managing change and building relations in the context of an organization and its changing dynamics.
- To encourage the participants to understand the need & importance of building effective teams in an organization who can work in cross-functional team settings and improve the way of their interaction &, communication.
- To build the skills of participants in relation to building, leading and managing teams produce great results and excel in every step of team performance.

## Coverage

- Team Concepts on understanding & managing change and teams in an organization.
- A Treasure hunt to overcome common hurdles (In-cohesiveness, difficult & dominating characters etc.
- Creating & leading high performance teams Vrs inter-personal competency.
- Team building-what it means to a member of the Organisation?
- Team Diagnosis around performance mile stones.
- Organisational Dynamics Vrs Team Dynamics - A humanistic model of Leadership style.
- Role derivation Vrs Role Rotation.
- Negotiating the hidden agenda and role of coaching, leading, making decisions & communicating.

- Cows Don't Give Milk, it has to be extracted drop by drop!
- Managing Time & Tasks Vrs Role Expectations.
- Getting along with people; Interpersonal perception; the Tran -theoretical model of team building (Scan the limitations & Weaknesses & Remedy the situation).
- Workplace success factor Vrs strategic performance measurement & management.
- Fostering Teams & Building skills vis-à-vis navigating in to different role models?

### Methodology

The training will follow a dozen of cross participatory-academic methods with a few conceptual sessions coupled with case study analysis, demonstration, practical team building exercises through sharing success cases and best practices.

### Expected Outcomes

- Participants developed critical understanding about managing change & building effective teams in organisations.
- They became effective leaders in team situations with clear vision & purpose & effectively manage organizational change & human relation.
- They became skillful & cross-functionally effective in varied teams and developed inter-personal competence.

### Expected Participants

Senior Officers and Managers from Government, Private & Corporate sector professionals and Development Organization persons including Panchayati Raj Representatives and such other interested Individuals from the community.

#### Programme Directors

Dr. G. N. Reddi, Mr. Nirmalendu Jyotishi & Mr. L. D. Swain

#### Duration

3 days: August 10-12, 2009

#### Venue

Bhubaneswar

# High Impact Monitoring & Evaluation Through Winning Environment for Development Organisations

## Introduction

The history of development work reveals that planning and implementation of development initiatives has often received greater attention than Participatory Monitoring and Evaluation (PM&E). The growing concern for PM&E by donors, government agencies, non-government organizations, CBOs, PRIs and other development organizations can be attributed to scarcity of funds than moving towards ensuring greater accountability and results at user ends even though there are an increasing concern at all levels with trends towards decentralization and devolution of power needing new forms of oversight. Moreover, PM&E activities emerged in response to these concerns, have often been focused on measurements, externally driven, oriented to the needs of the donors and policy-makers rather than addressing to the requirements of local stakeholders, emphasizing objectivity and the distance between evaluators and participants. It has often been interpreted for the purpose of making judgments rather than learning and empowerment. Hardly one could find the scope of the importance of Winning Environment that has a great bearing in PM & E. At the same time, there is a growing global appreciation and understanding of the value of participation as a critical element in development. Methods in participatory action research have evolved in support of participatory monitoring & Evaluation in most of the development activities. These methods include participatory action research (PAR), rapid rural appraisal (RRA), participatory rural appraisal (PRA), participatory learning and action (PLA), and farming systems research (FSR) and so on and so forth.

In view of this, the course is designed to broaden participants' understanding of PM&E as a support to program/ project management at different levels and as a tool for strengthening participatory M&E, enhancing local capacity, and increasing local people's confidence and control over development decisions and processes. The course is intended to examine PM&E concepts, approaches, methods, principles, tools and techniques, which have been tested and used in the work field. Drawing from a range of significant experiences, the course also tries to highlight the application and maintenance of PM&E system as a major outcome at organizational level.

## Objectives

- To provide the participants a facilitative learning environment conducive to a cooperative yet challenging self-assessment and shared discourse about conventional and participatory monitoring and evaluation (PM&E) concepts and practices.
- To help them to explore critical elements that supports the establishment and maintenance of PM&E within development organizations.
- To enable them to articulate a rationale for practical application of PM&E within the context of the paradigm shifts in development sector & within the context of their own winning organization environment, programs or projects.
- To encourage them to identify different ways & means to establish high impact PM & E and improve on their ongoing practices.

## Coverage

- Conceptual understanding of PM & E.
- Situational analysis an opportunity to review the global and organizational contexts within which PM&E implemented. This means a review of the concepts and processes of programs/projects management and conventional M&E that form the foundation of PM&E. It will look into global

development trends, issues and the experiences for participatory approaches to M & E with focus on Winning Environment.

- Designing and Facilitating the PM&E Process focuses on Impact Monitoring; the facilitative role of the development workers in the entire process and outlines the necessary attitudes, skills and tools to make PM&E possible.
- Reflections from the lessons learnt & the PM&E Tool Kit, Methods & Techniques to elicit stakeholders responses.
- The Does & Don'ts- the code of Ethics.
- The road Map to PM & E Checklist.
- The Reporting Frames & Formats for effective Monitoring & Evaluation.
- Strengthening Systems for PM&E describing elements that support the establishment, implementation and maintenance of PM&E in the context of development organizations & the key strategies that enable organizations to demystify, sustain, institutionalize and expand PM&E practices.
- Action planning participants reflect, consolidate, synthesize and apply their learning from the course through developing an appropriate action plan to be followed up at back home situation.

### Methodology

The training learning process will focus on both theoretical understanding and holding a few practice sessions. The program shall be covered in an interactive and experiential manner, and will include case analysis/discussion, field work, role plays, stimulating learning, facilitation, presentations, exercises and lecture sessions. It will include individual as well as group work sessions.

### Expected Outcomes

By the end of the course, participants will have:

- Articulated the rationale for the applications of PM&E within the context of the paradigm shifts in development sector.
- Identified various elements that constitute the application of PM&E;
- Reflected on the practical application of PM&E within the context of their own organization, programs and projects considering the impact and bearing of a larger Winning Environment and
- Enlisted the ways & means as how to improve on their current practices and make high impact monitoring and evaluation.

### Expected Participants

The course is basically intended for Managers, Planners, monitoring and evaluation officers, Program officers, Project managers, & officers facilitating Action Research, Trainers /Extension workers, Community Mobilisers & facilitators and advocacy workers representing Government, NGO, CBO, PRI & Corporate houses.

#### Programme Directors

Prof. Brajaraj Mohanty &  
Mr. George Kurean

#### Duration

5 days: August 20-24, 2009

#### Venue

Bhubaneswar

# Building Competence

## Introduction

Acquisition of skill and execution of skill are two distinct phenomena. An individual may have a wide variety of skills, yet these may not translate themselves into steady action (performing) patterns. The execution of performance requires a belief system. This belief system, known as self-efficacy, refers to a person's belief that he / she can competently execute a performance.

The suggested program is directed to help participants to build a robust self-efficacy (self-confidence).

## Objectives

- To help participants to understand the dynamics of individual passivity (helplessness)
- To assist individuals to acquire the skills of confidence building
- To impart necessary skill training for program execution

## Methodology

The training method would involve lectures and discussions. In addition, participants would be placed in situations of role playing and self-assessment. Developmental inputs would be provided with a view to bringing about expected outcomes.

## Expected Participants

NGO functionaries, social workers and Para - professionals

## Expected outcome

The exposure to the program is likely to induce the following benefits:

- Understanding one's own passivity
- Avoiding faulty explanatory styles
- Identifying and emulating appropriate role models
- Improved performance

### Programme Director

Prof. F.M. Sahoo

### Duration

2 days: Sept 7-8, 2009

Bhubaneswar

# TOT on “Strengthening Civil Society Organisations; A Step Forward in De-centralised Planning & Management” A Joint program of HDF School of Management, Bhubaneswar & XIMB

## Introduction

The Indian Constitution 73<sup>rd</sup> & 74<sup>th</sup> amendments, brought in to effect in April 1992. That envisaged a major reform of Governance in the country focusing on great changes needed in attitude; administrative, planning, financial, personnel systems, institutions and methods of working including moving for E-Governance. That gave a new lease of life to Panchayati Raj Institutions (**PRIs**) by creating the space for them with adequate responsibilities, powers & functions to enable them to function as the “**Institutions of self-government**”. More than 18 years have passed, as of now, & with surprise, a very little progress is reported. Certain pro-active state Governments have tried and moved further with some tangible results with power devolution to PRIs. The road is still ahead to reach the goal. To everyone's utter surprise, PRIs have not been able to acquire the status of a more capable & responsive people's bodies. Of course, several factors contributed to this such as the absence of regular elections, arbitrary & prolonged super-sessions, insufficient representation for weaker sections, inadequate power devolution, bureaucracy serving for patrician ends & lack of financial resources. More than this, PRIs in many places have become victims of the “Devolution trap” where they have been transferred with liabilities & head-aches than assets & revenues. Often the political & bureaucratic system felt reluctant to share the power with PRIs which they enjoyed over the years, since the country's independence.

Panchayats are not new and it existed in India as long as the country existed. They are the living proof of its age old heritage of Democracy & an inseparable part of its civilization. The origin & thoughts are deep rooted with its philosophy of “PANCH”, Biradari or village Panch Parameswar. That gave the bright picture of our first Civil Society Organisations (**CSOs**) as grassroots governance highlighting Participative development. CSOs no doubt, have come playing a very powerful, legitimate, influential & facilitating role. CSOs to their credit, tried to upkeep the much inherited values such as social freedom, cultural heritage, communication in the community, fight corruption & human rights, participation & peaceful co-existence; handling conflicts in a most desirable-consultative process, being accountable before the community, responding to emergencies & so on and so forth. Today with the changing time, it heads for a Wider Debate and may be one more revolution in relation to its best practices while being in its traditional garbs vrs the new roles facing different development challenges. The challenge before all of us are that can Gandhiji's “**Gram Swaraj**” be realized & can the **Palli Sabha & Gram Sabha** be empowered to play the effective roles as the most powerful village parliament and successful implementers of their own programs.

Training and development in this context, is visualized to enhance the knowledge, skills and abilities of the PRIs, and make them move to a new paradigm of thought & action; so the importance of such a TOT.

## Objectives

- To acquaint the participants with the changing concepts of CSOs & learn from its earlier best practices vis-à-vis the 73<sup>rd</sup> & 74<sup>th</sup> Constitutional amendments; focusing on a historical perspective.
- To provide them an update on “Devolution of Power & Decentralised Planning in India”.
- To strengthen CSOs like Palli Sabha & Gram Sabha empowered with adequate tool-kits, training & development to conduct effective micro level (decentralized) planning & make successful implementation, being accountable to its own community.
- To engage CSOs in new knowledge partnership, development of professionalism, new leadership & sustain local self-governance addressing community mandates & priorities.

## Coverage

- o CSO-its origin, concepts & current status; a historical perspective.
- o The 73<sup>rd</sup> & 74<sup>th</sup> Constitutional amendments in India & Devolution of Power to People.
- o CSO- A Wider Debate in relation to its values, roles & Guiding principles vrs the growth of new Technology like information revolution, leadership, e-governance, professionalism, participation & other aspects.
- o CSO Emerging as a most potential force for facilitating change-creating an Enabling Environment & partnering for sustainable development through Palli Sabha & Gram Sabha.
- o CSO Capacity Assessment, Capacity Building; A framework for Empowerment Building & Sustainability in Decentralised Planning- A step forward.
- o Information & knowledge management requirements at different levels of PRIs.
- o Dynamics of New Panchayati Raj System in India; E-Panchayat -Vrs- E-Governance.
- o Meeting the transformational Technology & its incorporation in work places.
- o Need of Strengthening the Institutional mechanism for CSOs to address the emerging Challenges & Beyond as effective partners in development.
- o Transfer of Learning to the Workplace- An Action Plan.

## Methodology

The training process will focus on both theoretical understanding and actual practice. The program shall be covered in an interactive and experiential manner, and will include case discussions, role plays, presentations, and lecture sessions. It will include individual as well as group work sessions and sharing best practices from the country.

## Expected Outcomes

- Participants will develop a critical understanding about the 73<sup>rd</sup> & 74<sup>th</sup> Constitutional amendments in India & its Devolution of Power to People vis-à-vis its problems & prospects.
- They will have clarity on the role of village parliament in decentralized planning & management of people mandated programs based on a scientific assessment & planning for the CSO member's capacity Building in view of several changes and Challenges facing the current society by using result oriented tool kits.
- They will build new knowledge partnership, development of professionalism, new leadership & sustain local self-governance addressing community mandates, issues & priorities and manage the new role more effectively.

## Expected Participants

The course would be useful for Government Officers in different Departments, Development Practitioners working with NGOs and CBOs, Panchayati Raj Representatives and Executives from Corporate houses in both Private and Public sectors, who are involved with or aiming at their involvement in future Decentralised Planning & Management.

### Programme Directors

Dr. GN Reddi, Mr. Saroj Dash &  
Mr. Subrat Rout

### Duration

3 days: September 14-16, 2009

### Venue

Bhubaneswar



# Setting and Promoting Small, Medium and Micro Enterprises / Entrepreneurship and Initiating Self Employment: A joint program of HDF School of Management, Bhubaneswar & XIMB

## Introduction

Worldwide, the *micro, small and Medium Enterprises (MSMEs)* have been widely acknowledged as the economic growth engine and promoting inclusive and equitable development. The MSMEs constitute over 90% of the total enterprises in most of the economies and are credited with generating the highest rates of employment growth and account for a major share of industrial production and exports. In India too, the MSMEs play a pivotal role in the overall industrial economy of the country. It is estimated that in terms of value, the sector accounts for about 39% of the manufacturing output and around 33% of the total export of the country. Further, in recent years the MSME sector has consistently registered higher growth rate compared to the overall industrial sector. The major advantage of the sector is its employment potential at low capital cost and all comprehensive boosts given to rural development. As per available statistics, this sector employs an estimated 31 million persons spread over 12.8 million enterprises and the labour intensity in the MSME sector is estimated to be almost 4 times higher than the large enterprises. With Micro Finance and Self Help Group promotion in a massive scale in India, the sector has further been witnessing widening of horizon and facing a large number of constraints and challenges at the same time. With such a radical paradigm shift, the need of the hour is to develop the managerial capability of the entrepreneurs and Enterprise promoters to sustain their efforts over a long period of time.

## Objectives

- To upgrade & update the technical and managerial skills of MSMEs/ managers running enterprises/ persons seeking to generate self-employment.
- To cross-fertilise their ideas to use different transformational technologies to address the product demand of a future society and take advantage of Globalization.
- To encourage the MSMEs develop a high quality information base and management system to facilitate their fast growing promotional services and partnership opportunities to achieve a multiplier effect.
- To carve out a realistic road map and action agenda with business strategy plan to follow up at back home situation both at individual or organizational level.

## Coverage

- Global Trends, scope and opportunities of MSMEs- An overview.
- Growing Micro Finance and other 21<sup>st</sup> Century Enterprises-shift to a new Paradigm.
- Sensing, introducing and setting Business Plan Enterprises -An Analysis.
- Formulation, planning and management of Business Plan Enterprises-Introduction of a Project cycle relating to MSMEs.
- Resourcing and Building and Managing Team and Finance; Inter-personal development and Motivation, Managing time.
- Managing Change and building leadership.
- Future product orientation, Market research and Market Management.
- Writing a Project plan.
- Setting An Effective MIS - Makes the Enterprise Grow.
- Developing alliances & partnerships with Global Networks; An Introduction to INSME

- E-Commerce.
- Carving out realistic road map for business strategy plan to follow up at back home situation.

### **Methodology**

The Approach to training will follow a dozen of cross participatory-academic methods. However, there will be a few conceptual sessions coupled with case study analysis, with interactive learning. It will also include multi-media use with display of best practices across the country and the Globe.

### **Expected Outcomes**

- Participants developed critical confidence and required techno-managerial skills in developing and managing their enterprises.
- Participants became more informed managers and strategised for developing appropriate future products including conducting marketing research and developing own project plans and building effective project teams.
- They could build INSME alliances and became a part of such Global networks.
- They prepared an appropriate Business plan to follow up at back home situation.

### **Expected Participants**

Project Leaders, Entrepreneurs, farm/non-farm Owners and Managers at Senior and middle level involved in setting or launching any micro, small or medium business enterprises/employment/Vocations irrespective of representing Govt., NGO, CBO, Panchayati Raj, Corporate houses or Individuals.

#### **Programme Directors**

Mr. S. M. Roul  
Mr. Pabitra Rath

#### **Duration**

5 days: September 21-25, 2009

#### **Venue**

Bhubaneswar

# Information Technology (IT) and E-Governance; A Foundation Program for Government Officers and Development Practitioners

## Introduction

E-Governance with the advent of Information Technology (IT) has emerged as the most powerful development tool of the current era. It basically stands for an “Electronic Government” or digital Government or an On-line Government; and to a large extent it is represented as a transformational Government. Quite often it gives an emphasis on excess use of Internet Technology, serving as the biggest platform for easy exchange of information and communication; even providing services and establishment of human relation across the world. With proper use of this, human being has tried to conquer many things in a short time never imagined before, saving enormous energy and resources without which it gets crippled. It encompasses a world class network to build around organizations of any type if people in Govt. and development sector empowered to use it.

## Objectives

- To educate and upgrade the technical and managerial skills of the participants to enable them to identify the scope for high impact IT applications in the government and other development sectors ensuring fast implementation and proper monitoring of development programs through its proper use and application.
- To encourage participants use such a transformational technology and achieve results in achieving transparency and restoring functioning of a real democracy.

## Coverage

IT & E- Governance; A conceptual understanding and overview; NIC and the Face of Global Changes mediating the urge to use a different Set of technology-mediated processes changing both the delivery of public services and the broader interactions between citizens and the new government; Changing Notions of Institutional Relationship, partnership and Mandates with national E-Governance efforts through Internet, intranet, GIS, Decision Support system and wide area networking; Democratic landscape changing the face of future Government through E-Governance and making a more reliable Public service Delivery against the current backdrop of weak Governance etc; The IT working Models of E-Governance and the Framework to create high socio-economic impact facilitating better planning, coordination and monitoring of Govt. Programs; Carving out realistic road map by Individuals for strategy plan and intervention to follow up.

## Methodology

The training will follow a dozen of cross participatory-academic methods with a few conceptual sessions coupled with case study analysis and multi-media use with display of certain best practices across the Globe.

## Expected Outcomes

- Participants developed a critical understanding of the use of IT in E-Governance.
- They became more IT empowered to successfully apply E-Governance in their Organisations and Departments.
- E-Governance used as an effective tool for Communication in Organisation's every walk of life..

## Expected Participants

Government Officers and Development Practitioners working with NGOs and CBOs including Panchayati Raj Representatives and such interested Individuals from Corporate houses and Private sector.

### Programme Directors

Prof. G. K. Nayak  
Mr. P. K. Sahu

### Duration

2 days: October 1-2, 2009

### Venue

Bhubaneswar

# Management of Effective Food Quality for Sustainability of Food Processing Organizations & Industries. A Joint Programme of APICOL, Bhubaneswar & XIMB

## Introduction

Food processing industries globally has emerged as a fast growing sector although all other industrial sectors are heavily affected by the global recession and economic melt down. The ever increasing population and the fixed or decreasing cropping area has made everybody alert about the best use of the natural resources. Sincere efforts have been made to sustainably use various natural resources for production of food items for the global village. High moisture content present in the perishable food produces lead to spoilage of about 47% produced food items. The total amount of food wasted in India can easily feed UK population for a year. The loss due to the improper handling, storage and processing can be reduced if managers-producers are properly educated in these segments. The food quality which is the pivotal point for success of such industries can only be attained through healthy thinking and practices. The concept of GAP, HACCP, Organic food, ISO 22000:2005 certification; will help the industries to produce quality food for all. The concept of logistic and optimization in food industry sector has to be well informed to the managers so that the national loss reduced and the long term success of food processing industries assured as well.

## Objectives

1. To introduce the participants about food production, storage, handling, food processing and quality concepts of food items.
2. To sensitize the participants to various insights of GAP, HACCP, ISO 22000:2005, packaging standard, and its benefit under WTO environment.
3. To enable them to use the knowledge society for betterment of their organization.
4. To provide them an exposure to use of PERT, CPM and logistics management for its competitive advantage through a proper MIS and high level productivity through follow up action plan.

## Coverage

GAP in food production and Food Production industries; Importance of Organic food and Food Certification in view of APEDA perspectives in India; PHM in food handling and storage; ISO certification procedures and methodology; Packaging and labeling of food products; Logistic management(MIS) in food processing industries; Highlights of PERT & CPM in implementing any food processing industry; Factory visits and case study presentations; Storage and handling of the perishable foods; Government incentives in food processing sector; Future Action Plan

## Methodology

Lecture, Exercises, Case studies and Factory visit etc.

## Expected Outcomes

1. Participants developed a critical understanding of food quality, management concepts like logistics management and its relevance in food processing industries.
2. Produced informed managers to critically design appropriate and effective MIS for their organizations and the Millennium development communities.

## Expected Participants

Senior and Middle level Managers/Officers/Executives involved in food processing areas including Development Sector Professionals representing Govt., Industrialists, NGO, CBO, Panchayati Raj Representatives and Corporate houses.

### Programme Director

Dr. B. P. Mishra

### Duration

3 days: October 5-7, 2009

### Venue

Bhubaneswar

# Increasing Employability through IT Empowering; in collaboration with ISTD

## Introduction

Technology has become the main driving force of modern world. It has altered many of our styles and changes in the professional front. Technology - even in small amounts- help develop nations and communities to overcome tradition to take leaps forward. Information Technology specially holds the key to the empowerment of all of us. The term "IT" encompasses the methods and techniques used in information handling and retrieval by automatic means. The means may be computers, telecommunications or office systems or any combination of these elements, so on and so forth. It to its credit has combined the discipline of science, technology, and engineering with the technology of management which immensely helps human beings in handling information, facilitating communication and made easy to manage such other critical and complex tasks. It uses computers and other electronic devices to access and process large quantities of data which aid in the storage, retrieval, communication, and management of information at any level. It includes both hardware and software.

Broadly IT includes all matters concerned with the furtherance of computer science and technology and with the advent design, development, installation, and implementation of information systems and applications. At one end it continues to create enormous scope for Employment opportunities in a changing world like ours where as on the other end, it makes a great deal of value addition to every part of our professional life. While the world is riling with growing number of problems and issues, the major ones come under unemployment, where IT harnesses business enterprises and alliances to development world giving a major boost to employment generation by getting people empowered with it.

## Objectives

1. To orient the participants to IT tools and techniques and latest emerging trends in IT sector.
2. To help them to align information technology with business initiatives.
3. To encourage them to identify the scope for high impact IT applications in the government and other development sectors ensuring fast implementation and proper monitoring of development programs through its proper use and application.

## Coverage

- LAN technologies
- WAN technologies.
- Desktop technologies
- Thin client technologies (Citrix).
- Post-PC era (palm top and other devices).
- Trends in network operating systems (Windows 2001, Netware 5.1, Linux).
- Directory services (NDS/ADS/LDAP).
- Client server technologies.
- IT infrastructure management and network management.
- Trends in software development platforms.
- Java, Java Beans, Jini.
- Data warehousing & data mining

- ERP.
- Internet/intranet/extranet trends
- E-commerce
- Firewalls and network security.
- Innovations in IT applications leading to business benefits
- Getting value out of IT investments.
- Advances in telecom technology - 3G technology.
- Carving out realistic road map by Individuals for strategy plan and intervention to follow up.

### **Methodology**

The approach to training will be mostly participatory in nature and accordingly the tools and techniques adopted to encourage active participation and involvement. There will be an appropriate mixture of lecture methods, case analysis and discussion, group exercises, discussion and presentations.

### **Expected Outcomes**

1. Participants became IT empowered to successfully apply the acquired skills in successful management of Businesses.
2. E-Governance helped them to use as an effective tool for organizational and professional Communications.
3. IT increased their efficiency to sustainably align to different livelihood sectors.

### **Expected Participants**

Managers, Professionals, Government Officers and Development Practitioners working with NGOs and CBOs including Panchayati Raj Representatives and such interested Individuals from Corporate houses and Private sector.

#### **Programme Directors**

Prof. G. K. Nayak  
Mr. P. K. Sahu

#### **Duration**

3 days: October 8-10, 2009

#### **Venue**

Bhubaneswar

# Developing Effective Management Information Systems (MIS)

## Introduction

The Twenty First Century stands unique being called as the age of information revolution. It is basically with lack of needed information, one is considered poor. No more the old motors of development make one rich or wealthy. Information power has become critical for human survival. In the face of fast changing environment in our society, it has almost occupied the central position in our day-to-day life and most importantly in our professional life. That calls for understanding and developing proper Management Information Systems (MIS), otherwise it's like Dinosaur, one will meet the unfortunate fate of the huge creature who lived once on the Earth's surface, but met the extinct due to its poor MIS.

In view of our professional work with the size of operation we handle, the effectiveness of us and our organization becomes important to us to keep up our level of efficiency with which we manage the information and produce high impact results. It's only with a well designed MIS, one can hope the best from the practicing managers a greater degree of support and performance. Thus, it is vital that all managers at all levels, both the planners and the users, must understand such unique value of information; the basic concepts of MIS in organizations, its decision support capability and the reason for success and failures of an organization through developing and practicing an appropriate MIS.

## Objectives

- To introduce systems concepts as applied to successful organizations with latest Information Technology.
- To sensitise the participants to various insights of information society, millennium organizations in the fast changing world who as a result, develop the framework for planning, designing and implementing the MIS for manual and computerized systems and become high impact result producers.
- To enable them to use Database Systems for MIS support.
- To provide them an exposure to MIS in E-Business, Virtual network & Business intelligence environment to enjoy a competitive advantage and high level productivity through Navigation and follow up action.

## Coverage

Managerial Perspectives in Organisations; Value of information and Management Information Systems (MIS) in the current world; Role of information in Decision making, Planning & Control functions; Information Technology (IT) tools and components; MIS framework; Approaches and designing an effective MIS with well structured problems, methodologies for System Analysis; System Design; System Implementation; System Audit; DBMS; MIS in E-Business and Business Intelligence; Cases Studies in MIS; Navigating in to back home situations and follow up plan;

## Methodology

Lecture, Exercises, Case studies and Hands-on simulations etc.

## Expected Outcomes

- Participants developed a critical understanding of MIS and its relevance in the current development organizations.
- Produced informed managers to critically design appropriate and effective MIS for their organizations and the Millennium development communities.

## Expected Participants

Senior and Middle level Managers/Officers/Executives involved in all functional areas including Development Sector Professionals representing Govt., NGO, CBO, Panchayati Raj Representatives and Corporate houses.

### Programme Directors

Prof. Gopal Nayak  
Mr. P. K. Sahu

### Duration

5 days: October 19-23, 2009

### Venue

Bhubaneswar

# Institutional Arrangement and Development of capacities at local levels under the common guidelines of GOI (2008)

## Introduction

The role, responsibilities and involvement of local facilitators/leaders, groups and community level organizers as a whole, in the context of Watershed Development are quite important from the points of view of changing the participatory ownership components of the people in planning, implementing and monitoring the activities and the impact of projects on the community. It is important to mention here that these aspects play a vital role for sustaining the livelihoods and empowerment of the people over a long period of time. Besides, the local governance, through appropriate participation by the local people in taking favourable decisions enables them to manage their resources in an effective manner. Hence, strengthening the key organizations and institutions at grass roots levels such as at the village, Gram Panchayat, block level and above is essential to improve the governance leading to improved democratization and quality of life.

## Objectives

- To develop clarity and better understanding on institutional and governance aspects of watershed management with emphasis at the levels of village watershed Association & GP levels.
- To strengthen the understanding of the participants and decision making by local organisations at the grass-roots level on local governance in managing watersheds for improved quality of life.

## Contents

- Paradigm shift in watershed approach: A comparative analysis.
- Conservation Measures over a heavily loaded constructions measures: A new look into developing manageable interests of the local people and sustaining the activities and the assets created through WSD approach.
- Concern for rural landless poor and with special emphasis to the most vulnerable sections in the WS and in the community.
- Role and need for inputs from the Bare-foot Social Engineers & local organisational path-breakers and motivators in building the resources at the WS level.
- Concern for the marginalisation process of women in the community and a special look into the role of women in building the resources in favour of women empowerment within the watershed .area
- Learning from evaluations in the past from various important projects to provide analytical and consolidated learning on WSD to conceptualise future projects.
- Institutional arrangements at different level i.e. from village to district level for critical examination of empowerment process of change and transformation of power.
- Strength and weakness of PRIs vs WS based institutional relations within watersheds to bring improved governance.
- Functions of the Ministry of RD and the state commission in building the empowerment through WSD.
- Role of state /district level nodal agency,
- Role of PRI at different levels and dynamics of convergence.

## Methodology

The entire process of the workshop will be undertaken through Interactive Lectures, group work, case study.

## Outcomes

Better understanding by the participants on the need, relevance of institutional role in watershed development. Sustainability of the resources, assets & distribution of benefits among various sections of society within the watershed.

### Programme Director

Mr. Bipin Das

### Duration

3 days: October 27-29, 2009

### Venue

Bhubaneswar



# Application of Research Methodology in Facilitating Development Action Programs; in collaboration with ISTD

## Introduction

Scientific Research over the years has gained wider popularity. The reason being scientific methods in research always harness curiosity leading to scientific information and theories for the explanation of the nature and the properties of the world around us. It makes practical applications possible. Applied research is designed to help solve particular, existing problems so there is a much larger audience eager to support research that is likely to be profitable or solve problems of immediate concern. In the current days of our complex organizations at most positions, some sort of research is required to support normal decision-making. We, for example; examine circulation records to determine if fund allocations should be changed. We examine head counts to see when the library might reduce hours or office opening. We examine attendance at the summer reading program to see if it is cost-effective. Academicians may be required to conduct research and publish important findings relevant to our consumerism style of lives. Mapping and reporting happen to be crucial elements in the conduct of any research. Research depends on the data. In many organizations, a wide variety of data is routinely collected and much of that information may be "mined" by the researcher. There is always an excitement in the discovery of new information and knowing more about some topic than anyone else did. There is also a joy in sharing newly gathered and previously unavailable information. Finally, publishing or sharing information via publication or public meetings provides visibility and recognition. Often, research is limited by what data is relatively easily available. We need to take advantage of data already available while encouraging managers to see the value in collecting the right information. The 21<sup>st</sup> Century Organizations needs to gather evidence that answers many of their important questions about effectiveness and efficiency rather than just what is easily counted or has always been counted. In an ideal world, research methods would be an integral part of thoughtful management of any information agency for its dynamic survival. It all depends how better reporting comes resulting in better data leading to better decisions and a much more effectively, visibly so, services to the community.

## Objectives

To introduce the participants to the world of Research Methodology; To acquaint them with different Scientific Research Methods and Techniques to help them facilitate better decisions and initiate appropriate action programs and interventions; To enable them to hold practice sessions as demonstration on all the different research methods; To encourage them to prepare follow up action plans.

## Coverage

Need and Importance of Research & Research Methodology; and its relevance in the current world of micro action research and development; Applied Policy Research vrs Social Research Vrs Business & market Research; Mapping Motivations in Action Research; Importance of Qualitative and Quantitative approaches in Research Design; Identification & Formulation of a Research Problem; Data Collection, storage, Analysis & Interpretation; Report Preparation and Presentation; Making a follow up plan.

## Methodology

The Approach to training will follow a unique blend of participatory-academic coupled with case study analysis, interactive learning. It will also include hands-on-training and practice on information mapping, use of statistical and modeling software and presentations.

## Expected Outcomes

Participants developed critical understanding on the know-how and do-how aspects of various scientific Research Methods and techniques; Participants oriented to qualitative research analysis, interpretation & findings for better decisions; Participants became effective information users making organizations vibrant and more purposive.

## Expected Participants

Managers, Management Teachers, Researchers, Doctoral students and Development Practitioners from any discipline.

### Programme Directors

Dr. G. N. Reddi &  
Mr. P. K. Sahu

### Duration

3 days: November 2-4, 2009

### Venue

Bhubaneswar

# Development Challenges in the 21<sup>st</sup> Century- A Trainers Program in India. In collaboration with Commonwealth Asia Centre (Proposed

## Introduction

News from several quarters' state that India has progressed much faster despite several bottlenecks and impending challenges. With current economic slow down and Global Market meltdown, challenges have increased multi-fold for the country. The country continues to review and reflect on its new Millennium Goals witnessing several surprises both on the front of its achievements and issues need to be addressed further in the coming days. The most important challenge faced by the poorest of the poor in India in relation to their day-to-day livelihoods and certain basic survival needs in rural and urban slum pockets. A huge action agenda pending before it related to shortage of food, drinking water, electricity, medicine and health care and several other connectivity issues remain unattended.

Despite all these and beyond, we, in India have to aim at a higher growth rate and to revolutionize rural sustainability. With this backdrop, we have to focus on "Communitydriven development Agenda" much to its core with strong visioning, building infrastructural foundation, Decentralized Governance, developing products for Future, adopting transformational technologies, harnessing growth engine for inclusive development and building a knowledge society to replicate much of our success and dreams in all sectors.

## Objectives

To provide a synoptic view of 21<sup>st</sup> Century Development Challenges to the Participants; To sensitise them to the review of the New Millennium Goals and Visioning Beyond to revolutionise a knowledge society; To cross-fertilise their ideas to explore high-impact growth engines and replicate much of our past success; To encourage them to consolidate and carve out an appropriate action agenda for follow up at individual and organizational level at back home situation.

## Coverage

Revisiting the New Millennium Development Goals; the unfinished Agenda; Life in the 21<sup>st</sup> Century Reflections and Recollection; Breaking ICE of POVERTY and its Spiral; The Knowledge society & Decentralised Governance; Building Community-driven Development agenda; Focus on Products of future Society and beyond; Reduction of Global Warming and Natural calamities; A-ONE Agriculture Vrs new sound green farming; Time to Forge Alliances, convergence and Partnerships; PPP-the answer to many; Navigating to future Global Village and beyond; Dreams, problems and prospects; Individual follow up action plans.

## Methodology

The Approach to training will follow a dozen of cross participatory-academic methods. However, there will be a few conceptual sessions coupled with case study presentation, with interactive learning. It will also include multi-media use with display of best practices across the country and the Globe.

## Expected Outcomes

- Participants developed critical and comprehensive understanding of different Development Challenges beyond the New Millennium Goals.
- Participants became more informed citizens/high impact leaders and strategised for developing appropriate future products.
- They prepared an appropriate action agenda to follow up at back home situation.

## Expected Participants

Senior and middle level Managers/Officers/Executives/Practitioners/workers involved in the noble task of Development work processes representing Govt., NGO, CBO, Panchayati Raj and Corporate houses.

### Programme Directors

Dr. Bhagabanprakash,  
Mrs.Smita Mishra Panda &  
Mr. L. D. Swain

### Duration

5 days: November 9-13, 2009

### Venue

Bhubaneswar

# Management of Development Organization

## Introduction

Development organizations face many challenges today, particularly in the context of global financial meltdown, growing efforts to involve them as much as possible for the development of the poor and disadvantaged communities under the model of public-private partnership (PPP) promoted by the government, urgency of achieving millennium development goals and the increasing pressure to adopt inclusive approaches and strategies for community development. Such challenges have become necessary conditions for the development organisations to revisit their strategic and operational orientations. Therefore, the key question to be addressed is “can the development organisations embrace and manage change?” It is in this context, this programme is designed.

## Objectives

At the end of this programme, the participants will be able to:

- Use appropriate tools to scan and diagnose both the internal and external factors affecting the development organisations
- Understand and appreciate the need for adopting different governance structures and strategies
- Build coalitions and networks
- Use appropriate Organisation Change and Development (OC&D) interventions
- Initiate and manage changes in their organizations

## Expected Participants

Middle and senior level working in the development organisations and the organisations supporting development organisations, such as international/national donor agencies, government departments, training and research institutions and private corporations

## Suggested Topics

- o Emerging Challenges for Development Organisations
- o Millennium Development Goals
- o Organizational Scanning and Diagnosis
- o Organisational Design and Structure
- o Organisational Leadership and Governance
- o Building a Culture of Learning Organisation
- o Building Coalitions and Networks
- o Interventions for Organisation Change and Development
- o Competencies and Values for Organisational Change and Development
- o Making and Managing Change

### Programme Director

Prof. S. Peppin

### Duration

5 days: November 17-21, 2009

### Venue

Bhubaneswar

# “Sustainable Tribal Development; A Perspective Program in India”

## A Joint Program of CARE India, Bhubaneswar and XIMB

### Introduction

Tribal people over the years have become the most disadvantaged, exploited and the neglected lot in our society. Primarily they live in the forests and are considered as the most backward and undeveloped. Their identity is in grave danger, since the forest cover in the country has drastically been reduced causing unnatural damage to the Environment and forests they were living in. Many of the sub-tribes have gone in the oblivion. Unfortunately the forests conservation laws did not support them and denied them even a small share from the forests. So they became unnatural intruders to their own home land. That has happened in many parts of the country. The Joint Forests Management (JFM) in course of time has tried to give them a new lease of life by involving them in forests protection activities, but the outreach has been seriously limited.

In connection with this, many of the Development Actors have tried and made efforts to do something substantially for the tribal development in their own way. All of that made little progress and have contributed further in alienating them than addressing most of their basic problems. Many of the tribal community have lost their land and forests rights. Many of them have become virtual labourers in their own land. A very few of the development actors could succeed in bring any comprehensive and sustainable development. The tribal basically stand averse to the modern life styles and hardly willing to change until and unless they encounter a very strong social mobilization and conscientisation or participate fully in planning their own development perspectives. Even in the present days they are abided by their socio-cultural milieu and long cherished traditional values and practices. **PESA**-Panchayat Extension to Tribal Areas in 1996 took cognizance of all the above and created the scope for bringing a sea change in the tribal life. PESA came as a boon, if it is implemented in true spirit of the act. Hence the need of the hour is to try with sincere efforts on the part of Government and other development organizations to help improve the quality of their life and bring about sustainable development. All that would further require a number of proactive and participative measures to counter the bottle-necks the tribal face and yield expected results which is being intended through this program.

### Objectives

- To sensitise the participants to the stark reality of the prevailing tribal situation in India and focus on different development impacts in tribal life.
- To cross-fertilise their ideas through a number of learning & sharing on the success and failures of tribal development efforts in the country.
- To enable them to identify, analyse and accelerate a comprehensive and sustainable tribal development by formulating a perspective program to address the key issues and development challenges the tribal community faces.

### Coverage

- The Tribal situation in India; A Historical Perspective-An overview.
- Problems & Prospects of Tribal Development in India.
- Sharing Past Experiences on Tribal culture; and its socio, economic and political Milieu; A Reality Check
- The occupational patterns of tribal life Vrs the Changing time and Climate change affecting their lives and major Livelihoods.

- Symbiotic relationship of tribals with the Forests.
- Tribal land alienation, health and education and the tribal unrest with extremist activities; A SWOT Analysis on the key Issues and Challenges.
- The Ministry of Tribal Affairs and its Mandates.
- Need and Relevance of a Baseline study and launching a Micro Plan.
- Navigating to the future and formulating a strategic action plan for sustainable tribal development.

### Methodology

The Approach to training will be out and out participatory. However, there will be a few conceptual sessions coupled with case analysis and field exposure to some successful cases. It will also include multi-media use with display of best practices across the country and the Globe.

### Expected Outcomes

- Participants developed a critical understanding of tribal situation in India.
- Participants found what worked and what did not and how to replicate the best practices in relation to tribal community development.
- They formulated appropriate action plans in view of launching a more comprehensive and sustainable tribal development.

### Expected Participants

Managers/Officers/Executives/Practitioners involved with tribal development representing Govt., NGO, CBO, Panchayati Raj or Corporate houses.

#### Programme Director

Mr. Basant Mohanty

#### Duration

3 days: November 23-25, 2009

#### Venue

Bhubaneswar

# Micro Planning and Resource Mobilization

## Introduction

Micro Level Planning is a form of decentralized / multilevel / multistage planning process and a key constituent of decentralized governance. Since 1985 onwards Govt. is taking all efforts towards micro plan (District and below Block/ GP/ Village plan) considering its relevance and importance for improving quality of lives of rural people. It provides adequate framework for local people participation not only in the content of plan but also the structure of plan which is not possible in macro plan. Micro plan facilitates and capacitate local self governance in meeting people's need and aspiration.

## Objectives

- To provide conceptual clarity among participants about decentralization planning its needs and importance.
- To equip them with knowledge of micro level planning processes and steps.
- To provide required skills to use available methods, tools and techniques in preparing micro level plans (village/ GP/ Block/ district).
- To enable participants in estimating and mobilizing resources from various sources for the plan.
- To help participants to understand the process of integration of micro plan with macro plan and operationalisation of plan.

## Key Contents

- Concept, need and components of Micro Plan
- Planning process steps for planning
- Developing sector specific plans and integration
- Mobilizing resources from various sources
- Integrating micro plan with existing macro plan

## Target Group

- NGO personnel (Top and Middle Management level)
- Govt. officials (at Block & District Level)
- Representatives of PRI (Panchayat Samiti & Zilla Parishad level)

## Methodology

- Interactive sessions
- Group discussion/ presentation
- Individual interaction & experience sharing
- Case presentation & discussion

## Expected Outcomes

By the end of the programme participants would be able to

- Understand various planning processes including micro level planning
- Understand steps for plan formulation
- Use various methods, tools & techniques in formulating realistic and viable people's plan
- Create enabling environment for micro level plan and facilitating it with people active participation.
- Engage PRI in process of formulation and approval of micro plan.

### Programme Director

Prof. S. S. Singh

### Duration

3 days: November 26-28, 2009

### Venue

Bhubaneswar

# Public Private Partnership (PPP) for Development Organisations

## A Joint program of BASICS Group of Organisations (CTAN) & XIMB

### Introduction

Public Private Partnership (**PPP**) is gradually growing as a better recognized program in India. It is now widely accepted that the 21<sup>st</sup> Century stands for a new revolution in the area of PPP strategies to inject more of private initiatives that encourage economic restructuring and technological advancement and its effective use for the public cause. The need here therefore, is to call a PPP dialogue to help in opening and facilitating different channels of communication between the Government, the private sector, the donors and other important stakeholders working for the country development. The PPP concept is basically about how the different stakeholders can use PPP to promote all-round development and bring down poverty and empower communities across the country and accelerate expected growth and development. India to its credit, has already achieved a number of success stories in implementing PPP to replicate further and make the stakeholder dialogue more meaningful, enabling Government tries to learn about the local problems and frame policies for better outreach and results as a Guardian of different services than mere Provider of services. It is not that India lacks the engineering expertise or the desire to provide reliable and quality public services (for Exa; a quick journey on the New Delhi Metro proves that); it is just a matter of political will, proper organisation and funding support.

PPP has clearly been articulated in our 10th plan and 11th Five year plans as a vehicle for spurring investment in seriously deteriorated sectors like infrastructure building and service delivery (including health, nutrition, education, income generation and other livelihoods) requiring urgent investment and efficiency improvement. May be what is needs is an ongoing decentralization and transfer of competencies from national to local levels at government. The country is facing corruption as a serious problem, making sure that funds intended for the payment of service provision do not find their way to the intended end users. But what is the solution? Is there any way in which better governance, funding and expertise can be brought in without a significant increase in tax or borrowing?. Yes, the answer is broadly PPP. May be time has come for the main actors to put their thoughts and strengths together and share the responsibility to ensure that the common man gets the much intended end results at door steps for any program getting implemented. Using private money to fund the provision of public services may be part of the solution. Investment in transport communications, rural and urban services are factors that can promote productivity. It also encourages sufficient risk transfer to the private sector, the use of private money and private sector expertise in providing public services in a transparent way, which is highly acceptable and justifiable, in terms of the value for money, to the Government and the Indian public at large.

In view of all the above, this program has been designed to make the concept of PPP is being used widely since it has been embraced by a number of so called developed and 'developing' countries. PPP has its own merits and critics too. PPP is not necessarily a bad idea; some schemes in the UK have delivered early, to a good quality standard and on budget. It is time for us in India to rise up to the occasion and look very critically and carefully at PPP as a challenge and see whether they are good value for money and services and make realistic plans to meet ensuring the end-results.

### Objectives

- To sensitise senior managers both from Government, Private sector and development organizations including Panchayati Raj Representatives to understand the broad concepts, principles; its historical perspective, problems and prospects and mechanisms of implementation in the country.
- To encourage participants to analyse the success stories of PPP and learn from the experiences to replicate further the programs.

- To help promote a dialogue among different development actors on the new role of Govt. and other stakeholders in view of PPP ensuring Govt. programs reaching the doorsteps of the common people in our country.

### Coverage

- PPP and its historical perspective an overview.
- Conceptual issues in PPP and the Acid test for India from the lessons from Developed & Developing countries.
- Process and Mechanism of implementing a PPP project; problems and prospects and new Challenges (The Threat of Job Security among the Public sector workers.)
- The new role of Govt. under PPP to act as a Guardian of services than mere service supplier- A view from the Vision 2020.
- Integration of PPP in ongoing service provisions in sectors like Health, Education, Income and various Livelihood programs.
- Provision of Finance and Regulations of PPP.
- .Planning a strategic intervention & Follow up.

### Methodology

The training will follow a dozen of cross participatory-academic methods with a few conceptual sessions coupled with case study analysis, sharing success cases and best practices in the area of PPP implementation.

### Expected Outcomes

- Participants developed a critical understanding about PPP.
- They became more conversant to different Govt., policies and Programs highlighted with PPP mode of operation.
- They integrated the learning to appropriate intervention planning at organizational level.

### Expected Participants

Senior Officers and Managers from Government Private and Corporate sector professionals and Development Organization persons including Panchayati Raj Representatives and such other interested Individuals from the community.

#### Programme Directors

Mr. Ashok Kumar Singha &  
Mr. L D Swain

#### Duration

2 days: December 1-2, 2009

#### Venue

Bhubaneswar



# Statistical Skills for Managers

## Introduction

Organizations are abound with lots of data, which needs to be organized, analyzed and properly interpreted for making sound decisions for Organisational use. Managers who have a basic understanding of data collection and applying statistical methods are likely to function effectively in their jobs more skillfully than those managers who make decisions based on the experience only. The distinction between them is a matter of effective use of quantitative and qualitative data about which the program is going to address.

## Objectives

- To expose the participants to understand the concept of data warehousing and highlighting the types of data which their organizations can generate and use.
- To provide insights into various data mining techniques especially using statistical packages.
- To enhance managerial ability to interpret different types of data sets using statistical calculation results that may be used as important inputs to decision making processes in an organisation.
- To create an opportunity for participants to write reports based on statistical analysis.

## Coverage

- Conceptualizing a data based problem, creating and identifying relevant data sets.
- Properties of measurements and selection of statistical techniques.
- Univariate, Bivariate and Multivariate statistical techniques using statistical packages with hands on experience on live organizational problems.

## Methodology

The training will have Lecture sessions, Trainee-centered Exercises, case studies, hands-on training with statistical packages.

## Expected Outcomes

- Participants developed a critical understanding about statistical skill required and enhanced their data analysis skills.
- They understood data; its types and better organization of it including data measurement & scaling.
- They could proficiently handle Univariate, Bivariate and Multivariate statistical techniques using statistical packages.

## Expected Participants

The course is designed for Researchers, Management Students, Management faculty, Doctoral Students and Representatives from Development sector and such functional areas where the need is felt to go for scientific data collection, data organization, data analysis, data interpretation and data presentation statistically

### Programme Director

Prof. G. K. Nayak

### Duration

2 days: December 7-8, 2009

### Venue

Bhubaneswar

# Enterprise Resource Planning (ERP) Systems; Technology Planning & Implementation

## Introduction

ERP is the latest high-end solution and Information Technology has lent to business applications. The ERP solution seeks to streamline and integrate operation processes and information flow in the company to synergies the organizational resources through information. Initially implementation of an ERP package was possible only for very large multinational companies and infrastructural companies due to high cost involved. Today many companies in India has gone in for implementation of ERPs and it's expected to grow very fast. Since implementation of ERP will help organizations for gaining competitive advantage in the market driven world.

In the present business environment, the role of a manager is considered to be very important and inevitable in controlling, managing and supporting the business. As the business means are very complex in nature, the implementation of ERP package needs managers with functional skills for evaluation, business process reengineering, mapping of business requirements, report designing, ensuring business control, customization of the package for specific requirements and documentation etc. Sooner or later managers without the knowledge of ERP, may feel like fish out of water. By this MDP, an earnest attempt is made to highlight the need and importance ERP and its specific areas of importance that are relevant for managers.

## Objectives

- To provide the participants an overview of the architecture and technology of an ERP system.
- To encourage them analyze the factors that lead to successful specification, acquisition, and implementation of an ERP package in an organization.

## Coverage

Introduction to ERP and survey of ERP market; Functionality of ERP packages; Architecture of an ERP package; Computing infrastructure for ERP; Business process modeling; Implementation issues in ERP; ERP and related systems; ERP administration and Management.

## Methodology

The training will follow a dozen of cross participatory-academic methods with a few conceptual sessions coupled with case study analysis and use of multi-media with display of certain best practices.

## Expected Outcomes

Participants developed a critical understanding about ERP and Enterprise systems vis-avis legacy systems; They were able to develop ERP infrastructure & architecture; They were able to handle any emerging topics related to Implementation challenges.

## Expected Participants?

All managers, Management students and those concerned with introducing an ERP package in their organizations. Even those who are already familiar with some aspects of an ERP system and want to acquire a comprehensive view of ERP would benefit from the course. Specifically, we invite application forms from: Systems managers and above, likely to participate in an ERP implementation project as members of steering committees or project execution committees in user organizations; Executives from consulting and vendor organizations who want to obtain an insight into the user's perspective of ERP; Other managers who want to get an exposure to what ERP is all about.

### Programme Directors

Prof. G. K. Nayak &  
Mr. P. K. Sahu

### Duration

2 days: Decemberr 11-12, 2009

### Venue

Bhubaneswar

# National Rural Employment Guarantee Act (NREGA) - Provisions, Execution and Related issues

## Introduction

The National Rural Employment Guarantee Act 2005 (NREGA-2005) was passed in the parliament on 23<sup>rd</sup> August 2005. It came into force in 200 districts on 2<sup>nd</sup> February 2006 and it is due to be extended in the whole of rural India within five years. This Act provides a universal and enforceable legal right to the most basic form of employment. It is a step towards legal enforcement of right to work as an aspect of fundamental right to live with dignity.

## Objectives

- To provide a thorough understanding and knowledge about the Act and its provision to participants.
- To equip participants with understanding about institutional mechanism for implementation and monitoring of scheme / Act.
- To impart required skills among participant to use various instruments (provided under the Act) like social audit, RTI for proper implementation and monitoring.
- To create enabling environment in their area of work for people's mobilization, strengthening empowerment process and fighting for right.

## Key Topics

- Features, provisions and operational guidelines
- Institutional mechanism for implementation and monitoring
- Social audit as an instrument for monitoring and good governance
- RTI as an instrument for transparency and accountability
- Role of PRI and civil society in implementation and monitoring

## Expected Participants

- NGO personnel (Top & Middle Management Level)
- Govt. officials (District & Block Level)
- Representative of PRI (Panchayat Samiti & Zilla Parishad)

## Methodology

- Interactive lectures
- Group discussion & presentation
- Individual interactions and experience sharing
- Case studies

## Expected Outcomes

After completion of the programme, participants would be able to

- Understand importance of NREGA as means for economic security and fundamental right.
- Understand existing provisions and instruments for implementation.
- Use RTI and social audit for proper implementation and monitoring.
- Mobilize community and ensure environment for participation of civil society and PRI
- Participate actively in beneficiary identification, their enrollment and ensuring employment.

### Programme Director

Prof. S. S. Singh

### Duration

3 days: December 17-19, 2009

### Venue

Bhubaneswar

# TOT on RTI a follow up training for cadre building

## Introduction

With the onset of globalization and opening of the world economy, the role of right to information at the right time for the right purpose has become very vital. This is equally relevant for rural development when vulnerable people want right information to access various benefits under different schemes and programmes of government. It is also important to mention here that Government of India has realized the need and urgency of the Right to Information and hence convert the same into an Act from 2005 onwards. But the main challenge is how to sensitize various stakeholders involved in implementation of Right to Information Act, so that the same can prove to be beneficial for the poor and vulnerable people in rural areas.

## Objectives

- To transfer the knowledge and experiences gathered so far by various organizations and RTI activists in the state.
- To make the Act simpler and to reach out its benefits to the larger extent,
- TOT on RTI will enable the trainees and will be a catalyst to create a knowledge building platform at grass root level involving the rural youths who are interested to serve for the poor.

## Contents

- Understanding about the RTI Act and Rules. Plans and
- Provision of the govt and the state of sectoral planning in the state.
- Experience so far in implementing RTI in the state.
- Process procedures and instruments in exercising RTI.

## Methods

Interactive Lectures, group work, case study.

## Outcomes

The participant will develop their understanding on various aspects of RTI and its application in real life situation.

### Programme Director

Mr. Bipin Das

### Duration

3 days: December 22-24, 2009

### Venue

Bhubaneswar

# Formulation and Management of Cooperatives

## Introduction

Cooperative are simply organizational structure and processes created by people to cooperate with each other. It enables its members to take advantage of their collective strength towards meeting common interest/ objective. In India, cooperative started in 1904 and slowly became National movement in terms of coverage in area, membership and multiple purposes. Considering cooperatives as an important instrument for ensuring social equality and justice for poor people, Govt. facilitated the process with legal and financial provision. In course of time, from the role of facilitator, Govt. become controller of cooperatives and people cooperatives turned into Govt. cooperatives with increasing bureaucratic and political interferences. This resulted in non-functioning of majority of cooperatives. In 1995 Chowdhary Bramh Prakash committee proposed new cooperative model bill with provision of making cooperative free from any interference and work as an independent business organization. Many states have enacted new cooperative act based on the model bill which provides an opportunity to go far another cooperative movement.

## Objectives

- To make participants familiar with need and importance of cooperative particularly for rural poor.
- To provide better understanding about cooperative principles, values and ethics among participants.
- To provide conceptual clarity among participants about existing two parallel coop. Act with merits and demerits and also about cooperative structures.
- To equip with skills among participants about formation of cooperatives and its proper management.
- To enhance participants skill for incorporating management principles and practices for better functioning of cooperatives.

## Key Contents

Concept, Principles, ethics and value of cooperatives; Existing Cooperative Acts (merits and demerits); Processes to formulate / organize cooperatives (primary, secondary and tertiary); Balancing between elected governing board and professional management; Strategy for successful cooperatives

## Target Group

NGO personnel (Top & Middle Management level); Govt. officials from cooperative dept. (District / subdivision level); Bank officials (Cooperative & Commercial banks); Training officials (Coop. training institution)

## Methodology

Interactive lectures; Group discussion & presentation; Individual interactions and experience sharing; Case studies

## Expected Outcomes

By the end of the programme, participants will be able to understand importance of cooperative with its principles and value system; know the details about cooperative Acts and how to form a cooperative (people's cooperative); utilize the learnt skills in managing cooperative in professional way and improving the functions of democratic bodies.

### Programme Director

Prof. S. S. Singh

### Duration

3 days: January 21-23, 2009

### Venue

Bhubaneswar

# Training Of Trainers for Development Organisations

## A Joint program of ISTD & XIMB

### Introduction

Training and development activities in an organization are typically directed at augmenting and enhancing the knowledge, skills and abilities of the employees. However, training activities are often viewed as boring, irrelevant and a waste of time. Training departments are beginning to realize that people do not learn effectively by passively consuming information. It is a waste of resources and yields low return on investment.

However, training is a vital process for any organisation. Continuous learning is essential for employees to remain effective performers. Moreover, training and learning must be closely aligned with the goals of the organization and enable their effective and efficient achievement.

Therefore, training needs to move to a new paradigm where the participants learn in an environment that is fun, collaborative and stimulating. The trainer becomes a facilitator and partner in the journey of learning, and the process becomes learner-centered. This leads to training sessions becoming multi-layered, interactive, completely efficient and energizing learning experiences for the participants.

This calls for a very thoughtful design and scientific planning of the training process. It has to have clear objectives and be able to ignite excitement and enthusiasm among the participants. Training should prompt them to feel good about themselves and the organization, thus building a good relationship between the two. It should also optimize the training environment and training programs to achieve outstanding learning results.

### Objectives

Participants will

- Be introduced to the changing organizational environment and the need for Participant-centered Training Interventions and Training Technologies.
- Understand the principles of adult learning and learn to apply those principles in a wider context of learning.
- Learn to develop an interactive training design with suitable Training Need Assessment & Analysis prompting consideration of training objectives, and appropriate selection and use of training methods.
- Practice relevant skills to become high impact trainers.
- Learn to design effective training evaluation to assess the impact of training on individuals and the organisation.

### Coverage

- **Understanding Participant-centered learning:**
  - The Organisation and Training.
  - Training, Facilitation and Coaching.
  - Learning Theories, Styles & Adult Learning Principles.
- **Needs Analysis- From Performance Gaps to Objectives:**
  - Building a foundation for the training design & training processes.
- **The Trainers' Tool kit & Training Methodology:**
  - Traditional & Innovative Training methods.

- o Experiential Learning - Activities That Teach.
- o E-Learning Tools and Methods.
- **Key principles in designing and Facilitating training:**
- o Training aids and Room Layout
- o Characteristics of Exceptional Trainers:
- o Issues in training:
- **Training Monitoring and Evaluation:**
- o Evaluating Effectiveness of Training.
- o The Training Monitoring Tool Kit.
- o Cost and Benefits of Training- An analysis.
- **Training Follow up:**
- o Transfer of Learning to the Workplace.

### Methodology

The training process will focus on both theoretical understanding and actual practice. The program shall be covered in an interactive and experiential manner, and will include case discussions, role plays, presentations, and lecture sessions. It will include individual as well as group work sessions. Emphasis will be on internalization of the concepts that are discussed.

### Expected Outcomes

Participants will develop a critical understanding of the issues involved in Training and Development from a human resource development perspective of the organisation.

- They will become more effective master trainers, having knowledge of the latest training technologies and tool kits for high result oriented Training & development.
- They will be able to develop training design and interventions appropriate for the organization, building sustainability.

### Expected Participants

The course would be useful for Government Officers and Development Practitioners working with NGOs and CBOs, including Panchayati Raj Representatives; Executives from Corporate houses in both Private and Public sectors, who are involved in Training and Development activities.

#### Programme Director

Dr. Snigdha Pattnaik

#### Duration

3 days: January 15-17, 2010

#### Venue

Bhubaneswar

# Management of Development Induced Displacement, Resettlement & Rehabilitation

## Introduction

By virtue of ushering in to an era of registering very high economic growth, India is currently providing a favourable climate for investment in various sectors, thereby attracting domestic as well as foreign firms into its territory. This is expected to put considerable pressure on land and those who live on it. With more and more of mining, industrial and infrastructural projects coming up, the number of families to be displaced can be expected to swell by several times within the next decade. While the numbers of projects that displace people are on the rise, there seems to be an acute scarcity of functionaries who can manage effectively the issues of displacement, resettlement and rehabilitation of people. This is expected to give rise to a need to produce and train managers with better knowledge and skill in this field, in order to manage projects that displace people and to take proper care of their relocation, resettlement and rehabilitation.

## Objectives

Keeping in mind the need as mentioned above, a training program is being proposed that aims to achieve the following objectives: To sensitize the participants on the key issues relating to displacement, resettlement and rehabilitation of the affected population; to share the experiences on displacement and R&R activities of various development projects from the Indian perspective; to impart required managerial skills to enable the key functionaries manage the R&R activities more effectively; to familiarize the participants on certain social and developmental skills those are required while managing displacement and R&R, specific to Indian scenario; to facilitate the process of assessing own strengths and weaknesses, so that they can be addressed while planning for R&R activities; to enable the participating members to formulate a strategic action plan relating to R&R at the corporate level as well as at the site level interventions.

## Contents

Over view of the key issues involved with Development induced displacement following resettlement and rehabilitation; The need, relevance and uses of base-line socio-economic study; Assessment of impoverishment risks due to displacement; Goals and objectives of R&R project: Expectations of people vs. R&R policies ; Planning for Resettlement and Rehabilitation; Monitoring and evaluation of R&R activities; How to address conflicts and grievances; Strategies for mitigation of resistance from the community; Community organization and the need for counseling; Team building and group dynamics for key functionaries; Organizational capabilities to handle R&R projects: SWOT Analysis; Formulation of strategic action plan relating to R&R.

## Methodology

The approach to training will be mostly participatory in nature and accordingly the tools and techniques adopted to encourage active participation and involvement. There will be an appropriate mixture of lecture methods, case analysis and discussion, group exercises, discussion and presentations.

## Learning Outcome

Cohesive team building for the implementation of R&R activities; Enhanced ability to interact with the local people, opinion leaders and so on at the grass root level; Increase in the awareness on issues relating to displacement, resettlement and rehabilitation, in the Indian context and more specifically in the context of Orissa; Ability to formulate R&R action plan and manage R&R activities; Effective networking with various agencies.

## Expected Participants

The training program proposes to target the executives/project functionaries dealing with implementation of R&R operations in the projects inclusive of GO/NGO personnel.

### Programme Director

Dr. Latha Ravindran

### Duration

4 days: January 27-30, 2010

### Venue

Bhubaneswar



# Role of partnership in development projects: strengthening social networks and alliances in rural development

## Introduction

The programme is looking forward how government, development agencies, grass root organizations, civil society embers and scholars with better understanding deal with development policies and process of economic, social and environmental change effect within different social groups. The status of poor and marginalized groups is a poignant reminder of their lack of power in society. Grass roots organizations seldom (if ever) achieve policy change in their favor without the participation of other social groups such as NGOs, churches, professional groups and academe.

Multi-organizational, multi-sectoral social networks and alliances are complex. Questions of how interests, participation and power are balanced among members typically arise in alliance formation and during the course of a campaign. They reflect the challenges inherent in forging alliances across groups representing differences in wealth, class, culture and resources. Fundamentally these questions have to do with finding the right balance of “bottom-up and top-down” forces in an alliance. The process of finding this balance is directly related to the questions central to this programme: What does an alliance need to be effective? How alliance accountability to its members is maintained especially to the grass roots interests it supports to represent?

## Objectives

- To develop basic understanding with clarity and enable the participants on partnership based development approaches, strategies and processes which play crucial role for successfully implementing the projects.

## Contents

- Introduction on partnership in development
- Types of partnership and their characteristics
- Advantages and potentials of partnerships. Analysis of few cases.
- Challenges of partnership & ways to manage the critical relationship
- Best practices in partnership in development

## Methodology

Interactive Lectures, group work, case study.

## Outcomes

The participants will be made much more aware on the partnership approach in development and will build skills for further adding value to such approach.

### Programme Director

Mr. Bipin Das

### Duration

2 days: February 9-10, 2010

### Venue

Bhubaneswar

# Ethics and Quality in Healthcare

## Introduction

Healthcare system in India has gained increased attention. This is evident from the health sector reform measures undertaken by both the public and private actors, introduction of National Rural Health Mission (NRHM) and the growing commitment from the national and state governments to increase budgetary allocations for health. Two issues which are considered paramount in this scenario are ensuring ethics and promoting quality in healthcare both in the public and private health sectors.

XIMB has been a partner to World Bank Institute and German Development Cooperation (GTZ), which have been actively involved in training health professionals to participate and promote health sector reforms in India. Issues related to Ethics and Quality has been seriously addressed in all the deliberations. XIMB also had the opportunity to interact with Prof. Mark Roberts of Harvard School of Public Health, and the GTZ team involved in Quality improvement in a public hospital in Orissa. Therefore, XIMB is uniquely equipped to design and deliver this programme.

## Objectives

At the end of this programme, the participants will be able to:

Appreciate the importance of Ethics and Quality in Healthcare

Analyse ethical issues in the context of doing what is Good and Right

Relate ethical issues related to Outcome, Rights and Values in healthcare practices

Gain understanding on the differences between Technical Quality and Service Quality in healthcare

Appreciate and use quality improvement tools and techniques in healthcare, particularly in the context of hospitals

## Expected Participants

Middle and senior level professionals working in public and private health sectors

## Field Learning

Participants will be taken to the field/hospital where quality improvement initiatives are undertaken

## Suggested Topics

- o Healthcare programmes and policies
- o Health sector reform initiatives in India
- o Ethics in healthcare: Precepts and practices
- o Quality in healthcare: Precepts, models and tools
- o Achieving health outcomes: Role of Ethics and Quality
- o Role of national and international actors in promoting Ethics and Quality in Healthcare
- o Role of community/clients in promoting Ethics and Quality Concerns in healthcare
- o Managing Ethical and Quality Concerns: Socio-political and Legal dimensions

### Programme Director

Prof. S. Peppin

### Duration

5 days: February 23-27, 2010

### Venue

Bhubaneswar

# Analysing and Developing Strategies for Livelihood Securities

## Introduction

Livelihood is the basis upon which one can visualize an improved path of development for any community. As has been observed that the context of development varies from places to places and more so, it is governed by various factors. Hence the entire context needs to be fully analyzed and understood before one comes up with any initiative on livelihood. It is encouraging to mention here that there have been livelihood interventions across the globe for resource poor people with the focus on exploring and promoting various livelihood options based on the availability of resources and the indigenous skill of the people.

## Objectives

- To provide an understanding on how to develop strategies and implement livelihood focused interventions for the vulnerable resource poor people.
- To plan & implement any livelihood based programme through developing a sustainable livelihood frame work.

## Contents

- Understanding Livelihood approaches based on different situations & resource conditions
- Defining livelihoods in different contexts
- Livelihood framework conditions & their relevance to improving life conditions
- Livelihood in the context of ensuring entitlements and securing basic rights.
- Sustainable livelihood approaches: caste study analysis.

## Methods

Interactive Lectures, group work, case study.

## Outcomes

The participants will be in a position to understand the various options of rural livelihoods and will make it operational through a framework approach.

**Programme Director**

**Mr. Bipin Das**

**Duration**

3 days: April 26-28, 2010

**Venue**

Bhubaneswar

# Capacity Building in disaster Risk Reduction- Level-I for Rural Development Managers

## Introduction

Although it is certain that the impact of disasters is greater in poor countries, especially those with a low Human Development Index, the responsibility for risk reduction and also generation does not lie just at local or national level it also lies at supranational and even global level, as is the case with global economic policies, global warming of the Earth, climate change, desertification and environmental degradation. The repercussions of many of these measures are felt far from the area where the decisions were taken or where the actions were carried out, affecting, in the first instance, developing countries or target groups at the greatest risk of economic and social exclusion. Risk reduction is everybody's responsibility and, due to ethics and the basic principles of humanism and solidarity, is mainly the mission of those who possess the necessary knowledge, resources and instruments and have the best opportunities to conduct the fight against disasters.

Disaster risk reduction is a cross-cutting issue that needs to be mainstreamed into development sectors, especially at the community level. Building resilience to disasters cannot be done without the active participation of NGOs, which often work with poor communities vulnerable to the impact of disasters. The role of NGOs in DRR has been very crucial such as advocating policy changes to mainstream DRR into development, increasing public awareness in communities at risk, building capacity and knowledge transfer of good DRR practices.

## Objectives

- To provide awareness on hazards pertaining to the locality.
- To impart knowledge on disaster risk reduction
- To train rural Development managers to develop disaster management plan for mitigation plan, preparedness plan and response plan.
- To make them as master trainers, capable of training the facilitators and the community at large.
- To spread the culture of disaster preparedness

## Contents

- Disaster Management Basic Concepts
- Sustainable local development
- Disasters, Risks and local risk reduction
- Strategic planning at the local level
- Project design with a risk reduction approach
- Preparation and emergency management
- Reconstruction for transformation and convergence

## Methods

Interactive Lectures, group work, case study analysis.

## Outcomes

Better understanding by the participants on the need, relevance of Planning and developing risk reduction and risk free strategies in DRR in their respective regions and will be able to efficiently deal with & managing future emergency situations.

### Programme Director

Mr. Bipin Das

### Duration

2 days: July 28-29, 2010

### Venue

Bhubaneswar

## Development Management Programmes at XIMB

### Programmes Venue

The programmes would be held at the Management Development Center in the XIMB Campus, Bhubaneswar. The institute has well furnished accommodation facilities also for participants desirous of taking residential programme nominations.

### Programme Fee

- The residential nomination fee is Rs.1200/- per day while the non-residential nomination fee is Rs.800/- per day
- The residential Nomination Fee covers the course material, board and residence in a twin-sharing air conditioned room at XIMB Campus
- The fee is payable either by Cheque of SBI Bank / Axis Bank only or by Demand Draft in favour of "Xavier Institute of Management, Bhubaneswar".

### Nomination Process

Nominations

- Filled-in Nomination Forms should reach the MDP Office three weeks before the commencement of the programme

Confirmation and Registration

- Nominations will be confirmed only after the receipt of payment.
- Confirmations will be given on a first-come-first-served basis.
- The Institute reserves the right to refuse nominations.

Cancellation of Nominations

- Information about cancellation of nominations, if any, should reach the MDP Office at least three weeks before the commencement of the programme.
- Cancellations received after the deadline will entail a cancellation charge of 50% of the nomination fee.
- The nomination fee will be totally non-refundable in the case of outstation programmes.

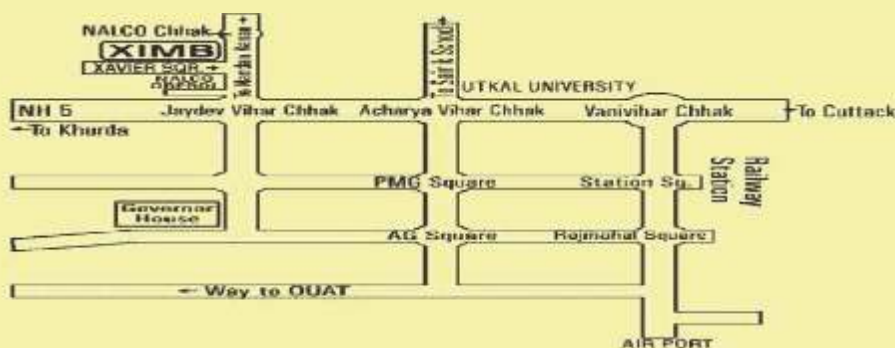
Reporting

- 8:30 am on the first day of registration.
- The programme begins at 9:00 am on the first day.  
Accommodation for residential participants would be available from one day prior to the commencement of the programme.
- Participants should make arrangements for their travel accordingly.

### Programme Cancellation

If unforeseen circumstances warrant post-ponement/cancellation of the programme by XIMB, information will be sent to the sponsoring organizations/individuals ten days in advance of the scheduled commencement date.

### How to reach



# APPLICATION FORM

The MDP Coordinator,  
Xavier Institute of Management,  
Xavier Square, Bhubaneswar- 751013

FROM :

Name of the Organization: _____
Address : _____ _____
Phone: _____ Fax: _____
Email: _____

We herewith enclose a DD/Cheque for  
Rs. \_\_\_\_\_ (Rupees \_\_\_\_\_)

Bearing No. \_\_\_\_\_

Dated: \_\_\_\_\_

Drawn on Bank: \_\_\_\_\_

In favour of **“Xavier Institute of Management, Bhubaneswar”**

For the Programme: \_\_\_\_\_

Name of the Participant \_\_\_\_\_ (Please Tick “✓” the relevant boxes)

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_

R	NR	V	NV
R	NR	V	NV
R	NR	V	NV
R	NR	V	NV

(You may use a Photocopy of this Form for more employees)

**Organisation seal**

**Signature with date**

N.B.: Outstation cheques are not accepted.

Abbreviation Used: R = Residential; NR = Non Residential; V = Vegetarian; NV = Non Vegetarian



For further details, Please contact:

MDP Office, **Xavier Institute of Management**

Xavier Square, Bhubaneswar-751013

Phone: 0674-3983850, Fax.: 0674-2300995

Email: [mdp@ximb.ac.in](mailto:mdp@ximb.ac.in) Website: [www.ximb.ac.in](http://www.ximb.ac.in)



For further details, Please contact:  
MDP Office,  
Xavier Institute of Management,  
Xavier Square, Bhubaneswar-751013  
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