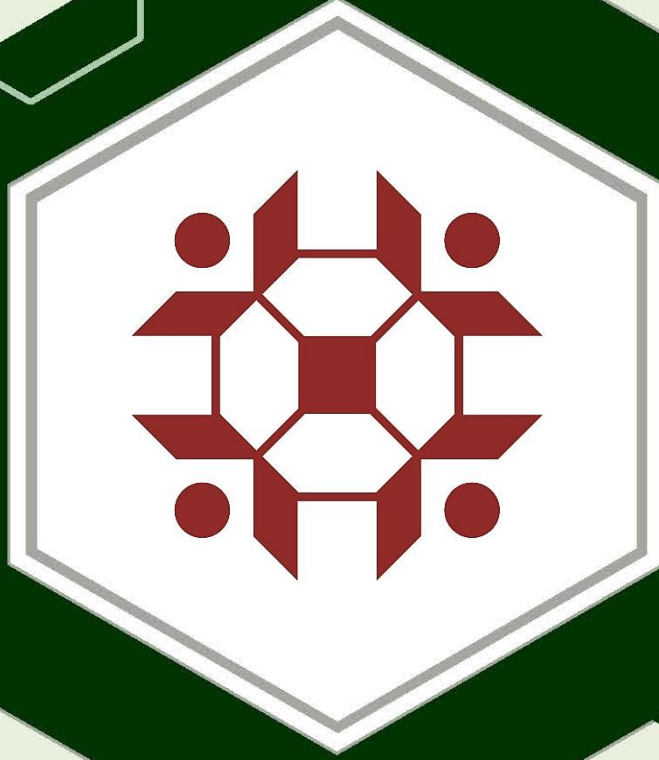




विकास प्रबंधन संस्थान
Development Management Institute



Annual Report 2021 – 22

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Members of DMI Society*

President

Shri Nitish Kumar

Hon'ble Chief Minister, Bihar

Chairman

Shri R J M Pillai

Chairman, Board of Governors

Members

The Secretary

Department of Higher Education, MoE, GoI

Smt. Renana Jhabvala

Chairperson, SEWA Bharat

Prof. Shekhar Chaudhuri

Former Director, Indian Institute of Management Calcutta

Dr. S Siddharth, IAS

Additional Chief Secretary, Finance Department, GoB

Shri Dipak Kumar Singh, IAS

Additional Chief Secretary, Education Department, GoB

Shri Mihir Kumar Singh, IAS

Principal Secretary, Panchayati Raj Department, GoB

Shri Anand Kishor, IAS

Principal Secretary, Urban Development Dept., GoB

Shri Vinay Kumar, IAS

Secretary, Planning & Development Department, GoB

Dr. N. Saravana Kumar, IAS

Secretary, Animal & Fisheries Resources Dept., GoB

Smt. Bandana Preyashi, IAS

Secretary, Cooperative Department, GoB

Shri Balamurugan D, IAS

Secretary, Rural Development Department, GoB

Shri Rahul Kumar, IAS

Chief Executive Officer, BRLPS, Bihar

Smt. Shikha Srivastava, IRTS

Managing Director, COMFED, Bihar

Prof. (Dr.) Rekha Kumari

Director, Higher Education, Education Department, GoB

Dr. Amit Vishwasrao Salunkhe

Regional Officer, AICTE, Northern Region, Kanpur

Dr. K P Ranjan

Director, DNS-RICM, Patna

Prof. Debashish Kundu

Associate Professor, DMI, Patna

Prof. Shankar Purbey

Associate Professor, DMI, Patna

Prof. Sridhar Telidevara

Associate Professor, DMI, Patna

Member Secretary

Prof. Debiprasad Mishra

Director, DMI, Patna

* As of July 2022

Board of Governors, DMI Society*

Chairman

Shri R J M Pillai

Members

The Secretary	Department of Higher Education, MoE, GoI
Smt. Renana Jhabvala	Chairperson, SEWA Bharat
Prof. Shekhar Chaudhuri	Former Director, Indian Institute of Management Calcutta
Dr. S. Siddharth, IAS	Additional Chief Secretary, Finance Department, GoB
Shri Balamurugan D, IAS	Secretary, Rural Development Department, GoB
Shri Rahul Kumar, IAS	Chief Executive Officer, BRLPS, Patna, Bihar
Smt. Shikha Srivastava, IRTS	Managing Director, COMFED, Patna, Bihar
Prof. (Dr.) Rekha Kumari	Director, Higher Education, Education Department, GoB
Dr. Amit Vishwasrao Salunkhe	Regional Officer, AICTE, Northern Region, Kanpur
Prof. S Rajeshwaran	Professor, DMI, Patna
Prof. Gaurav Mishra	Associate Professor, DMI, Patna

Member Secretary

Prof. Debiprasad Mishra Director, DMI, Patna

Non-member Secretary

Shri Rajesh Kumar Manager- Administration, DMI, Patna

* As of July 2022

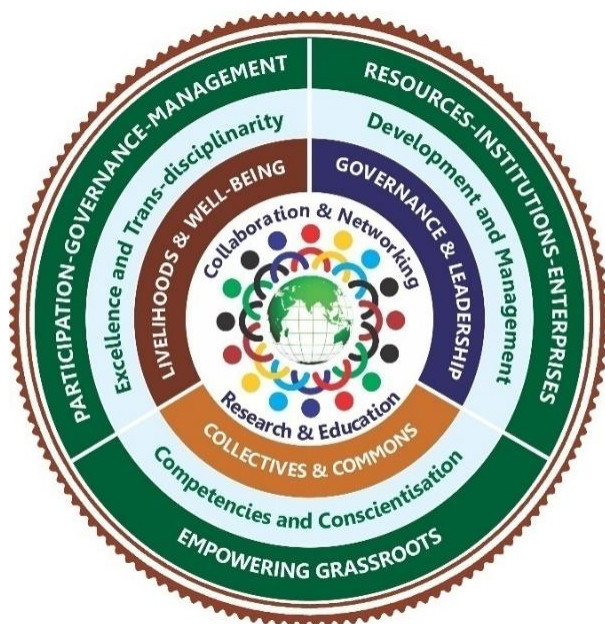
1. Origin and Mission

Development Management Institute (DMI) was set up on 13 February, 2014, pursuant to a desire of the Government of Bihar to establish a High-Performance Knowledge Institution (HPKI). DMI believes that the livelihoods of small producers and marginalised people can be enhanced by organising them to form member participation based, democratically governed institutions that leverage the strengths of collectives and build enduring partnerships with professionals for reaping the benefits of technology and market integration. Inspired by and recognising the growing need for Development Management Professionals, the Government of Bihar took the initiative to establish DMI as an autonomous institution. The rationale of DMI is best captured in its mission:

“To empower and usher in participatory governance and management of institutions, enterprises and resources for enhancing livelihoods and generating sustainable development”.

DMI endeavours to empower grassroots through:

- Creation of a cadre of Development Management professionals through its Post-graduate Diploma Programmes, Certificate Programmes and Courses, and the Fellow Programme;
- Enhancement of professional competencies of Development Management Professionals through short-duration Competencies Enhancement Programmes (CEPs);
- Engagement in networked trans-disciplinary Action Research, Policy Advocacy and Advisory Services through the following Collaborative Action Research and Education (CARE) centres:
 - Livelihoods and Well-being
 - Collectives and Commons
 - Leadership and Governance
- Orientation of Vision, Values and Leadership Practices towards Good Governance, by working with organisations, institutions and groups at different levels.



This report presents the efforts and achievements of DMI during the year 2021-22 towards the realisation of its mission.

2. Post-Graduate Programme in Development Management

The flagship programme of DMI is its two-year, full time, Post-Graduate Programme in Development Management (PDM) which aims at preparing its graduates to achieve:

- Personal growth through perspective building and interactive learning from foundational, functional and integrative courses, enriched by experiential learning and reflective dialoguing processes; and
- Transformation into Development Management Professionals through exposure to contextual realities during experiential learning spread over three phases - Development Immersion (DI), Enterprise Learning (EL) and Management Internship (MI), requiring course participants to stay and work at development sites on live projects.

The PDM curriculum is focused on imparting competencies necessary for the management of resources, enterprises, institutions and interventions, in an environment of participatory governance and stakeholder accountability, as shown in *Figure (i)*. The praxis-oriented interactive learning is facilitated by a faculty team of career academics, practising professionals and practitioner-turned academics endowed with domain expertise and experience.

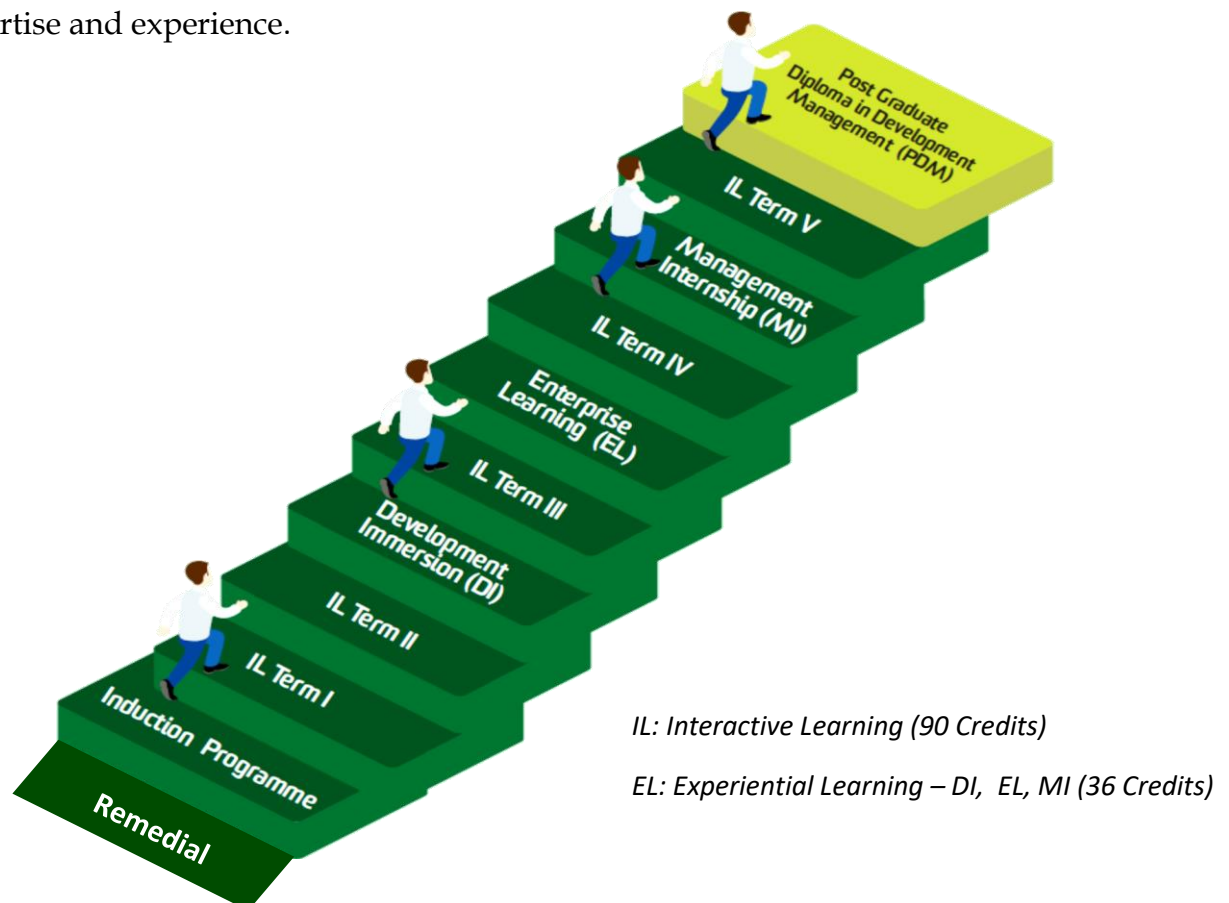


Figure (i): PDM Programme Design

2.1 Progress of PDM (2021 - 22)

2.1.1 PDM 2019 - 21 (PDM 06)

All the final term examinations of PDM06 were conducted in online mode. Open book system was adopted to get around the challenge of copying and plagiarism. The final grades were evaluated and results processed during June 2021. The Faculty Council in its meeting on 29th June passed the resolution recommending the grant of Diploma to the 49 participants. Thereafter the resolution for the award of Diploma was sent on 16th July for approval of the BoG as a circular resolution. Upon receipt of the approval from 6 members of the BoG the said resolution was adopted as approved on 22nd July 2021.



2.1.2 PDM 2020-22 (PDM 07)

The batch of the PDM07 completed their Enterprise Learning (EL) and Management Internship (MI) - the last two phases of their experiential learning between 13th December and 04th March 2022 (12 weeks). A table showing the list of organisations in which the participants were placed for their EL & MI, is given below:

Table A

#	Name of Organization	State (workplace)
1	Mulkanoor Women's Cooperative Dairy	Telangana, Bhimadevarapalli
2	Jharkhand State Livelihood Promotion Society	Jharkhand, Ranchi
3	Pidilite Industries Limited-CSR	Gujarat, Bhavnagar

#	Name of Organization	State (workplace)
4	PRADAN	Jharkhand, Godda, Dumka
5	SRIJAN India	Uttar Pradesh, Jhansi
6	Toyam Foundation	Maharashtra, Pune
7	UNNATI Foundation	Gujarat Ahmedabad
8	TechoServe India	Uttar Pradesh, Lucknow
9	Aditya Birla Insulators-CSR	West Bengal, Hooghly
10	BAIF	Odisha, Sambalpur
11	Jharkhand Milk Federation	Jharkhand, Ranchi
12	COMFED, Barauni Dairy	Bihar, Barauni
13	COMFED, Mithila Dairy	Bihar, Samastipur
14	COMFED, Patna Dairy Project	Bihar, Patna
15	Seva Mandir	Rajasthan, Udaipur
16	JEEVIKA	Bihar, Patna
17	Gram Vikas	Orissa, Bhubaneswar

Further, the final term (term V) of PDM07 participants commenced on March 14, 2022. A total of 15 elective courses were offered for the participants to choose from.



2.1.3 PDM 2021-23 (PDM 08)

Due to the COVID-19 impact and less number of registered applications, the last date for filling the online admissions application form was extended several times till July 25, 2021. Against the total 118 applications received, 100 participated in the admissions process culminating with the written assessment and online personal interview. Based on the combined performance of the applicants across all the admissions criteria, a total of 73 admission letters were issued. Out of this, 33 applicants confirmed acceptance of the admission offer. Twenty-nine of them reported at DMI on the date of registration for admissions. After completing the 3-week Induction programme and the remedial sessions, the participants of PDM 08 batch have completed their terms I & II in the offline (physical presence) mode on March 05, 2022.



Two participants dropped out initially, and one withdrew from the program due to poor academic performance. The remaining 26 participants progressed to the first phase of Experiential Learning - Development Immersion (DI) that commenced on the 14th March 2022. Twelve organisations (listed below) hosted the participants:

Table B

#	Organizations	State
1	Mulkanoor Cooperative Rural Bank and Mktg. Society	Telangana
2	IBTADA	Rajasthan
3	Seva Mandir	Rajasthan

#	Organizations	State
4	COMFED Barauni Dairy	Bihar
5	PRADAN	Bihar
6	Innovators in Health	Bihar
7	Better World Foundation	Jharkhand
8	AKRSP(I)	Bihar
9	Gram Vikas	Odisha
10	Kaimur Hills Farmers Producer Company Limited (FPO)	Bihar
11	Srijan	Rajasthan
12	JMF	Jharkhand

2.2 Scholarship Support for PDM Participants

Since October 2021, a total amount of Rs. 16,56,000/- was disbursed as scholarship to the PDM 2020-22 batch participants based on their academic performance in Terms II and III. Similarly, an amount of Rs. 4,00,000/- was disbursed to the participants of PDM 2021-23 for their academic performance in the Interactive Learning Term I.

The revised performance levels and extent of scholarship, by way of tuition fee waiver is shown in Table C.

Table C: Scholarship Support Structure

Criteria for Scholarship	
Grade Point Average (GPA)	Fee Waiver
2.55 – 2.88	25% of Tuition Fee
2.89 – 3.21	50% of Tuition Fee
3.22 – 3.54	75% of Tuition Fee
3.55 and above	100% of Tuition Fee

3. Competencies Enhancement Programmes (CEPs)

Competency Enhancement Programmes (CEPs) at DMI aim to foster techno-managerial leadership and good governance competency relevant to the growing expectations of development stakeholders in the country. The programmes offer comprehensive learning opportunities for various target groups, viz., public or civil servants, development professionals working in foundations, civil society organizations, trusts, and agencies of national and international importance.

DMI offers both open programmes where individuals or groups of individuals can register for the programs offered by various faculty members on various topics as per their interests and customized programs to address specific requirements of organizations for their employees. Training programmes at DMI are designed to direct learning towards achieving specific outcomes that empower the participants to address development management challenges and perform better in their professional and personal spheres. The CEPs emphasize the transformative integration of knowledge, skills, and attitude through sound design and delivery of the programmes, along with participants' self-reflection and openness to change.

CEPs conducted by DMI during the year are listed in table D:

Table D

#	Title of the CEP	Partner Organization/s/ Announced	Profile of Participants	Dates	Total Number of Participants
1	Community Participation in O&M of Piped Water Supply Schemes	Public Health Engineering Department (PHED)	Officials from PHED, Govt. of Bihar	07 - 10 September, 2021	30
2	Renewal and Rededication	Disaster Management Department	Officials from Disaster Management Department, Govt. of Bihar	04 - 05 January, 2022	31
3	Development Leadership Program	Rural Development Department, Govt. of Bihar	Block Development Officers (BDO), Govt. of Bihar	17 - 22 January, 2022	25
4	Use of Information Technology in Water Quality Surveillance Reporting and Follow ups	National Jal Jeevan Mission, Govt. of India	Executive Engineers, Assist. Engineers and IT Support Staff of PHED, Govt. of Bihar	20 - 21 January, 2022	50

#	Title of the CEP	Partner Organization/s/ Announced	Profile of Participants	Dates	Total Number of Participants
5	Use of Information Technology in Water Quality Surveillance Reporting and Follow ups	National Jal Jeevan Mission, Govt. of India	Executive Engineers, Assist. Engineers and IT Support Staff of PHED, Govt. of Bihar	27 - 28 January, 2022	50
6	Development Leadership Program	Rural Development Department, Govt. of Bihar	Block Development Officers (BDO), Govt. of Bihar	07 - 12 February, 2022	25
7	Development Leadership Program	Rural Development Department, Govt. of Bihar	Block Development Officers (BDO), Govt. of Bihar	14 - 19 February, 2022	25
8	Renewal and Rededication	Disaster Management Department	Officials from Disaster Management Department, Govt. of Bihar	15 - 16 February, 2022	28
9	Renewal and Rededication	Disaster Management Department	Officials from Disaster Management Department, Govt. of Bihar	24 - 25 February, 2022	29
10	Managing Development	BIPARD	Officers of Bihar Administrative Services, Govt. of Bihar	28 Feb. to 05 Mar., 2022	43
11	Renewal and Rededication	Disaster Management Department	Officials from Disaster Management Department, Govt. of Bihar	02 - 03 March, 2022	31
12	Development Leadership Program	Rural Development Department, Govt. of Bihar	Block Development Officers (BDO), Govt. of Bihar	10 - 16 March, 2022	25

4. Collaborative Action Research & Education (CARE) Centres

4.1 Action Research on Re-imagining Basic Education

❖ *From April 2021 to August 2021:*

The pandemic-led closure of schools adversely impacted the implementation of the Action Research Project on Basic Education operational in 13 Government schools of Bhitiharwa cluster in Gaunaha Block of West Champaran district in Bihar. After the reopening of the schools in August 16, 2021, the field team at Bhitiharwa recommenced its engagements in the following ways:

- The attendance of students in the schools were low in the initial period of reopening as many students and parents were unaware about reopening of schools. From among those parents who were aware, some were hesitant to send their children due to lurking fear of the pandemic. Some students were reluctant to return to school due to inertia or fear emanating out of losing touch with studies. A major task for the field team was to assist the teachers in their efforts of bringing the children back to school;
- It was observed during interactions with critical stakeholders in the villages and schools that many children were at risk of dropping out of the schooling system due to socioeconomic vulnerabilities surrounding them as well as due to inertia or fear of re-joining schools. The field team engaged itself in identifying such children and their parents with the aim to link them to schools;
- The survey conducted to understand the access to remote learning platforms suggested that majority of students were not able to access the contents that were being made available to them to support their learning. The team is facilitating students to catch-up with learning losses by supporting teachers. The team is working with learners in early grades to support in picking up speed with foundational literacy and numeracy. Some teachers in the cluster were nominated and trained by the Education Department, GoB on methods to support children catch-up. The team is also supporting teachers by taking remedial sessions for learners during or after school hours.

❖ *From September 2021 to March 2022:*

- With support of Education Department, Govt. of Bihar, DMI had worked towards its resolve of re-imagining basic education by nurturing a cluster of thirteen schools and one KGBV in Gaunaha Block in West Champaran District, for the period of 3 years (November 2018 – November 2021). The project made some

notable progress during the period in its resolve to work with students, teachers, parents and other stakeholders. In some period of approval, schools remained shut due to the COVID - 19 pandemic. Notwithstanding the set-backs during the COVID crisis, the project team continued with its endeavour to support students during the pandemic-led shut down of schools. Since the approved period of the project was over, the engagements were concluded at Bhitiharwa cluster of schools w.e.f. November 30, 2021, with advance information to BEPC.

- The Department had sanctioned Rs. 2, 69, 40, 060/- for the entire duration of three years of the project. Over the period of 3 years, the project received funds for the first year only. For the remaining 2 years, the expenditures for the project were being incurred, in anticipation of release of approved funds from BEPC. A sum of Rs. 78,61,865/- (Rupees Seventy-eight Lakh Sixty-one Thousand Eight Hundred and Sixty-five only) has remained receivable on account of this project.

4.2 Water Sanitation, and Hygiene (WASH) Observatory

Development Management Institute (DMI) established Water, Sanitation, and Hygiene Observatory (WASH-O) in September 2019 with financial support of UNICEF, Patna. UNICEF had committed to support the WASH-O till December 2022.

The WASH-O, DMI, has been empanelled as Key Resource Centre (KRC) under the National Jal Jeevan Mission of the Ministry of Jal Shakti, Government of India. As a KRC, capacity building exercises will be undertaken for government officials at various levels and other stakeholders.

The WASH-O has completed the following assignments:

- Functionality assessment of Piped Water Supply Schemes, funded by UNICEF
- Baseline assessment on current empowerment status of women members of WIMCs
- Rapid assessment of WASH infrastructure and services in Health Care facilities of district Patna, Bihar supported by Aga Khan Foundation
- Best practices documentation of Har Ghar Nal ka Jal (Multi village piped water supply scheme) under Public Health and Engineering Department (PHED), GoB

Three training and related activities completed during the period are as follows:

- Training Need Assessment workshop for PHED officials (one day), PHED
- Training Need Assessment workshop for LSBA (one day), LSBA
- Competencies Enhancement Programme (CEP) on 'Community Engagement for O&M of piped water supply schemes', PHED

In addition, the WASH-O organized two webinars. The first webinar was on ‘Sustainable WASH for rural communities - role of community institutions and gram panchayats for awareness and knowledge dissemination’ by Mr Liby Johnson, Executive Director, Gram Vikas, in January 2022. The second webinar was held on ‘Sustaining quality WASH access - emerging issues of concern for awareness and knowledge dissemination’ by Mr V.K. Madhavan, Chief Executive, Water Aid, in February 2022.

In addition, the WASH-O organized two WASH Talks. One with Ms. Nafisa Binte Shafique, Chief, UNICEF Office for Bihar, India and the other one with Mr. Biswadeep Ghose, Country Director, Water for People. These talks are available on the WASH-O YouTube channel.

DMI conducted two batches of CEP on the “Use of Information Technology (IT) in water quality surveillance, reporting, and follow-ups” for PHED functionaries. The programme was organized as a part of Key Resource Centre (KRC) under Jal Jeevan Mission.

4.3 Centre of Excellence in Disaster Management (CoEDM)



The Centre of Excellence in Disaster Management (CoEDM) conducted an Experience Sharing workshop on “Flood Risk Reduction in Bihar” on 29 June 2021 in the online mode. The workshop was planned earlier on 27 April 2021 before the onset of flood risk reduction preparatory work in the state of Bihar. But, due to the outbreak of the second wave of Covid in the country and state, the workshop could not be conducted then. It was timely and relevant. The workshop witnessed the participation of 15 departments of the Govt. of Bihar and

3 other organisations working in the domain of disaster risk reduction. A multi-stakeholder action-oriented report on Flood Risk Reduction in Bihar has been prepared based on the deliberations and discussions in the workshop.

The Centre team members participated and presented two papers in the 2nd International Symposium on Disaster Resilience and Sustainable Development Conference 2021 by AIT, Thailand on 24 - 25 June 2021.

The title of the papers are as mentioned below:

1. **Title:** Livelihood Assessment of Smallholder Rice Farmers in Drought-prone Regions in Bihar, India - *Vivek K Singh, Geetanjali Kumari, Amrita Dhiman*
2. **Title:** Community Resilience for Disaster Risk Reduction by engaging Local Governance in Bihar, India - *Geetanjali Kumari, Vivek K Singh, Amrita Dhiman*

Further, the paper “Livelihood Assessment of Smallholder Farmers in drought-prone Regions in Bihar” presented at the at 2nd International Symposium DRSD 2021, AIT, Thailand 24-25 June 2021 is listed for publication in the Elsevier book "Multi-hazard Vulnerability and Resilience Building: Cross-Cutting Issues.”

CoEDM conducted a workshop on “Disaster Risk Reduction (DRR) Roadmap Implementation and Monitoring” on 21 Sep. 2021 with the departments directly involved in disaster management in the state. The workshop’s primary objective was to learn, collate and assess the short term (five year period 2015-20) achievements of the departments with reference to the DRR roadmap of Bihar 2015-30 by involving the DRR Nodal officers of the concerned departments. The second workshop in the same series planned on 24 September 2021 has stood postponed.

The CoEDM team participated and presented two papers in the 5th World Congress on Disaster Management organised by IIT Delhi, India on 24-27 November 2021. One of the two papers, entitled ‘Family Preparedness for Disaster Risk Reduction by engaging Local Governance and Communities in Bihar (India)’ was awarded the third position for the cash awards for the best paper in the general category at the 5th WCDM.

The CoEDM conducted CEPs titled “Renewal and Re-dedication” in four batches for the functionaries in SEOC, DEOC and DDMA under the Disaster Management Department at the DMI on 04-05 Jan, 15-16 Feb, 24-25 Feb, and 02-03 March 2022.

Going forward, a proposal to conduct CEP on “Mainstreaming DRR Strategies for Resilient Agriculture in Bihar’ has been submitted to the Secretary, Agriculture Department. A research proposal has been submitted to the BSDMA for collaborative work on developing the first Annual Disaster Report of the State.

4.4 Centre for Innovation, Incubation and Start-up

At the behest of the Industries Department, GoB, DMI has undertaken the responsibility of acting as an ‘incubator’ for persons identified under the schemes, i.e., (i) CM Mahila Udyami Yojana; (ii) CM (SC, ST, EBC) Udyami Yojana, and (iii) CM Yuva Udyami Yojana. The role as an incubator is to assess the feasibility of entrepreneurial proposals, assist aspiring entrepreneurs in preparation of detailed project reports (DPR) and certifying their proposals.

The AICTE has consistently been advising emphasis on ‘innovation, entrepreneurship and start-up’ both as curricular and extra-mural activities of approved technical education programmes. The suggestion is to facilitate and assist PDM participants for innovation and exploring start-ups that they would be inclined to move forward with.

In view of the above, in order to consolidate the work of the past and to lead DMI’s efforts in this area a Centre for Innovation, Incubation and Start-up has taken shape within the Institute. The Centre is composed of faculty members drawn from different functional areas of management, those that go into the assessment of projects and preparation of DPRs. A Project Associate assists the Centre’s Committee and its Coordinator. The terms of reference for the Centre are stated to be;

- a. To give a fillip to the ‘incubator role’ assigned by the Department of Industries, Government of Bihar, through systematic efforts in assessment of proposals and providing guidance to aspiring entrepreneurs
- b. To lead the initiative in imparting entrepreneurial orientation among PDM participants and exploring introduction of courses of study on this topic
- c. To collaborate with the National Innovation Foundation and the Honeybee Network and look out for barefoot innovators to showcase them and assist them in publicizing their innovations.

The work done during the reporting period are as follows:

1. Sixteen business proposals have been incubated by DMI and funded by the Start-up Bihar
2. Two business proposals as start-ups under incubation with DMI have been recommended for release of 2nd and last tranche of funds of Rs.7.8 lakh, as interest-free loan.
3. Two proposals have been certified and are being incubated.
4. Eight new proposals for incubation have been received from the Department of Industries, Government of Bihar and under process for screening and incubation.

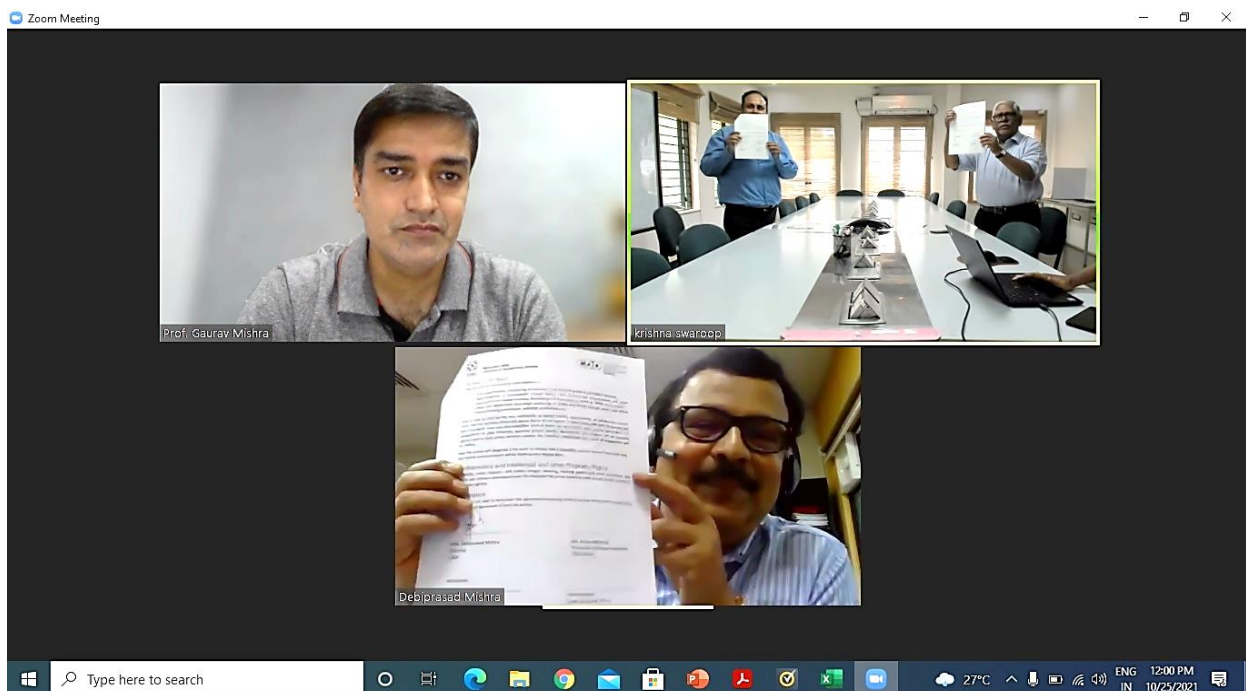
4.5 A Qualitative Assessment of Impact of COVID-19 on Migrant Labourers and their Families in Bihar and Uttar Pradesh

A study, to understand the impact of COVID-19 on migrant labourers and their families in Bihar and UP, was conducted with support of UNICEF. It was carried out in two phases which included interactions with returnee migrants and their families as well as discussions with key stakeholders. Phase - I study was conducted to understand the quick assessment of the migrants’ situation after the lockdown announced in March 2020. It used the secondary sources of information published in media reports, articles,

and included interactions with critical stakeholders from the Government and Non-Government actors. Subsequently, phase - II was conducted to understand the impact on migrants and their families by directly interacting with them through telephonic survey. The study suggests impact on dimensions viz. livelihoods and employment, access to social protection schemes, coping mechanisms and wellbeing of women and children. The study also suggests migration as an inevitable phenomenon especially among some 'resilient' or 'stubborn' migrants based on some socioeconomic attributes.

The findings from the study motivated UNICEF to commission a longitudinal study which is ongoing. The purpose of the study is to trace the lives and livelihoods of migrant workers and their families over time, by going back to the same cohort of migrants surveyed in the previous phases in two 'source' states that comprise of a major proportion of internal migrants in the country. The study would aim to provide insights and policy recommendations to improve the well-being and living conditions of migrants at state and national levels.

4.6 MoU between DMI and CDD Society



DMI has entered into an agreement with the CDD Society (Consortium for DEWATS Dissemination Society), Bangalore with a view to enhance the technical capabilities in the area of Solid and Liquid Waste Management. A Memorandum of Understanding (MoU) was signed with CDD Society to:

- Undertake research, monitoring and evaluation for furthering WASH and IWRM solutions.

- Build capacities of Government, Private Sector. Non-Government Organizations and other organizations for Implementation, Monitoring and Evaluation of WASH & IWRM interventions.
- Create and disseminate knowledge pertaining to WASH and IWRM through online and offline modes including conferences, webinars, publications etc.

The collaboration would offer itself as a resource centre to the Government of Bihar to strengthen its initiatives in SLWM under the SBM 2.0. It would work towards capacity building including Training of Trainers, execute orientation workshops for senior functionaries, and help build the required expertise of various government functionaries on-

- Liquid Waste Management (LWM) and Fecal Sludge Treatment Plant (FSTP) planning,
- Identification of ideal solutions and technology options in LWM/ FSTP
- Designing and preparation of DPRs, operations and overall management of LWM/ FSTP projects.

4.7 MoU between DMI and BIPARD, Govt. of Bihar

A Memorandum of Understanding (MoU) was signed with Bihar Institute of Public Administration and Rural Development (BIPARD) for long term strategic collaboration for training of Officers of Govt. of Bihar. As part of this MoU, the two Institutions will collaborate in conducting Competency Enhancement Programmes (CEP) for the Civil Services Probationary Officers and Officers of Government of Bihar, carry joint research activities, and support student learning through internships.



DMI will design the syllabi, conduct workshops, undertake interactive training programs as part of training the civil service officers of Govt. of Bihar on development management-related concepts, theories, practices, and hands-on experience for its effective use in their administrative responsibilities.

Along with it, DMI and BIPARD have agreed to carry out joint research activities in their respective fields of specialization that benefit the two institutions and society. The scope of the MoU also extends to the Students of DMI who will be supported with internship opportunities.

5. Institutional Events

5.1 Eighth Foundation Day Lecture

On DMI's Eighth Foundation Day, a public lecture was organised on 13th February 2022 at DMI transit campus in both offline and online mode. Shri S M Vijayanand (Former Chief Secretary to the Government of Kerala and Currently Chairman of Sixth State Finance Commission, Govt. of Kerala) was the speaker for the event and delivered the lecture on 'Localising Development: Governance and Planning.' He talked about localizing and communitising SHGs for meaningful localized development, especially for governance and planning. He shared his experience of working in Kerala on decentralized development and suggested potential initiatives that can be adopted in Bihar. He mooted the idea of Carbon Neutral Panchayats to restore the village ecosystem to strive towards long-term sustainability. Concluding his talk, he emphasised that co-operative endeavours must begin with trust, trusting the communities to discover commonalities among them and to work towards a better and sustainable tomorrow.



During the question-answer session of the lecture, distinguished participants deliberated on various issues concerning Local Governance, especially in the context of Bihar.

5.2 Dr. Verghese Kurien Centenary Celebration

A series of four talks was organised on 23rd and 24th October 2021 to celebrate the occasion of Dr. Verghese Kurien birth centenary. The talks were planned under the rubric of “Collectives in Eastern India - Opportunities & Challenges”. They were presented by the following speakers;

1. Dr. Sarvana Kumar, Secretary, Govt. of Bihar, Agriculture Department
2. Dr. Jagjit S. Punjrath, ED (Retd.), NDDDB and MD (Retd.), Patna Dairy Project
3. Dr. Prabal K. Sen (Retd.), Founder Chairperson EDC, XLRI, Jamshedpur
4. Dr. Sunil Kumar, Chief General Manager, NABARD, Patna.



Dr. Sarvana Kumar spoke at length on the topic ‘Indian Agriculture Today’ where he emphasized the role of Farmers Producer Organizations in Agriculture and the opportunities and challenges they encounter.

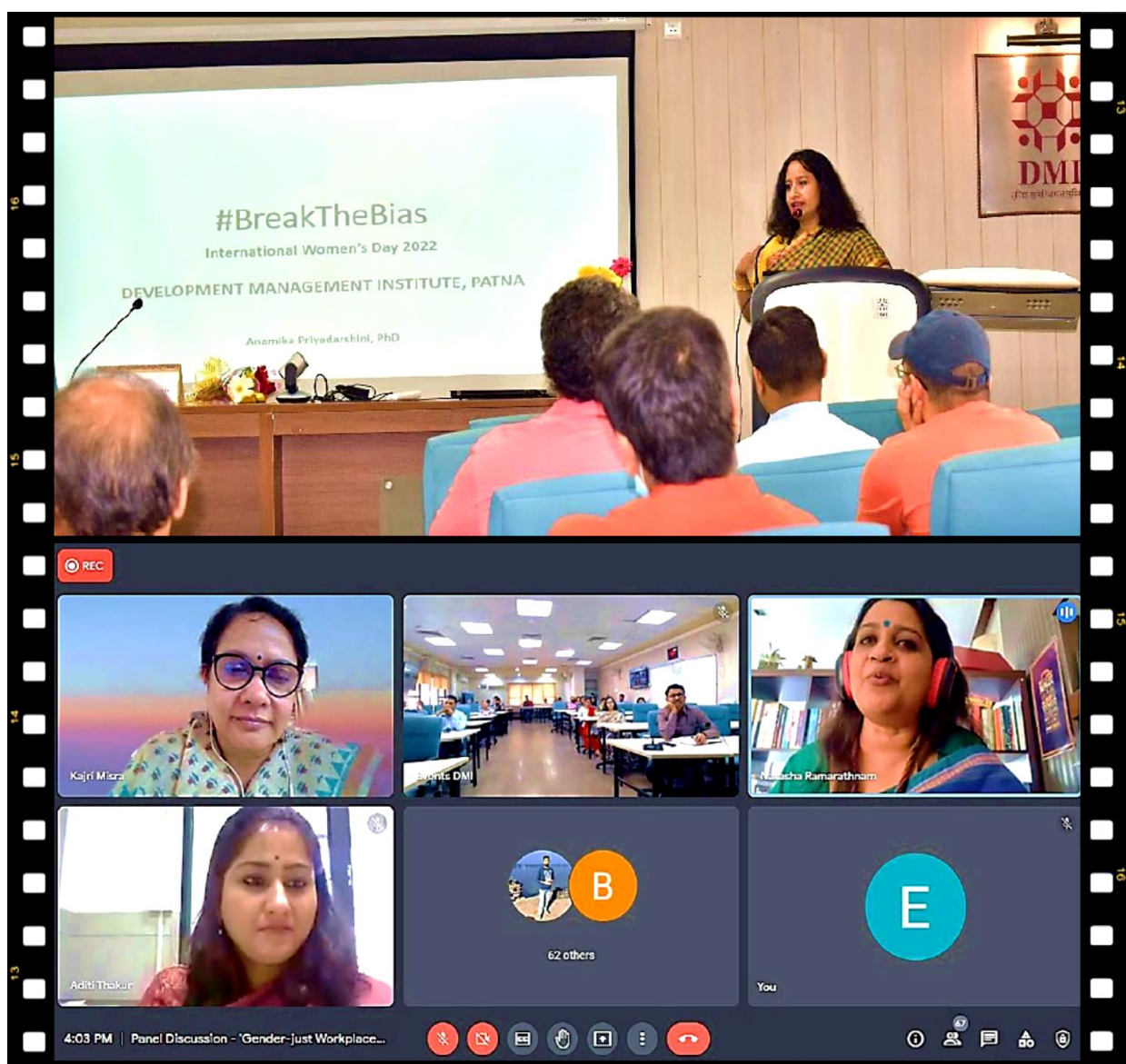
Dr. Punjrath’s talk was on Collectives in Dairy Sector while Dr. Sen spoke on Entrepreneurship.

Dr. Sunil Kumar addressed the topic “Cooperative Banks in Bihar - Status, Challenges and Opportunities”.

Overall, it was an enriching experience for DMI fraternity, a befitting one too in memoriam of the legendary father of the White Revolution. On the side-lines of the talks by the invited speakers, the faculty, staff and students present in the occasion paid their homage to the work and contributions of Dr. Verghese Kurien.

5.3 International Women's Day Celebration

On the occasion of International Women’s Day on 08th March 2022, DMI organised two events for the members of faculty, staff and students. Dr. Anamika Priyadarshini delivered a talk on 'Breaking the Bias: Gender Gap in India', followed by a webinar on 'Gender-just Workspace' by Prof. Kajri Misra (Dean, XIM School of Human Settlements, Bhubaneswar), Mr Binoy Acharya (Director, UNNATI, Ahmedabad) and Ms Natasha Ramarathnam (Development Professional, IIMA Alumna, Columnist, Hyderabad).



6. Publications, Paper presentations, Participation in Workshops, Seminars/ webinars

Publications, paper presentations, participation in workshops/seminars, and other contributions of faculty members and others from the academic community are listed below. Names of DMI personnel are highlighted in jointly authored works.

❖ Publications

- Bhushan, Surya (2021). *Labour Productivity Dynamics in Indian Agriculture: 2000-2016*. Indian Journal of Labour Economics, June, 64(2), 371-388. <https://doi.org/10.1007/s41027-021-00318-w>
- Chengalur-Smith, I; D Potnis; and **G Mishra** (2021). Developing voice-based information sharing services to bridge the information divide in marginalized communities: A study of farmers using IBM's spoken web in rural India. International Journal of Information Management, 57, 102283 (ABDC Ranking-A*)
- Das, G; J Pelosa; **G Varshneya**; and T Green (2021). *When do consumers value ethical attributes? The role of perceived quality in gift-giving*. European Journal of Marketing, Vol. 55 No. 1, pp. 315-335. (ABDC ranking-A*)
- Deb, R; HV Samalia; **S Purbey**; and K Baishya (2021). *Resource-Driven Export Propensity Under Informal Competition: An Emerging Economy Perspective*. South Asian Journal of Management, 28(4)
- Kundu, D (2022). *Rise and Fall of Yes Bank: A case study in Managing Banking Operation*. The Management Accountant, 57(01),49-54
- Thakur, A; and S Purbey (2021). *Champaran mein Buniyadi Shiksha ki Punarkalpana*. Shiksha Vimarsh, March/April 23 (2), 29 - 35.
- Varshneya, G (2021). *Antecedents and consequences of experiential value in fashion retailing: a study on Indian consumers*. Journal of Fashion Marketing and Management, Vol. ahead-of-print No. ahead-of-print. (ABDC ranking-B)

❖ Conference, Workshop & Seminar/Webinar Paper Presentations

- Bhushan, Surya; Shankar Purbey; and Aditi Thakur (2021). “Delivering Services to circular migrants in India: Spotlight on women and children” in the webinar organized by UNICEF and Centre for Policy Research (CPR), New Delhi, Dec 15
- Kumari, Geetanjali; Vivek K Singh; and Amrita Dhiman (2021). “Family Preparedness for Disaster Risk Reduction by engaging Local Governance and Communities in Bihar (India)” at the 5th World Congress on Disaster Management at IIT Delhi, Nov 24-27
- Kumari, Geetanjali; Vivek K Singh; and Amrita Dhiman (2021). “Community resilience for Disaster Risk Reduction by engaging local Governance in Bihar (India)” at the 2nd International Symposium on Disaster Resilience & Sustainable Development, Asian Institute of Technology, Bangkok. 24-25 June, Virtual
- **Rajeshwaran S**, and Vinita Gaikwad (2022). “Leveraging IT to enhance the profitability of small holding dairy farmers” in the International Conference – ICIAM 2022 conducted by the Thakur Institute of Management Studies, Career Development and Research (TIMSCDR), Mumbai
- Rajeshwaran S, and Amrita Dhiman (2021). “Stagnant growth rate of buffaloes in India: A cause for concern” in the Asian Buffalo Congress ABC 2021 held in Nepal, Oct 25-29
- Rajeshwaran S; and Amrita Dhiman (2021). “Indiscriminate breeding in cattle: An alarm for Indian milk market” at the XVI International Conference on Public Policy and Management, Centre for Public Policy, Indian Institute of Management Bangalore, Aug 23-25
- Singh. Vivek; Geetanjali Kumari; and Amrita Dhiman (2021). “Multi-stakeholder Planning and Coordination for Flood Risk Reduction in Bihar” at the 5th World Congress on Disaster Management at IIT Delhi, Nov 24-27
- Singh, Vivek K; Kumari, Geetanjali; and Amrita Dhiman (2021). "Multi-hazard vulnerability and resilience building: cross cutting issues" at the 2nd International Symposium on Disaster Resilience & Sustainable Development, Asian Institute of Technology, Bangkok. 24-25 June, Virtual

❖ Participation in Conference, Workshops, Seminars/webinars,

- Dhiman, Amrita – participated in the Online Workshop on Flood Risk Reduction in the state of Bihar on 29 Jun 2021
- Dhiman, Amrita – Participated in DRR Roadmap Review workshop at the Disaster Management Department on 01 Oct 2021
- Dhiman, Amrita - Participated in the webinar ‘Zero-Hunger, Zero-Carbon Food Systems: Current Challenges and Future Solutions for India’s Agricultural Sector’ by Tata-Cornell Institute on 15 Feb 2022.
- Dhiman, Amrita – Participated in the webinar “Serving Educational Needs in Backward Areas: Combining Innovative Pedagogy with technology” by the DMI on 19 Feb 2022.
- Dhiman, Amrita – Participated in the Incident Response System (IRS) Training cum Table Top Exercise on Floods by NDMA on 22 Feb 2022 online.
- Rajeshwaran, S – Participated in a webinar titled, “ Inflation: Impact on Indian dairy” on Feb 08, 2022 conducted by M/s Jordburkare Farms and Beyond

❖ Other contributions

- Dhiman, Amrita - Contributed as an expert resource person in the selection of State Resource Persons on Bee-Keeping in the State of Bihar by BAMETI, Dept. of Agriculture, Bihar. on 16 – 17 July 2021
- Dhiman, Amrita - Participated in the meeting of the Core Group of the National Human Rights Commission (NHRC) on Right to Food and Nutrition, on 10 Aug. 2021
- Dhiman, Amrita – Contributed as an expert member to the ABI Incubation Committee (RIC) Meeting of Start-up Agribusiness Incubation Programme and Agri-preneurship Orientation Programme of Bihar Agriculture University, Sabour, on 06 Jan 2022.

7. Funding Support from the Government of Bihar

The GoB has released a cumulative amount of Rs. 248.30 Crores till 31 March 2022, against the sanctioned amount of Rs. 316 Crores as per Sankalp No. सं० ग्रा० वि०-6 (SGSY/NRLM)-41/2013 -177366.

The release of funds and balances under relevant heads during the period 2021-22 are presented in the table below:

Table E: Grant Funds from Government of Bihar and Utilisation

Budget Heads	Total Grants received till 31.03.2021	Grant received during F.Y. 2021-22	Total Grants received till 31.03.2022	Total Grant Utilised till 31.03.2021	Grant utilised during F.Y. 2021-22	Total Grant Utilised till 31.03.2022	Balance of Grants as on 31.03.2022
	(A)	(B)	(C=A+B)	(D)	(E)	(F=D+E)	(G=C-F)
A. Salaries, Allowances, benefits	16,00,00,000		16,00,00,000	16,00,00,000	-	16,00,00,000	-
B. Acquisition of Assets	60,35,00,000	-	60,35,00,000	41,31,72,099	(21,43,077)	41,10,29,022	19,24,70,978
C. Other than Salaries and Assets							
DMI Corpus Investment Fund	100,00,00,000	-	100,00,00,000	-	-	-	100,00,00,000
DMI Scholar Support Fund	11,94,83,000	20,00,00,000	31,94,83,000	-	-	-	31,94,83,000
Other Operating Expenditure	40,00,00,000	-	40,00,00,000	32,59,97,780	4,82,11,597	37,42,09,377	2,57,90,623
Total (C)	151,94,83,000	20,00,00,000	171,94,83,000	32,59,97,780	4,82,11,597	37,42,09,377	1,34,52,73,623
Grand Total	228,29,83,000	20,00,00,000	248,29,83,000	89,91,69,879	4,60,68,520	94,52,38,399	153,77,44,601

DMI expresses its gratitude to the Rural Development Department, the Government of Bihar, for the endowment and grants.

8. Infrastructure

8.1 Transit Campus

The Institute continues to function from its transit campus in Udyog Bhawan, Second Floor, with learning spaces and classrooms, library, seminar hall, computer centre, offices and all other facilities required as per AICTE norms for the PGDM programme. In addition, DMI has also rented approximately 4,000 sq.ft. space at ground floor of the building using it as learning spaces for the conduct of CEPs, office rooms, and a dining space for common use by PDM and CEP participants.

8.2 Knowledge Centre

During the year, additions were made to the RFID enabled state-of-the-art Knowledge Centre by way of books, journal article databases, print journals and magazines. The Knowledge Centre hosts 6,785 volumes of books comprising 6,421 titles, 2 journal article databases (EBSCO and Indiastat), 14 Indian and international journals in print format and 10,000 in electronic format, 13 magazines and 15 newspapers as on 31 March, 2022. In addition, it also houses 191 CDs and DVDs. The growth of the Knowledge Centre is a continuing process, and the resources are continuously updated.



8.3 Faculty Accommodation and Guest House

The Institute has arranged for five flats at Le Grassia, Nehru Nagar, North Sri Krishna Puri, Patna and one flat at Bailey Green Apartments, near Rupaspur Thana, Patna on lease rental basis. Four of these are used as furnished accommodation for the Director and the faculty members. Two, at Le Grassia, are used as transit guest house with a kitchen and dining facility attached to them. The dining facility is also used by interested residents on a payment basis.

In addition, DMI has rented a two-floor residential building in Patliputra Colony to be used as an independent Director's residence and guest house.

8.4 PDM Participants' Hostel

The Institute has established a hostel facility with double occupancy accommodation for 120 PDM participants with good quality furniture, well-furnished discussion rooms and common rooms, a functional mess facility, internet access, etc. in 12,000 sq.ft. of space hired in Hostel A (Ganesh Bhawan Complex) and 10,800 sq.ft. of space hired in Hostel B (Shanti Bhawan Complex).

Both the hostel blocks are situated in the heart of the city at Kadam Kuan area in Patna, with 24 hrs security and power backup facility. All PDM participants are required to stay in the hostel, given the residential nature of PDM.

8.5 DMI's Upcoming Permanent Campus

The Building Construction Department (BCD) of the Government of Bihar has undertaken the responsibility of developing the permanent campus of DMI on the 15 Acre site at Bihta. The work was awarded to Simplex Infrastructures Limited, Kolkata, through an Engineering Procurement and Construction (EPC) Contract by the Building Construction Department, Govt. of Bihar on 09 September 2019.

Shri Nitish Kumar, Hon'ble Chief Minister of Bihar laid the foundation stone for the DMI permanent campus at Bihta on 08 August 2020 via video conferencing.

Construction work was re-commenced soon after the COVID-19-related restrictions were withdrawn. Tasks completed by the agency are as follows:

1. Student Lounge (Circular Block) : Raft Foundation Reinforcement completed and ready for casting

2. CEP Amenities (Circular Block) : Raft Foundation Reinforcement completed and ready for casting
3. Student Common (Circular Block) : Raft and Pedestal Casting work completed; Plinth Beam work not started
4. Common Amenities (Circular Block) : Raft and Pedestal Casting work completed; Plinth Beam work not started

Some issues cropped up halting the progress of work in the third week of December 2021. The construction work is way behind schedule.

9. Governance

9.1 DMI Society Meeting

The annual meeting of the Development Management Institute Society (DMI Society) was held at DMI Transit Campus, Udyog Bhawan, Second Floor, Patna on September 29, 2021. In the absence of the President, the Chairman, Board of Governors, presided over the meeting. The Annual Report and the Audited Financial Accounts for 2020 - 2021, adopted earlier by the Board of Governors, were presented and adopted by the Society. Similarly, the Annual Audited Account under the FCRA for Financial Year 2020 - 2021 was also adopted.

Members of the Society noted the completion of three year term of M/s Rohatagi & Company as statutory auditors at the end of the FY 2019 - 2020. They approved the recommendation of the Board of Governors to appoint M/s MK Singh & Company as statutory auditors for the Financial Years 2020 - 2021 and 2021 - 2022.

9.2 Amendment to the Internal Audit Agreement

A new Internal Audit Agreement has been signed with the M/s Sachin Agarwal & Gupta (Internal Auditor), initially for a period of seven months (F.Y. 2021-22) w.e.f. 01st September, 2021 with the revised Terms of Reference. With the increased scope of work the Audit Firm has quoted a fee of Rs.60,000/quarter + GST as against Rs. 34,500/quarter + GST in the earlier agreement.

In the new agreement, the scope of internal audit was expanded to cover 100% vouching. All major expenses (above Rs 25,000/-, that go through the Purchase Committee) will be pre-audited before approval. All other expenses i.e. will be subjected to post-audit. The Audit Firm is required to submit reports twice a year.

9.3 Registration u/s 12AB and 80G of the Income Tax Act

The Finance Act 2020 has brought the new registration regime “All the existing Charitable Trust or Institutions registered under Section 12A, Section 12AA and Section 80G of the Income Tax Act will have to apply afresh for registration under the new provisions of sections 12AB.” Previously, registrations granted under section 12A / 12AA or 80G were perpetual in nature unless cancelled by the competent authority under the provisions of the Act. Now the registration granted under section 12AB will remain valid for 5 years.

The Institute has been registered u/s 12AB and 80G as per new registration regime.

9.4 Registration u/s 35 of the Income Tax Act

The Institute has been registered u/s 35 of the Income Tax Act under the category of Social Science Research Institute. Development Management belongs to the field of Applied Social Science. Now the donor may avail 100% deduction.

10. Human Resources

DMI recruited eight non-teaching staff, including Project Associates & Consultants for various research projects, during the year 2021-22. The details of members of Faculty, Managers, Consultants and Staff serving DMI as on 31st March 2022, are presented in the following two Tables.

10.1 Faculty

Sl. No.	Name	Designation
1.	Debiprasad Mishra	Director
2.	S. Rajeshwaran	Professor
3.	Surya Bhushan	Associate Professor
4.	Sridhar Telidevara	Associate Professor
5.	Shankar Purbey	Associate Professor

Sl. No.	Name	Designation
6.	Debashish Kundu	Associate Professor
7.	Aditi Thakur	Assistant Professor
8.	Amrita Dhiman	Assistant Professor
9.	Geetika Varshneya	Assistant Professor
10.	Gaurav Mishra	Assistant Professor

10.2 Managers, Consultants and Staff

Sl. No.	Name	Designation
1.	Rajesh Kumar	Manager (Administration)
2.	Manish Kumar	Manager (Finance and Accounts)
3.	Subodh Kumar	Manager (CEP)
4.	M. S. Jambunathan	Manager (ITeS)
5.	Anup	Consultant (Civil Engineering)
6.	Nidhi Kumari	Secretary (Library)
7.	Akshay Kamal Pandey	Administrative Assistant (Executive Assistant to Director)
8.	Shashi Shankar	Assistant (Purchase and Stores)
9.	Abhishek Saurav	Programme Assistant (Experiential Learning, Placement & Alumni affairs)
10.	Ranjeet Kumar	Accountant
11.	Ehsan Alam	Maintenance Engineer
12.	Mano Shankar Kumar	Programme Assistant (PDM & Admissions)
13.	Sheetal Singh	Project Associate

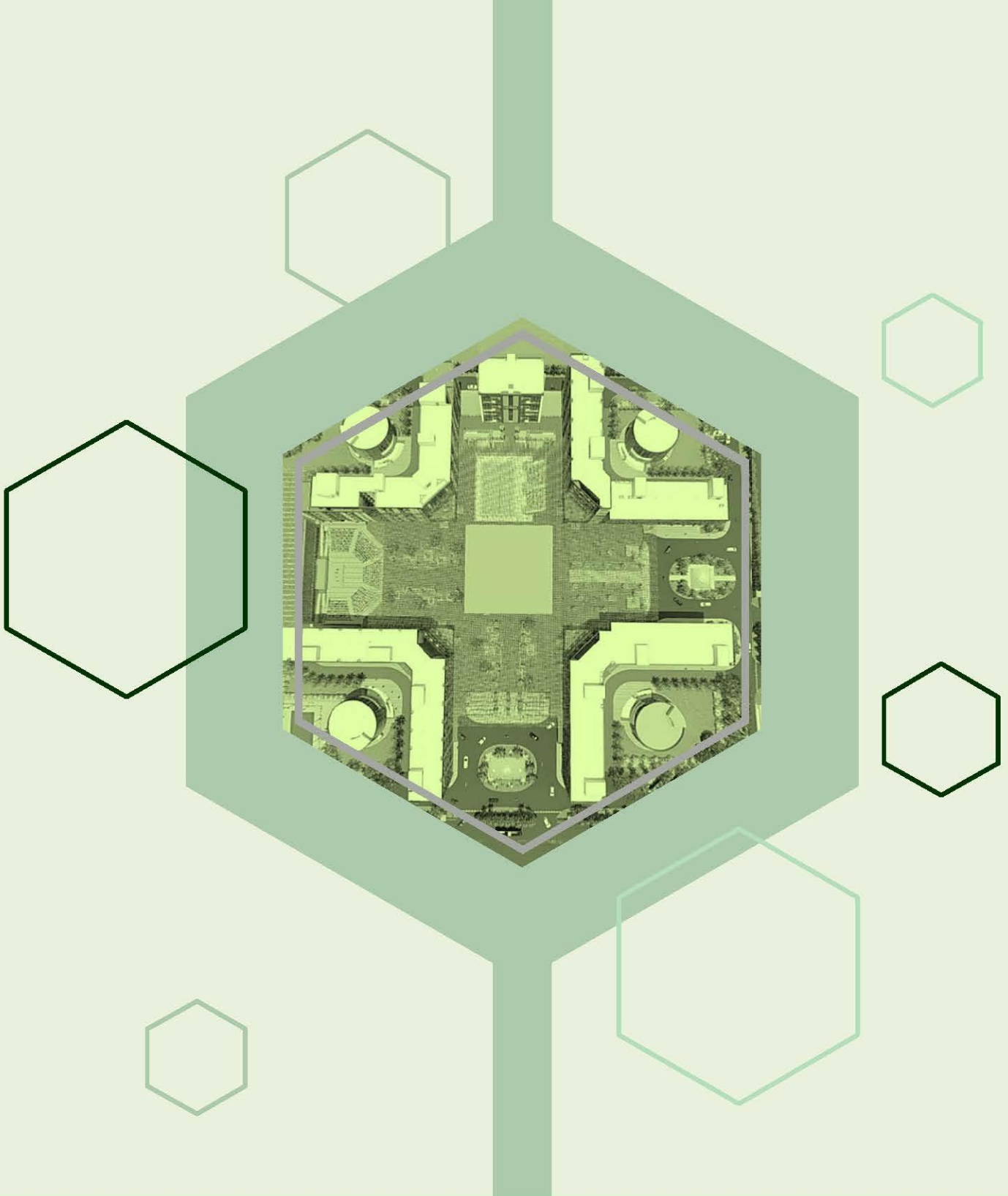
Sl. No.	Name	Designation
14.	Nermin Khan	Project Associate
15.	Junaid Alam	Project Associate
16.	Shikha Sharma	Project Associate
17.	Madhurima Raj	Consultant - Documentation and Communication (WASH Observatory)
18.	Afzal Noor	Junior Consultant (WASH Observatory)
19.	Pushkar Kumar	Programme Coordinator (WASH Observatory)
20.	Deep Jyoti Kalita	Consultant- Social Survey (WASH Observatory)
21.	Vivek Kumar Singh	Adjunct Faculty (CoEDM)
22.	Adarsh Bharat	Research Associate (CoEDM)
23.	Satyam Prakash	Research Associate

10.3 Visiting Resource Persons

DMI invited experienced development practitioners, academics and administrators to share their experience and learning with the PDM participants, faculty, manager and staff members during the current year. The invitees included:

Sl. No.	Name	Designation/ Organisation
1.	Dr. Agyeya Tripathi	Independent Consultant
2.	Dr. Anamika Pandey	Communication
3.	Dr. Anamika Priyadarshini	Lead, Research Sakshama, C3
4.	Dr. Mousumi Padhi	XIMB, Bhubaneswar
5.	Dr. Ramanath Jha	IAS (retd.)
6.	Mr. Anil Kumar Jha	Deputy Director, Dept. of Agriculture, GoB

Sl. No.	Name	Designation/ Organisation
7.	Mr. Indraneel Ghosh	Consultant, UNICEF, Patna
8.	Mr. Sunil Kumar Jha	Consultant, UNICEF, Patna
9.	Ms Neelima Khetan	Visiting Fellow Center for Social and Economic Progress
10.	Ms. Jaya Kritika Ojha	Assistant Professor, Central University, Rajasthan
11.	Prof. Chanchal Chatterjee	Associate Professor, IMI Kolkata
12.	Prof. Harsh Vardhan Samalia	Associate Professor, NITTTR Chandigarh
13.	Prof. Kumar Thangavelsamy	Associate Professor, XSRM, Bhubaneswar
14.	Shri Gautam Basu	Consultant, UNICEF, Patna
15.	Shri Shailendra Kumar Jha	Founder, Manas Dairy, Jonipur, Patna
16.	Mr. Shyamal Gupta	Chief Business Officer, National Collateral Management Services Limited, Mumbai
17.	Mr. Rahul Prakash	Independent Consultant
18.	Mr. Ashok Kumar	Independent Consultant
19.	Dr. Rouhin Deb	Independent Consultant
20.	Mr. Asish Agrawal	Director, Bridge4Change Foundation
21.	Mr. Abhay Kumar	Independent Consultant



Registered Office:

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Transit Campus:

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