



विकास प्रबंधन संस्थान

Development Management Institute

An Autonomous Institution Established by Government of Bihar

COMPETENCY ENHANCEMENT PROGRAMMES AT DMI

TRAINING CALENDAR (APRIL 2023 - MARCH 2024)

MANAGEMENT EDUCATION FOR SUSTAINABLE FUTURES



DMI

सुविद्या सुविनियोगात् सुविकासः



EMPOWERING GRASSROOTS

# About DMI

Development Management Institute (DMI) was set up on February 13, 2014 pursuant to a desire of the Government of Bihar. 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 ”**

**Supported by**



The social and economic dimensions of the development are emphasized in the mission of the institute. DMI endeavors to empower grassroots by focusing on social transformation - improved social structures, social and economic contributions, and capabilities signifying the actualization of individuals, households, and communities in enhancing their economic and social well-being.

In this endeavor, DMI promotes management education for sustainable futures. DMI's two-year fully residential Post-Graduate Programme in Development Management imbues and orients students with development practices that emphasize the institute's vision, mission, and values in harnessing sustainable futures. The need for mid-career education of development practitioners is supported through Competency Enhancement Programmes described more below.

DMI's faculty engage in networked trans-disciplinary action research and evidence-based policy advocacy, through its three Collaborative Action Research and Education (CARE) centres viz. Collectives and Commons, Well-being and Livelihoods, and Leadership and Governance. The faculty conducts research and provides their project and consultancy support to various governmental and non-governmental organizations and international developmental organizations through these three CARE Centers.

DMI, with the financial support of UNICEF, has established a Water, Sanitation, and Hygiene Observatory (WASH-O) with the vision to contribute to the dignity, health, and well-being of women and children in Bihar. The observatory supports the WASH programme implementation in Bihar by undertaking capacity-building initiatives, research for providing timely insights, and conducting seminars and workshops for dissemination of knowledge.

The Center of Excellence in Disaster Management (CoEDM) at DMI strengthens capacities of stakeholders in government departments, Urban Local Bodies, Panchayati Raj Institutions, Civil Society and Community based Organizations, and individuals on a regular basis for better preparedness, prevention, and mitigation of disasters and for effective implementation of the Disaster Risk Reduction (DRR) roadmap of the state.

Development Management Institute Patna (DMI) has been recognised as an Incubator by the Department of Industries, GoB under the Bihar Startup Policy 2017 to encourage youth to pursue their entrepreneurial pursuits and to support the government's objective of creating a circular economy within the state.

## About CEP (Training Programmes)

Competency Enhancement Programmes (CEPs) (training programmes) 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 development 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 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.

Competency Enhancement Programmes enhance the functional competency and self-efficacy of the development practitioners. The programs are designed considering the executives' needs in the areas of Project Life Cycle Management, Monitoring and Evaluation, Finance for Non-Finance, Data Analysis and Visualization for better Development Management, Social Marketing, Public Policy, Value Chain Management, Case Writing, Managerial Effectiveness, and Work-Life Balance, Managing Development, and many more. The table below lists all the open-enrolment programs for all development practitioners in Civil Society Organisations, and officials in various departments of government, to register and participate in the programs.

The pedagogy engages the participants to actively collaborate with faculty and other participants to reflect and engage in self-inquiry and constructivist thinking to develop an integrated perspective about the topic. The sessions during the program are designed, sequenced, and delivered effectively through questioning the assumptions, role-play, individual and group activities, case studies, games, and short videos.

The CEP calendar below invites you to choose and take advantage of the appropriate programs that meet your training needs. Alternately, you may also connect with us to customize the training programs as per your needs or the needs of the development practitioners in your organization.

# Key CEPs Conducted by DMI

## Managing Development (Duration: 1-2 weeks)

The Competencies Enhancement Program on Managing Development helps Officers of Administrative Services, Development Practitioners, and other professionals to appreciate the importance of managing the developmental process for better implementation of policies, programs, and projects. The program adopts a multidisciplinary approach to orient the participants to

- Social Development and Practices -Approaches, programs, and projects based on rights, needs, and markets with emphasis on entitlements and universal programs. The inclusive approach promotes a participatory process focusing on communities for social and financial inclusion, and promoting livelihoods based on asset transfer or rights-based approaches.
- Social Policy and Administration - institutional mechanisms, coordination, and implementation of Policy Mandates
- Theory of Change - How a project or program brings about change
- Policy and Program Impacts- Evidence from the implementation of community-based approaches

to achieve well-being and socio-economic transformation. The managerial dimension of the program sensitizes the participants to be responsive and compassionate, better coordination for Policy Implementation, and be mindful of objectives and actions to achieve the goals of development in the process of implementing projects and programs.

## Advanced Programme on Locality Development (Duration: 1 week)

Development Management Institute (DMI), Patna, and the Transform Rural India's Centre for Locality Development (CLD) have developed an advanced training module on locality development to promote the Locality Compact for improving the effectiveness of planning, and implementation for locality development.

The Panchayati Raj Institutions are the Institutions of Local Self Government and are Constitutional Bodies elected by the people and are mandated with the planning, implementation, and monitoring of development programs for their electorate. They represent the community which comprises people from varied socioeconomic and demographic backgrounds and are responsible to mobilize the community and work collectively towards Local Level Development.

The Community-based Organizations (CBOs) promoted by state and nongovernmental organizations in the villages engage actively in social and financial inclusion, livelihood activities, and various other aspects of village development. It is important for the PRIs, especially the Gram Panchayat, to engage with these CBOs in planning, strategizing, sharing responsibilities, and implementing different developmental and regulatory interventions.

Further CBOs especially Women Self Help Groups comprise members who are comparatively active, vocal and informed about the situation around them and some of them are even part of the Gram Panchayat body as elected ward members or even the Mukhiya. They are exposed to capacity development and training under different Government and Non-Government initiatives which build their social capital, approach, and outlook towards problem solving. Since they are also the ones, amongst others in the village, who vote to elect their Panchayat, they have a direct stake in ensuring that their Panchayat functions as per the mandate.

Thus, the triad (Partnership) of the Local Government (Gram Panchayat and higher levels of PRI) and the CBOs (SHGs/VO/CLF) with the support of the administrative machinery at the Gram Panchayat, Block Panchayat, and District level has immense potential of transforming the scenario at the Village and Panchayat level. Right from effective participatory planning to selection of beneficiaries to unhindered and equitable service delivery to implementation of development schemes, economic development activities etc. can be seen as results of such a partnership or a 'Locality Compact' ultimately leading to the fulfillment of the Sustainable Development Goals at the local level.

The Advanced Programme on Locality Development (APLD) at DMI for professionals interested in "transformative development of peplescapes" provides cutting-edge global perspectives, theory, practices, and essential skills in the design, development, and implementation of Locality Development programs. The program is designed for central and state civil services officers, officials in the line departments, community-based organizations and their promoters, civic society organizations, development practitioners .

## Project Management (Duration: 2 weeks)

The Competencies Enhancement Program on Project Management broadly focuses on Project Conceptualization and Design, Project Implementation comprising planning, execution, and monitoring, and Project Operations/ Benefits Realisation and Evaluation including Project Risk Management. The program is tailor-made for small to medium-scale

projects in production & processing activities of various sectors. The program emphasizes project life cycle management, a logical framework approach for participatory planning and execution, appreciative inquiry, theory of change, Feasibility analysis from the perspective of markets and marketing, inputs, technical and technological aspects, Environmental and Social Impact Assessment, Organisational and Human Resources Feasibility, Financial and Economic Feasibility, Project Appraisal - Development of context-relevant criteria and methods, Organisational Design, Communication and Team Management for managing internal stakeholders, Management of Conflicts within Project teams, Management of external agencies (funding agencies, financial institutions, consultants, contractors, media, etc.), Managing Client-Consultant-Contractor Relationship, Project Documentation, Capacity Building for operations/benefits realization, Handing over of project assets to users and Exit Strategy. The program is designed for development practitioners and professionals in project sponsors and project-implementing agencies of the state, non-governmental organizations, and organizations like NDDDB and more.

### **Value Chain Analysis & Business Modeling (Duration: 1 week)**

The program orients the participants to Value Chain Analysis and Business Modelling concepts and practices for sustainable livelihoods. It helps them develop their capacity in Conducting Value Chain Analysis, Business Modelling with a focus on design and functional management issues in Producers' Enterprises. The Project Investment and Appraisal covers the capital structure, capital expenditure, working capital, and appraisal criteria along with Cost Analysis and Analysis of financial ratios. Market-led Interventions in Pro-poor Value Chains, Market and Value Chain Integration, business strategies, and legal environment fortify the value chain analysis and business modeling program.

### **Community Participation in the Operation and Maintenance of Water Supply Schemes (Duration: 2 days)**

DMI conducted a series of Competency Enhancement Programmes (CEPs) for the Junior Engineers of Public Health and Engineering Department (PHED), Government of Bihar, on the 'Operation and Maintenance (O&M) of Rural Water Supply Schemes' in the FY 2022-23. The training programme had two broad objectives - to improve the understanding of the role of the community in the sustainability of the Piped Water Supply (PWS) and to familiarise participants with tools and techniques for effective community interaction. Each CEP was two-day, with four sessions on each day. The content of each session was designed to address the specific learning needs of participants and enhance their knowledge and understanding of diverse aspects of O&M, thereby improving the efficiency of their job responsibilities. A total of 111 officials were nominated by the PHED, Bihar, to participate in the training programmes.

### **Use of IT in Water Quality Surveillance, Reporting and Follow-ups (Duration: 2 days)**

The Competency Enhancement Programme (CEP) aimed to enhance the understanding and capacity of Assistant Engineers of the PHED, Bihar, on the 'Use of IT on water quality surveillance, reporting, and follow-ups' for better monitoring of the functionality of the schemes. The training program focused on cultivating an understanding of the use of Information Technology (IT) in water quality surveillance, reporting, and follow-ups to ensure the effective implementation of the initiative. The CEP provided the participants with an overview of various technologies and devices used for data management. The CEP also emphasised the importance of adopting a systematic approach to water quality management and the effective use of IT in the process.

A total of four CEPs were conducted during FY 22-23. A total of 106 officials were nominated by the PHED, Bihar, to participate in the CEP.

### **Development Leadership (Duration: 3 days)**

The Competency Enhancement Programme (CEP) on 'Development Leadership' focuses on equipping Block Development Officers (BDOs) with the necessary skills and knowledge to manage development projects in their respective areas effectively. The programme is designed to be delivered through modules covering various aspects of project management, including understanding the development environment, managing time, financial management, data management, and team building. The aim is to enhance the BDOs' ability to plan and implement development projects systematically and efficiently. The expected deliverables of the programme include improved project planning and implementation, effective financial management, efficient data management, and enhanced team building and motivation skills. With these skills, the BDOs are expected to contribute positively towards the overall development of their respective areas.

DMI is presently conducting the first module of the three modules. A total of 367 BDOs of Govt. of Bihar have undergone the first module of the CEP.

# CEP (Training Programme) Calendar 2023-24

Sl. No.	Title of Competency Enhancement Program (CEP)	Programme Coordinator / Faculty	Duration (Days)	Dates	Program Fee* (Rs.)
1	Data Analytics: Basic Tools and Techniques for Policy and Program Management	Prof. Suryabhushan	3	22-24 May, 2023	12,000
2	Monitoring and Evaluation	Prof. Sridhar Telidevara	3	15-17 May, 2023	12,000
3	Operational Excellence: A Process of Continuous Improvement	Prof. Shankar Purbey	2	25-26 May, 2023	8,000
4	Total Quality Management	Prof. Shankar Purbey	2	08-09 June, 2023	8,000
5	Essential Decision Making Tools for Managers	Prof. Suryabhushan	3	26-28 June, 2023	12,000
6	Case Writing Workshop for Development Practitioners	Prof. Sridhar Telidevara	3	05-07 June, 2023	12,000
7	Contemporary Project Management	Prof. Shankar Purbey	3	10-12 July, 2023	12,000
8	Data Visualization for Effective Decision-Making	Prof. Gaurav Mishra	3	24-26 July, 2023	12,000
9	Work-Life Harmony for Effectiveness and Satisfaction	Prof. Sridhar Telidevara	2	27-28 July, 2023	8,000
10	Contemporary Project Management	Prof. Shankar Purbey	3	02-04 August, 2023	12,000
11	Case Writing Workshop for Development Practitioners	Prof. Sridhar Telidevara	3	25-27 Sept., 2023	12,000
12	Finance for Non-Finance Executives	Prof. Debashish Kundu	2	21-22 Sept., 2023	8,000
13	Operational Excellence: A Process of Continuous Improvement	Prof. Shankar Purbey	2	07-08 Sept., 2023	8,000
14	Planning, Budgeting, and Variance Analysis	Prof. Debashish Kundu	2	04-05 Oct., 2023	8,000
15	Six Sigma and Lean Thinking	Prof. Shankar Purbey	3	23-25 Nov., 2023	12,000
16	Data Analytics: Basic Tools and Techniques for Policy and Program Management	Prof. Suryabhushan	3	08-10 Nov., 2023	12,000
17	Total Quality Management	Prof. Shankar Purbey	2	06-07 Nov., 2023	8,000
18	Finance for Non-Finance Executives	Prof. Debashish Kundu	2	11-12 Dec., 2023	8,000
19	Monitoring and Evaluation	Prof. Sridhar Telidevara	3	26-28 Dec., 2023	12,000
20	Work-Life Harmony for Effectiveness and Satisfaction	Prof. Sridhar Telidevara	2	19-19 Jan., 2024	8,000
21	Planning, Budgeting, and Variance Analysis	Prof. Debashish Kundu	2	16-17 Jan., 2024	8,000
22	Essential Decision Making Tools for Managers	Prof. Suryabhushan	3	26-28 Feb., 2023	12,000
23	Six Sigma and Lean Thinking	Prof. Shankar Purbey	3	12-14 Feb., 2024	12,000
24	Design and implementation of an intervention using Social Marketing Approach	Prof. Geetika Varshneya	5	26 Feb - 01 Mar., 2024	20,000
25	Data Visualization for Effective Decision-Making	Prof. Gaurav Mishra	3	11-13 March, 2023	12,000

\*Programme fee includes expenses towards tuition, academic material fee, lunch and refreshment and site visits (wherever applicable). Accommodation charges are extra on actual basis which will be arranged as per the needs of the participants.

# Faculty Profile at DMI

#	Name	Educational Qualifications	Area of Interest
1	Prof. Debiprasad Mishra	Fellow, Indian Institute of Management, Ahmedabad	Public Systems Management, Organisational Strategy and Development
2	Prof. S. Rajeshwaran	FPM (Ph.D) - Public Policy, Indian Institute of Management, Bangalore	Policy, Strategy, Livelihood, Dairying, Blockchain technology, Artificial Intelligence, Machine learning and Inclusive growth
3	Prof. Surya Bhushan	Ph.D. - Economics, Jawaharlal Nehru University (JNU)	Micro-economics, Macro-economics, Econometrics, Marketing Analytics, Agriculture Productivity and Growth
4	Prof. Sridhar Telidevara	Ph.D. - Economics, State University of New York at Buffalo	Institution Building for Collectives and Commons Strengthening Local Governance
5	Prof. Shankar Purbey	Ph.D. - Industrial Engineering & Management, IIT Dhanbad	Project Management, Process Improvement, Healthcare Management, Performance Monitoring & Evaluation, Service Management, and Value Chain Analysis.
6	Prof. Debashish Kundu	Ph.D. - Aligarh Muslim University (AMU)	Financial Inclusion, Microfinance, Rural Banking, Social Audit
7	Prof. Gaurav Mishra	Ph.D. - Information and Communication Technologies for Development - University of Reading	ICT and Development, e-Governance, Business Intelligence, e-Learning
8	Prof. Aditi Thakur	MA (Psychology) - Central University of South Bihar (Pursuing FPM)	Group Dynamics & Team Building, Leadership, Organizational Development, HR Practices such as Compensation and Benefit, Talent Management, Training & Development, Performance Management, Employee Engagement.
9	Prof. Amrita Dhiman	PDGM - Agri Business Management - VAMNICOM (Pursuing PhD)	Farm and Off-Farm Livelihoods, Agri-Business Management, Initiatives to increase the outreach of government schemes, Convergence, e-governance and Management of Collective Enterprises.
10	Prof. Geetika Varshneya	Ph.D. - Marketing- Indian Institute of Management, Rohtak	Farm and non-farm livelihoods, Market-Oriented Value Enhancement, Marketing Research and Analytics, Retailing, Consumption of Organic Products, Ethical Consumerism, Experiential Marketing and Rural Marketing.

**For more information on CEP & customised training programmes contact:**

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Scan for CEP Calendar



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