Annual Report 2009-10

HDF

Human Development Foundation

Advisors of HDF

Mr. Lalit Mansingh, Former Ambassador to USA
Prof. K. L. Chopra, Former Director, IIT Kharagpur
Mr. A. R. Nanda, Former Secretary, Health & Family Welfare, GOI
Dr. Bhagaban Prakash, Former Advisor, MOHRD, GOI, WHO and Commonwealth
Prof. G. K. Dash, Former Vice-Chancellor, Utkal University
Dr. D. P. Pattanayak, Former Director, Indian Institute of Language
Prof. Srigopal Mohanty, McMaster University, Canada
Mr. Santanu Ghosh, FCA, Partner, K. S Aiyar & Co, Kolkata
Prof. Lalu Mansinha, University of Western Ontario, Canada
Mr. Jagadananda, Information Commissioner, Odisha
Prof. S. N Torasia, Former Director, DST, Government of India
Dr. Almas Ali, Senior Advisor, Population Foundation of India
Dr. Priyadarsan Patra, Intel Communication, USA
Prof. Abani Patra, University of Buffalo, USA
Mr. Dhirendra Kumar Roy, Former Chairman, OERC, GOO
Prof. Annapurna Pandey, University of California, USA
Mr. Somdutt Behura, President, Vedant Tech, Texas, USA
Ms. Gayatri Das, Secretary, Kasturba Gandhi Memorial Trust

Auditors
M/S PPB & CO.   Chartered Accountants

Bankers
Syndicate Bank
Punjab National Bank
State Bank of India

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1. HDF-An Overview

The Human Development Foundation (HDF) continued its effort to bring together academicians, development thinkers and practitioners to facilitate participatory development initiatives through promotion of high quality human resources, encouragement of shared leadership and responsive governance system through its Center for Development Action and Research (cDAR) and the Academic Wing. Both the Wings worked together with synergy.

During the year, cDAR pursued programmatic interventions focusing on community health, education, livelihood, governance and skill development. The Health Unit undertook the task of mapping municipal hospitals and dispensaries in the state, capacity building of NGOs in the health sector, management of five primary health centres in Ganjam district under public-private partnership mode in collaboration with Karuna Trust and published the first report on the State of Health in Odisha. The Education Unit was the secretariat for the Higher Education Task Force of the State for development of the Perspective Plan for Higher Education of the State and undertook the study of Teachers' absenteeism and out-of-school children in Nayagarh district of Odisha. At the behest of the Department of Planning and Coordination, Government of Odisha, the Livelihood Unit undertook the People's Audit of Health, Education and Livelihood (PAHELI) in all the districts of the state. The Governance unit undertook the task of preparing District Development Plan for Jajpur and Jagatsinghpur districts, and pre-budget citizens consultations on budget decisions and people's development in Odisha. The Skill Development Unit launched the Skill Odisha initiative under Modular Employable Skills (MES) and organised training of trainers' program.

The Academic Programme Wing of the Foundation pursued education on Management Studies and Vocational Trades.

In response to the Admission Notice, 84 candidates applied for admission to the PGDM programme of the School in the academic year 2009. Out of which, 63 candidates were short listed for the next phase of the selection process, i.e. Group Discussion (GD) and Personal Interview (PI), based on their graduation mark and overall score in the entrance examinations such as CAT, MAT, XAT, Odisha JEE. The weighted average score from the results of entrance examination, essay writing, GD, PI and academic performance in 10th and graduation was used for ranking the candidates. Out of 54 Admission-offers issued to the selected candidates, 50 students took admission comprising 40 boys and 10 girls, belonging to the states of Bihar, Jharkhand, Assam, Tripura, West Bengal and Odisha.

66 candidates applied for admission to the PGCM programme of the School in the academic year 2009. 54 of them were shortlisted for the next phase of the selection process, i.e. Group Discussion (GD) and Personal Interview (PI), based on their graduation mark. The weighted average score from the results of GD, PI and academic performance in 10th, 12th and graduation was used for ranking the candidates. Finally, 44 candidates were offered admission, and 27 students (7 girls and 20 boys) joined.

Considering the socio-economic backwardness of students, the HDF Trust, awarded scholarship with a cash value of Rs 100,000 each, to two students. There are many socio-economically weak students, who are not in a position to raise required finance for their studies. The School extends support to such students for educational loan.

Management Development Programme (MDP) is another key activity of the School. It undertook training programs for development professionals and Shakti Sahayikas.

The School has undertaken a research project funded by Norwegian Research Council. The topic is "Impact of globalisation on indigenous communities in India, China and Laos" with the involvement of academic institutions from Chinese Academy of Social Science, Sanghai, China; HDF School of Management (HDFSOM), India; Asian Institute of Technology (AIT), Thailand; and Norwegian Institute of Science and Technology (NTNU), Norway.

The School has a strategic partnership with the Center for Environment and Development (CED), Kerala, to undertake joint consulting in projects related to environment and development. During the year, it undertook the task of the preparation of the Catchment Area Treatment Plan for Kanupur Irrigation Project in Keonjhar district of Odisha, sponsored by the Water Resources Department, Government of Odisha; and DPR for Mainstreaming Coastal and Marine Biodiversity Conservation into Production Sectors in the Godavari River Estuary of Andhra Pradesh, sponsored by UNDP.

The School has planned to establish a long term relationship with a number of organisations for mutual benefit. While organizations can receive training and consultancy support from the School, in return the School will have access to the organisational field and resources for exposing its students and faculty to the real life issues and challenges of managing organisations. Accordingly, Post-Graduate Certificate in Management with specialisation in Micro-finance was started during the year, after a state level curriculum development workshop with active involvement of industry.

The School has received innumerable advices and moral support from several Institutions and well-wishers at its formative stage. We are grateful to all of them.

Details of activities undertaken by HDFSOM and cDAR from April, 2009 to March, 2010 are presented in this Annual Report.

2. HDF School of Management

The mission of HDF School of Management (HDFSOM) is to provide high quality and value based holistic management education in India. It aims at infusing a higher level of ethical professionalism in the participants of Management Studies. The vision of the School is to be a self-reliant institution of excellence in Management education, with focus on development-management.

HDFSOM has a quality policy that conforms to the requirements of programme participants, sponsors, users of services and society at large by focusing its efforts in teaching, training, placement, research, consulting and evidence-based advocacy. The School is committed to continual improvement of the services, processes and resources for effective conformance to the requirements of all the stakeholders.

2.1 Courses Offered

HDFSOM offers AICTE approved Post-Graduate Diploma in Management (PGDM) and Post-Graduate Certificate in Management (PGCM), with Specialisation in Micro-Finance.

2.1.1 PGDM Programme

The flagship programme of the School is its Post-Graduate Diploma in Management (PGDM).

PGDM Design

PGDM has two segments: a Class-room segment and a Management Traineeship Segment (MTS) in the companies. The classroom segment consists of 123 credit load (69 credit of compulsory and 54 credit of elective courses) of course work covering 1230 contact hours in 6 terms of 12 weeks each. All the courses in first 3 terms are compulsory in nature. The School offers dual specialisation. A student can specialise in an area by taking a minimum of 18 credit load of elective courses. The students can opt for a special study up to 6 credit in Term 5 and 6 on an important industry issue. The special study is in lieu of electives and can be done by students with a CGPA of at least 7.0 in the first year. Each term has a 21 credit load, excepting the last one which has a load of 18 credit.

Management Traineeship Segment (MTS)

There is a MTS programme in the industry for 12 weeks in the break between Year I and Year II. During this period, besides studying the organisation in-depth, each student completes a project work offered by the sponsoring organisation. The internship provides the students a first hand experience of organisational environment and integrating classroom learning with field realities. Promotion to the Year II is contingent upon the outcome of joint evaluation by the industry guide as well as institute guide. All the PGDM students undertook their management traineeship in 21 companies and worked in 28 preassigned projects under the joint supervision of a faculty guide and reporting officer of the company concerned (Table 1).

Table 1: List of Companies Participated in MTS

Sl.	Name of Company	Topic
1	People's Forum	Socio-Economic Impact Assessment of People's Forum's Micro-finance Activity and Designing Rural Marketing Strategy
2	Reliance Fresh	Customer Satisfaction Index at all touch points
3	GCMMF	Dynamic Study of Ice-cream Market at Bhubaneswar
4	Anagram Stock Broking Ltd.	Analysis of SBI Blue-chip Mutual Fund
5	ERA Power India Ltd, NOIDA	Future Investment in Power Sector in India
6	SHAREKHAN Ltd., Bhubaneswar	Study on Indian Commodity Markets
7	Anagram Stock Broking Ltd.	A Study on Advantage s & Disadvantages of SBI Contra Mutual Fund
8	SHAREKHAN Ltd., Bhubaneswar	A Study of Fundamental Analysis of Bharati Airtel Ltd.
9	NALCO, Bhubaneswar	Social Accountability 8000 in NALCO
10	Paradip Phosphates Ltd., Bhubaneswar	Working Capital Management in Paradip Phosphates Ltd.
11	OMFED, Sambalpur	Financial Statement Analysis of OMFED, Sambalpur Unit
12	Utkal Manufacturing & Services Ltd., Bhubaneswar	Asset Management in UMSL
13	Anagram Stock Broking Ltd.	Comparative Study of Open Ended Equity Fund o f ICICI Mutual Fund
14	CESU, Odisha	Financial Appraisal of Central Electricity Utility
15	HARSHA Trust, Bhubaneswar	Development of Business Plan for Poultry Co - operative

Table 1: List of Companies Participated in MTS (Cont.)

Sl. No.	Name of the Company	Topic
16	Ashraya, Cuttack	Housing Micro -finance: Challenges & Opportunities in Odisha
17	Gram Tarang, Paralakhemundi	Study on the Motivation Level of Shakti Sahayikas
18	SHAREKHAN Ltd., Bhubaneswar	Financial Derivatives & Derivative Strategies
19	PIDILITE Industries Ltd., Bhubaneswar	Study of cement Wholesaler Channel in Odisha & Development of Suitable Channel of DR FIXIT Micro-penetration
20	UMSL, Choudwar	Causes & Remedies to Skill Gap in UMSL
21	Hi-Tech Medical College & Hospital, Bhubaneswar	Service for Empanelled Organisation in Hi -Tech Medical College & Hospital
22	PRATHAM Odisha, Cuttack	Marketing Strategy for Teaching Learning Materials for Rural Children
23	Gram Tarang, Paralakhemundi	Studying the Knowledge, Attitude & Practices of Ru ral Women Towards Personal Care Products
24	PIDILITE Industries Ltd., Bhubaneswar	Study on Distribution Channel of Pidilite Products Used in Handicrafts in Rural Segment in Odisha with the Help of SHGs
25	PIDILITE Industries Ltd., Patna	Study of Cement W holesaler Channel in Bihar & Development of Suitable Channel of DR FIXIT Micro-penetration
26	PIDILITE Industries Ltd., Patna	Establishment of Distribution Channel for Handicraft Segment of Pidilite in Micro- interior Areas of Bihar
27	IFFCO-TOKIO, Rourkela	Effectivenesses of Products of IFFCO -TOKIO among the Costumers in Odisha Market
28	Microlabs Ltd., Bhubaneswar	Study of Service Quality Gap in Anti -Diabetic Market

Admissions to PGDM 2009-2011

Any graduate with a minimum of 15 years (10+2+3) of education with minimum 50% aggregate marks (or equivalent CGPA) at graduation, and with valid CAT/MAT/XAT/OJEE scores were eligible to apply. Out of 84 candidates applied for admission to the PGDM programme of the School, 63 of them were shortlisted for the next phase of the selection process, i.e. Group Discussion (GD) and Personal Interview (PI), based on their graduation mark and overall score in the entrance examinations such as CAT, MAT, XAT, Odisha JEE. The weighted average score from the results of entrance examination, essay writing, GD, PI and academic performance in 10th and graduation was used for ranking the candidates. Finally, 54 candidates were offered admission, and 50 students joined.

Programme Cost

The programme fee for the PGDM over the period of two years is Rs 3,20,000. This includes tuition fees and expenses for personality development, training, placement, library, internet, lodging, books, handouts, extracurricular activities, establishment, utility, etc. It does not include expenses due to sickness, travel and other personal expenses. The School facilitates study loans to needy students.

Programme Administration

The PGDM Committee administers the Programme in Management. The PGDM Committee takes all decisions in matters relating to the conduct of the Programme. The PGDM Coordinator is the Convener of the Committee. The rules and norms governing the Programme are included in the PGDM Handbook and it is provided to the students upon joining the programme. The Programme Office of the School provides all support to the PGDM Programme.

2.1.2 PGCM Programme

The one year Post-Graduate Certificate in Management (PGCM) with specialisation in Micro-finance, is a full time residential programme. The course comprises three terms of classroom segment and four components of field segment. Out of total 52 weeks, 33 weeks are spent in classroom and 16 weeks in the field. A student goes through 54 credit of classroom learning and 21 credit of field learning. PGCM curriculum aims at integrating experiential learning in the field and theoretical understanding in the classroom.

Field Work Segment

The field work segment comprises 'Community Induction Segment' (CIS) of 2 weeks; 'Community Study Segment' (CSS) of 4 weeks and 6 credits; Organisational Traineeship Segment (OTS) of 4 weeks and 6 Credits; and 'Management Traineeship Segment' (MTS) of 6 weeks and 9 credits.

(a) Community Induction Segment (CIS)
The main objective of the two-week induction programme is to introduce the students to socio-economic realities of rural/urban deprivations and poverty issues through lectures by development leaders and home-stay in poor households. Students are expected to have a broad understanding of the physical and socio-

economic environment of the poor people. At the end of the induction segment, students submit a report of their experience. Additionally, CIS helps students to appreciate and relate to the academic discussions in the classroom of Term 1 curriculum.

(b) Community Study Segment (CSS)

The four-week long Community Study Segment commenced after the first term of classroom segment. In this the students are exposed to the realities of the poor community life in rural areas and urban slums. The students were divided into groups of two and sent to rural/urban areas in different parts of the country. Each group was attached to a local host organisation and the members of the group stayed in the selected villages/urban slums. The CSS had three components - community report writing, theme paper writing and a community action component with weightage of 50%, 30% and 20% respectively. Students interacted directly with the members of the poor community and wrote a report on their socio-economic situation. For the purpose of the theme paper, the students worked with faculty members on a context specific development theme and identified issues, challenges and strategies for development interventions. Students also executed a small action-oriented task entrusted by the host organisation. Students' learning from fieldwork was evaluated based on their reports, presentations and feedback from the host organisations and faculty guides. Table 2 indicates the list of organisations that provided support for CSS.

(c) Organizational Traineeship Segment (OTS)

This segment provided an opportunity for students to work in micro-finance organisations and the duration of the segment was four weeks. The main objective of this component was to study the organisation using different concepts taught in Term 1 and Term 2 and execute a small project assigned by the organisation under the supervision of experienced managers. At the end of the OTS, students submit a report and make a presentation in OTS seminars at the host organisation and HDF SOM. Both the OTS reports and the presentations were evaluated. Weightage of evaluation done by the reporting officer of the organisation, faculty guide and examiner of presentation made at HDFSOM were 30%, 40% and 30% respectively. Table 3 indicates the list of organisations that provided support for OTS.

Table 2: List of Organisations Participated in Community Study Segment

Sl.	Name of the Organisation	Topic
1	Harsha Trust	Poverty level in the village
2	Sanginee Secondary Coop. Ltd.	Health care & sanitation system in the village
3	Lutheran World Service India	SHG development process in urban slums
4	AHMISHA, Phulbani	Energy management in the village
		Rural Marketing through Haat
5	People's Forum	Educational system in the village
6	Mahashakti Foundation	Migration pattern of the village
7	Bihar Development Trust	Household credit management in the village
8	CARD	Implementation of prevailing Government schemes in the village: problems & possible solutions
9	Agragamee	Water management in the village
10	Adhikar Micro-finance Pvt. Ltd.	Gender issues in the village

Table 3: List of Organisations Participated in OTS

Sl.	Name of the Organisation	Topic
1	Adhikar Micro-finance Pvt. Ltd.	Delinquency management
		Overdue management
2	People's Forum	Micro-finance operational management
3	Dhanei KGFS	Branch profiling
		Research on customer service & competition
4	Mahashakti Foundation	Impact assessment of micro-finance
5	Swyamshree Micro-credit Services Ltd,	Need assessment of poor & development of a new product
6	Gram Utthan	Micro-finance operational study
		Micro-planning
		HR in MFI
7	Sanginee Secondary Coop Ltd	New product development

(d) Management Traineeship Segment (MTS)

This segment provided an opportunity for students to work in live projects assigned by the micro-finance organisations. The duration of MTS was six weeks. The students were expected to apply the concepts learnt in the classroom under the supervision of an experienced manager and faculty. At the end of the MTS, students submitted a report and presented their findings in the host organisation and HDFSOM. The MTS reports and the presentations were evaluated. Weightage of evaluation done by the reporting officer in the organisation, faculty guide and examiner of presentation made at HDFSOM were 30%, 40% and 30% respectively. Table 4 indicates the list of orgnisations that provided support for MTS.

Table 4: List of Organisations Participated in Management Traineeship Segment

Sl.	Name of the Organisation	Topic
1	People's Forum, Bhubaneswar	Micro-finance operation strategy
2	Harsha Trust, Koraput	System of rice intensification technology
		Poultry cooperative society formation
3	SHARE, Dhenkanal	SHG assessment
4	AHMISHA, Phulbani	Micro-planning & women coop society
5	READ, Ganjam	Business plan development
6	Swyamshree Micro-credit Services Ltd., Bhubaneswar	Promotion of SHGs in rural areas
7	Sanginee Secondary Coop Ltd	New product development
		Operational process audit
		MFI website development

Admissions to PGCM 2009-2010

Any graduate with a minimum of 15 years (10+2+3) of education is eligible to apply. Out of 66 candidates applied for admission to the PGCM program of the School, 54 of them were shortlisted for the next phase of the selection process, i.e. Group Discussion (GD) and Personal Interview (PI), based on their graduation mark. The weighted average score from the results of GD, PI and academic performance in 10th, 12th and graduation was used for ranking the candidates. Finally, 44 candidates were offered admission, and 27 students, including 7 girls, joined.

Programme Cost

The programme fee for the PGCM over the period of one year is Rs 80,000. This includes tuition fees and expenses for personality development, training, placement, library, internet, lodging, books, handouts, extracurricular activities, establishment, utility, etc. It does not include expenses due to sickness, travel and other personal expenses. Additionally, students can incur expenses for boarding (about Rs 35, 000). The School facilitates study loans to needy students through our banker Syndicate Bank and other banks.

Programme Administration

The PGCM Committee administers the Programme in Management. The PGCM Committee takes all decisions in matters relating to the conduct of the Programme. The PGCM Co-ordinator is the Convener of the Committee. The rules and norms governing the Programme are included in the PGCM Handbook and provided to the students upon joining the programme. The Programme Office of the School provides all support to the PGCM Programme.

2.1.3 Instruction Methodology

The focus of the instruction methodology is on the internalisation of knowledge, rather than its mere acquisition. To achieve this, combination of appropriate instructional methodologies are employed depending on the nature of the course. The methods include lectures, case discussions, exercises, seminars, role-plays, management games, industry visits, assignments, term papers, project work, and computer based learning methods.

The academic performance evaluation system is designed to promote the learning process and to assess the abilities of the participants to apply the knowledge in decision-making. The School follows a continuous evaluation system based on assignments, quizzes, projects, seminar presentation, mid and end term tests.

2.2 Training and Placement

The School provides round the year intensive training for personality development and communication skill enhancement through internal and external experts.

Corporate Gurukul, a Singapur based organisation has been engaged to provide placement training to make the students industry-ready, with specific focus on communication skills, presentation skills, personality development, aptitude test and industry exposure.

The 49 PGDM students of the first batch received 203 job offers from 24 companies (Table 5).

Table 5: List of Companies that Offered Jobs to PGDM Students

Sl. No.	Name of Recruiting Companies
1	Adhikar Micro-finance Pvt. Ltd.
2	APEX Pharmaceuticals Ltd
3	Ashika Stock Broking Ltd
4	Bajaj Auto Ltd.
5	Bonanza
6	BPE
7	Diamond Power Engineering
8	Eastern Media Pvt. Ltd (Sambad, Radio Chocolate, Kanak TV)
9	Eureka Forbes
10	Glenmark Pharmaceuticals Ltd.
11	HDF trust
12	HDFC Standard Life Insurance Company Ltd
13	Hexagon Broking Ltd
14	India Infoline
15	KMBB College of Engineering & Technology
16	Mishra Chartered Accountancy Firm
17	Neelachal Hospital
18	Odisha Bhaskar
19	Panasonic
20	Pratham
21	SMC Global Securities Ltd.
22	Tata Tele Services
23	Vikas Charitable Trust
24	Zuventus Health Care Ltd.

2.3 Scholarship and Award

The LBW Trust, Australia through Vikash Charitable Trust provided scholarship of Rs. 50,000 each to two PGDM students of 2008-10 and two PGCM students of 2009-2010. The PK Dash Gold Medal for academic excellence is awarded every year to the topper of PGDM programme.

2.4 MDP, Research and Consultancy

Training, research and consultancy are important activities of the School. Prof. Haribandhu Panda facilitated the Rural Livelihood Promotion training programme to professionals of development sector at PRADAN training center, Ketsla, Madhya Pradesh from 27th January to 3rd February, 2010.

The School has undertaken a research project funded by Norwegian Research Council. The topic is "Impact of globalisation on indigenous communities in India, China and Laos" with the involvement of academic institutions from Chinese Academy of Social Science, Sanghai, China; HDF School of Management (HDFSOM), India; Asian Institute of Technology (AIT), Thailand; and Norwegian Institute of Science and Technology (NTNU), Norway.

The School has a strategic partnership with the Center for Environment and Development (CED), Kerala, to undertake joint consulting in projects related to environment and development. During the year, following two projects were undertaken.

• Preparation of the Catchment Area Treatment Plan for Kanupur Irrigation Project in Keonjhar district of Odisha, sponsored by the Water Resources Department, Government of Odisha.
• Preparation of DPR for Mainstreaming Coastal and Marine Biodiversity Conservation into Production Sectors in the Godavari River Estuary of Andhra Pradesh, sponsored by UNDP.

2.5 Seminar and Other Activities

The School organised two state-level seminars on the themes "Opportunities of and Possible Curriculum for Micro-finance Education" and "State of Higher Education in Odisha". The first one led to the development of industry oriented curriculum for one year full-time Post-graduate Certificate in Management (PGCM) programme. The second one led to the formation of a Task Force on Higher Education in the state of Odisha. HDF became the secretariat for the Task Force on Higher Education which developed Higher Education Policy for the state.

Saturday Afternoon Seminar Series (SASS) of the School, normally held on every Saturday, provides a venue for exchange of ideas among faculty, students and visiting fellows. Special seminars are held to get advantages of the Experts' presence in the School. Faculty recruitment seminars are also held under SASS. A list of seminars held during the year is presented in Table 6.

The School provided institutional affiliation for research to scholars from International Christian University, Japan and Norwegian University of Science and Technology, and University of Agder, Norway.

Table 6: List of Saturday Afternoon Seminars

Sl. No.	Topic	Speaker
1	Emerging Issues in Capital-Markets	Mr. Trinath Lenka Associate Vice-President, Anagram Stockbroking Ltd.
2	Knowledge Management for Higher Productivity	Dr. K K Nandi Senior Vice-President & Director, Tilaknagar Industries Ltd.
3	Current Economic Recession and Opportunities in Rural Financing	Mr. Rajesh Panda Associate Professor, Symbiosis Institute of Business Management, Pune
4	Gender and Management	Dr. Smita Mishra Panda Professor, HDF School of Management
5	Challenges and Prospects of Higher Education in Odisha	Mr. Debi Prasad Mishra Hon'ble Minister Higher Education, Tourism & Culture, Odisha
6	Development of Curriculum for PGCM with specialisation in Micro-Finance	Prof. Prabal Kumar Sen Professor, XLRI, Jamshedpur Sri Jagadananda Information Commissioner, Odisha
7	Governance of Rural Electricity in Odisha	Dr. Haribandhu Panda Director, HDF School of Management
8	NGO Financing and Foreign Contribution Regulation Act	Prof. S. Bheema Rao Faculty, HDF School of Management
9	Today's Management & Leadership	Sri Suresh Chandra Mantry, IAS (Retd.)
10	Managing Poverty	Sri Sisir Sahoo Director, BISWA Trust
11	Statistics for Management	Dr. Srigopal Mohanty
12	CSR of Private Mining Companies in Odisha	Ms. Ragnhild Madland Doctoral Candidate, University of Agdar, Norway
13	Insurance Industry Analyses	Prof. Chandan Parhi Faculty, HDF School of Management

Table 6: List of Saturday Afternoon Seminars (Contd.)

Sl. No.	Topic	Speaker
14	Gender Equity and Equality	Ms. Agnita Lazarus, XIMB
15	Socio-economic Transformation of China	Dr. Wang Yunxian Sanghai Academy of Social Science, China
16	Rural Marketing	Prof. Sudhanshu Kar Faculty, HDF School of Management
17	Economic Changes & Social Transformation of Japan	Dr. Tomiko Yamaguchi Associate Professor International Christian University Tokyo, Japan
18	Techniques of Effective Communication	Prof. Chitta Ranjan Bhoi Faculty, HDF School of Management
19	Changing Scenario of Media at the Backdrop of Globalisation	Sri Nachiketa Desai
20	Management Education: Theory & Practice	Prof. DV Ramana, XIMB

2.6 Faculty and Staff Development

Faculty is the most important resource of the School. Accordingly, from the very beginning, the School has a policy to strengthen faculty resource through various in-house and outside programmes. Two faculty members, i.e. Prof. Sudhanshu Sekhar Kar and Prof. Pabitra K. Rath were sponsored for the Research Methods workshop undertaken at Delhi.

Faculty Development: Participation in Seminars/Workshops/Meetings

Haribandhu Panda Participated and presented a paper titled "Status of Rural Electricity in Odisha", on the workshop organised by Gram Vikas on 25 June 2009.

Smita Mishra Panda Participated and presented a paper in the Workshop ' Re-visiting, Re-thinking Gender in Development' titled Reframing Gender Sensitive Planning, 25-26 June, 2009, Organised by the Norweigian University of Science and Technology (NTNU), Trondheim, Norway.

_____World Water Week titled 'Traditional Community Response to Water Related Disasters in South Asia: Significance of a Gender Perspective', organized by the Stockholm International Water Institute, 16-22 August, 2009, Stockholm, Sweden.

_____ International Seminar Adivasi/ST Communities in India: Development and Change, titled Misrepresentation of Identity and Development Implications: Case of Paharia Community in Odisha, 27-29 August, 2009,   organised by the Institute of Human Development, New Delhi.

_____Coordinated a session on Gender, Mobility and Indigenous Rights and presented a paper in the Norwegian Association for Development Research, Annual Conference, titled 'Mobile Livelihoods and Gendered Citizenship', organized by the University of Agder, 23-24 November, 2009, Kristiansand, Norway.

_____ Kick-off Workshop on Mobile Livelihoods and Gendered   Citizenship 9-12 January, 2010 at Bang Saen, Thailand, funded by the Norwegian Research Council.

_____Forum for Policy Dialogue on Water Conflicts in India, 25-26 February, 2010, organised by SOPPECOM, Pune.

_____Workshop on Water Conflicts in India: Challenges for Future, 15-16 March, 2010, Organised by National Institute of Advanced Studies (NIAS), IISc,   Bangalore. Presented a paper titled "Water Conflicts and Gender: Beyond Rhetoric..."

_____Seminar organised by the BR Ambedkar University, Lucknow on   Social Transformation in India: Issues and Challenges, Presented a paper on 'Mobility, Citizenship Rights of Tribal Women and Social Transformation', 29 March, 2010.

Sudhanshu Sekhar Kar Participated and presented a paper titled "Customer Retention Strategy to Garner Competitive Advantage", in the 2nd National Conference on Innovations in Management Practices in APEEJAY School of Management, New Delhi on 12th June 2009.

_____ Participated and presented a paper titled "Non-conventional rural MARCOM strategy in 21st Century", in the Icon-M'09 International Conference on Marketing in Emerging Markets in Rourkela Institute of Management Studies, Rourkela, Odisha on 7th September 2009.

Staff Development

Prof. S. N. Biswas, Professor, IRMA, Anand conducted a day's 'Team Building" workshop for the staff of the School.

2.7 Institutional Development

HDF School of Management strives to deliver high quality services in all aspects of education delivery such as quality of conformance, quality of design and quality of performance. A&S Consultant, Chennai is helping the School for process documentation, quality systems implementation and obtaining ISO certification.

The HDF School of Management's approach to Quality Management is based on the four core principles of TQM such as customer focus, leadership commitment, process focus, and alliance and client relationship.

Superior learning processes are designed and implemented making innovative use of the latest learning methodologies and convergence technologies. The School pursues a very active programme of research, training and consulting services for the benefit of industry, government and civil society. The School believes in both qualitative and quantitative assessment of performance. The performance of students, faculty and staff are evaluated and feedback given systematically. The School strongly believes in partnership and pursues networking with a large number of institutions in the country and outside.

Quality Policy & Objectives

Quality Policy

The School has developed a quality policy through a series of consultations. The School conforms to the requirements of programme participants, sponsors, users of services and society at large by focusing our effort in teaching, training, placement, research, consulting and evidenced-based advocacy. The School is committed to continual improvement of services, processes and resources for effective conformance to the requirements of all the stakeholders.

Quality Objectives

" Programme participants to achieve adequate level of knowledge, skill and attitude
" To release and harness the creative potential of programme participants
" Programme participants to inculcate a sense of social responsibility, especially for the underprivileged and marginalised community.
" To have a learning environment in the campus for academic, intellectual, social, cultural and spiritual growth.
" To place the program participants in a learning environment with potential for positive growth and opportunity

"   To achieve faculty-driven governance system
"   To achieve a critical strength of industry-academia-civil society linkages
"   To have a transparent system of operation
"   To optimally utilize resource base for all our services
"   To inculcate a spirit of continual improvement in all our activities

2.8 Library

The School gives utmost importance to the development of Library. By the end of March, 2010, the Library had 1660 books, 70 national and 3 international journals in hard copy, about 1900 electronic journals through Gal Cengage and about 10,000   electronic books. Additionally, the Library contains DVDs, CDs and newspapers. The Library services are fully automated with LibSys software. It helps to search, report, circulate and undertake various other functions of the Library. Library services   include lending, reference, interlibrary loan, bibliography, photocopying, video-viewing on the campus and document scanning.

2.9 Computer Center

The School has a state-of-the-art computing facility with a centralized IT architecture. The network manages around 100 hosts with application and network servers in the campus. The School provides uninterrupted Wi-Fi internet services to the faculty and students through a 1 MBPS lease line facility from STPI. Every PGDM student has a laptop of his/her own. Additionally, 30 desktop computers are available in the computer center.

Web services at the School meets the needs of its stakeholders such as potential students and their parents, potential faculty and staff, service providers, Government and regulatory bodies, trustees, management, well wishers and public at large.

2.10 Faculty Announcements

Prof. S. Bheema Rao, M. Com, PGDM (IIMM)

Prof. S. Bheema Rao joined the School as Assistant Professor on 1st June, 2009. He has 10 years of work experience in national and international organizations such as World Vision India, Lutheran World Service India, International Justice Mission & Hindustan Latex Family Planning Promotion Trust. His education includes M. Com., Post-Graduate Diploma in NGO Management and Post-Graduate Diploma in Rural Development. His areas of interest include NGO Management, Rural Finance and Project Management.

Prof. Kalpana Mahapatra, PGPRM (XIMB)

Prof. Kalpana Mahapatra joined the School as Assistant Professor on 4th August, 2009. She has more than 5 years of experience in Micro-finance industry such as BASIX, ICICI Lombard GIC Ltd., and MIMO Finance Ltd. She has been a consultant to various NGOs in Odisha. Her education includes B. Sc. from OUAT and Post-Graduate Programme in Rural Management (PGPRM) from Xavier Institute of Management, Bhubaneswar (XIMB). Her areas of interest include Portfolio-Management and Credit-Appraisal, Product-designing, Micro-credit Operations Management and Capacity Building.

Prof. Chandan Parhi, PGDPM & IR (Utkal)

Prof. Chandan Parhi joined the School as Associate Professor on 5th August, 2009. He has about 23 years of work experience in academic and industrial organisations. He had a short stint with Government of Odisha as Assistant Labour Officer before joining the public sector insurance industry. As Principal of Regional Training Centre he was instrumental in executing IRDA approved training programmes to staff and officers of insurance industry. His education includes PGDPM & IR from Utkal University and AIIII in both life and non-life insurance. He has published in a number of national journals and is currently pursuing doctoral research in Utkal University. He is a visiting faculty at institutes like Gitam University, XIMB and XLRI.

Prof. Madhumita Das, M.Phil. (Ravenshaw)

Prof. Madhumita Das joined the School as Assistant Professor on 6th August, 2009. She has more than 5 years of teaching experience in engineering and management institutes in the country. Her education includes M. A. and M.Phil in Economics from Ravenshaw University, Cuttack. Her areas of interest include Business Communication, Micro Economics, Monetary Economics and Industrial Economics.

Prof. Mukti Kumar Nanda, CFA, MBA (Alagappa)

Prof. Mukti Kumar Nanda joined the School as Assistant Professor on 24th August, 2009. He has more than seven years of experience in teaching at Ravenshaw University, IMIT and ICFAI National College, Cuttack. His education includes MBA in Finance from Alagappa University and CFA degree from ICFAI. His area of interest includes International Finance, Derivatives and Risk Management, Security Analysis and Portfolio Management. Prof Nanda is pursuing his Ph. D. from Ravenshaw University, Cuttack.

2.11 Achievements and Recognitions

Prof. Haribandhu Panda

"	Designed and Organised Curriculum Development Workshop for the Post Graduate Certificate in Management for Micro-finance

"	Designed and Organised the Faculty Development Workshop on 3rd June 2009.

"	Designed and Organised the workshop "State of Higher Education in Odisha: Challenges and Opportunities" on 7th June 2009.

"	Provided Training to the Executives of OHPC on Management of Technology at CIT on 20th July 2009.

Prof. Smita Mishra Panda

"	Visiting Faculty at the Xavier Institute of Management Bhubaneswar (XIMB) to teach a course on Gender Issues in Development to the PGDRM students of 2009-2011 batch.

" 　　Invited to be a panel for the selection of Information Scientist/Principal Scientist for NAARM, Hyderabad by the Agricultural Scientists' Recruitment Board, New Delhi, August 20, 2010.

" 　　Appointed as Adjunct Research Fellow for the period August, 2010 - July 2013, Monash Asia Institute (MAI), Monash University, Melbourne, Australia.

" 　　Completed the project - Preparation of DPR for Mainstreaming Coastal and Marine Biodiversity Conservation into Production Sectors in the Godavari River Estuary, Andhra Pradesh, Sponsored by the United Nations Development Programme (UNDP), October, 2010. Was responsible for the Livelihood Component of the project.

" 　　Mobile Livelihoods and Gendered Citizenship Project: The Counter-Geographies of Indigenous People in India, China and Laos, funded by the Norwegian Research Council - Global Fund, Norway (2010-2012). Completed one year of the project as team leader for the India component.

" 　　Conducted a country level workshop as part of the Mobile Livelihoods Project, 11-13 March, 2010 at Centre for Action Research and Documentation (CARD), Khurda district (Badapokharia), where along with the partners from Norway, China and Laos, tribal women leaders and NGO leaders from all over Odisha had participated.

" 　　INDNOR project - Transformation and Friction in Globalising India - 2010-2011, funded by the Norwegian Research Council -

" 　　Invited to develop a course module for the Monash Asia Institute of Monash University, (Melbourne, Australia) for their International Master's Programme on Disaster Management on "Rebuilding Livelihoods", 2011.

" 　　Reviewer for Gender, Technology and Development, Sage Publications, 2009 and 2010

Prof. Supriti Mishra

" 　　Full Bright Fellow and completed post-doctoral research under the guidance of Prof. Ingo Walter of Leonard N. Stern School of Business, NYU, USA on "Corporate Governance Interventions by Hedge Funds in Acquired Firms"

" 　　Visiting Scholar, Leonard N. Stern School of Business, NYU, USA, from July 2010 to till date.

" 　　Reviewer/ Adhoc Editor, British Journal of Management, UK.

" 　　Member, State Advisory Board of BGVS for its National Pilot Programme to implement Right to Education Act 2009 in 489 grampanchayats of Odisha.

Prof. Chandan Parhi

" 　　Visiting Faculty at the Xavier Institute of Management Bhubaneswar (XIMB) to teach a course on insurance to the PGDM students of 2009-2011 batch.

Prof. S. Bheema Rao

"   Resource person for SHG Formation and Operation Management for training of Forest Officers of Government of Odisha, organised by Indian Institute of Forest Management, Bhopal, 4 March 2010

2.12 Publications

Prof. Smita Mishra Panda

"   "Mobile Livelihoods and Gendered Citizenship: An Analytical Frame for the Study of Indigenous Communities in India, China and Laos" (Co-authored with three authors from the NRC project), in GeoForum - Forthcoming.

"   "Negotiation Processes in Institutionalising Grassroots Level Water Governance: Case of Self Employed Women's Association, Gujarat (India)", NEGOTIATE Toolkit: Case Studies, IUCN Water Programme, 2009.

Prof. Supriti Mishra

Book
Mishra, S.: 2010, Corporate Social Responsibility of Indian Companies, (Lambert Academic Publishing, Germany). The foreword for the book has been written by Prof. R. E. Freeman of Darden School of Business, Virginia University, USA.

Journal Articles
Mishra, S. and D. Suar, 2010, 'Do Stakeholder Management Strategy and Salience Influence Corporate Social Responsibility in Indian Companies?', Social Responsibility Journal, Vol. 6 (2), 306-327, Emerald Group, England.

Mishra, S. and D. Suar, 'Does Corporate Social Responsibility Influence Firm Performance of Indian Companies?', Journal of Business Ethics, Forthcoming.

Working Paper
With Prof. Ingo Walter, Stern School of Business, NYU, USA, on 'Hedge Fund Activism in Mergers and Acquisitions: A Corporate Governance Perspective'.

With Prof. D. Suar, IIT, Kharagpur, India, on 'Sustainable Development as a Management Approach in Indian companies'.

Prof Sudhanshu Sekhar Kar

Journal Article
Kar, S. S. and Sahoo, S., 2010, 'Non-Conventional MARCOM strategy for Rural India', Indian Journal of MARKETING, Vol. 40 (2), 56-61.

2.13 Human Resource

A. Faculty

Director
Haribandhu Panda   Ph. D. (AIT)

Dean (Academic)
K. C. Meher   Fellow, ICWA

Smita Mishra Panda   Ph. D. (AIT)
Chandan Kumar Parhi   PGDPM & IR (Utkal)
Supriti Mishra   Ph. D. (IIT, Kharagpur)
Chitta Ranjan Bhoi   M. Phil. (Berhampur)
Sudhanshu Sekhar Kar   MBA (Utkal)
Pabitra Kumar Rath   PGPRM (IRMA)
Mukti Kumar Nanda   CFA, MBA (Alagapa)
S. Bheema Rao   M. Com., PGDM (IIMM)
Kalpana Mahapatra   PGPRM (XIMB)
Madhumita Das   M. Phil. (Ravenshaw)

Visiting Faculty
Ragnihld Lund   Ph. D. (NTNU)
Partha Sarathi Das   MBA (Utkal)
Dhanada Kanta Mishra   Ph. D. (Oklahoma)

B. Officers and Staff

Director's Office
Chandra Bhanu Mishra   Assistant Officer
Harekrushna Sethy   Office Attendant

Admission Office
Rajesh Kumar Jha   Assistant Admission Officer

PGP Office
Sangram Keshari Mohanty   Assistant Programme Officer
Rabin Kumar Barik   Facility Assistant
Banamali Nayak   Office Attendant

Placement Cell
Shipra Mishra   Placement Officer

Library
Basant Kumar Panda   Librarian
Bhaskar Behera   Office Attendant

Estate and Transport
Hara Prasad Puhan   Assistant Administrative Officer
Braj Kishore Sahoo   Driver

Accounts
Prasanta Kumar Rout   Assistant Accounts Officer
Kishore Mohan Rajguru   Store/Accounts Supervisor

IT Cell
Nrusinha Nath Das   System Administrator

Research & Consultancy
Sumanta Banerjee   Research Associate

Library
Basant Kumar Panda   Librarian
Bhaskar Behera   Office Attendant

Estate and Transport
Hara Prasad Puhan   Assistant Administrative Officer
Braj Kishore Sahoo   Driver

Accounts
Prasanta Kumar Rout   Assistant Accounts Officer
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IT Cell
Nrusinha Nath Das   System Administrator

Research & Consultancy
Sumanta Banerjee   Research Associate

3. Centre for Development Action and Research (cDAR)

cDAR firmly believes that Odisha can be transformed socially and economically through the development of human resource and people's institutions. There is a need for proactive input for policy development and continuous engagement for effective implementation of programmes. Hence, cDAR intends to facilitate better programme implementation, improved access to services, better use of services, convergence of development initiatives at all levels, community participation, bottom-up management, empowerment, realisation of improved development indicators, developing quality human resources, promotion of integrated programme management by the community, community-based monitoring, and evidence-based advocacy, through research and development.

Goals, Strategies and structure
cDAR contributes towards improving the Human Development Continuum (Survival-Development-Participation) based on the priorities of the National Five-Year Plan and the UN Millennium Development Goals. This is envisaged to be achieved through:

"   Supporting communities to set goals, plan and implement for themselves
"   Supporting Government to respond to the community plans and fix quality standards and norms
"   Motivating communities to make best use of the services
"   Facilitating joint Community-Government MIS
"   Influencing the policies to be more effective, based on knowledge management
"   Promoting integrated programme management by the community
"   Fostering partnerships
"   Evidence-based advocacy through research and development

To achieve the above goals, cDAR is structured in the form of five units:

"   Health Resource Unit
"   Education Resource Unit
"   Livelihood Resource Unit
"   Governance Support Unit
"   Skill Development Unit

3.1 HEALTH RESOURCE UNIT

The Health programmes are supporting different players including the Government agencies to achieve the goals and objectives in the State Health Plan with National Rural Health Mission (NRHM), Reproductive and Child Health (RCH-II) programme and similar other support interventions to reduce 3Ms, that is, Mortality, Malnutrition and Malaria.

The Unit is a facilitating platform for building quality human resource at appropriate levels and intellectual leadership contributing towards an environment that will support policies, plans, approaches to ensure health for all. The Unit is run by a core team of professionals and experts backed by a technical group with extensive experience in the field of health and allied activities in Odisha and

outside. The piloting strategies and innovations are being supported by critical learning-by-doing practices. The general principle followed by the Unit is learning-action-learning cycle.

3.1.1 Thrust Areas

"   Extending support and cooperation to Government, Community, institutions including NGOs and Corporates, and formulating and influencing health policies and programmes in achieving the goals of human development
"   Improving the quality of life of the people through health programmes with special emphasis on malaria and communicable diseases, malnutrition, mortality (infant, neo-natal and maternal), sanitation and life-style related diseases
"   Advocating knowledge and evidence-based programmes at all levels to promote human development.

3.1.2 Programmes and Activities

I. Mapping of Municipality Hospitals and Dispensaries in Odisha

HDF was commissioned by the Technical and Management Support Team (TMST) of
Odisha Health Sector Plan (OHSP) to support the Department of Health and Family Welfare, Government of Odisha for mapping hospitals and dispensaries located in municipalities and NACs of Odisha. This is for the first time a comprehensive list of all health facilities including allopathic and Ayush systems has been prepared. The detailed location of the health facilities and telephone numbers of health staff have been collected and a data base has been created which is linked to GIS. Details of facilities available and their quality assessment have been made and the health unit data are linked to GIS.

II. Preparation of Health PIP under NRHM in five Districts of Odisha

The project was supported by TMST (DFID) to prepare the health PIP in five districts of Odisha viz, Cuttack, Puri, Keonjhar, Kendrapara and Jagatsinghpur. The PIP report was submitted to TMST as per the agreed terms of reference.

III. PHC Management under PPP in Ganjam District of Odisha

PHC management is basically a partnership project implemented in five PHCs (New) in Ganjam District of Odisha, in partnership with Karuna Trust of Karnataka and supported by NRHM, Odisha. It is a three-year project and likely to be extended on the basis of performance. This is the second year of the project. The whole concept of this management is, Government provides financial assistance to run the PHCs in most inaccessible and difficult areas with our own staff and management techniques.

IV. State level workshop on Four Years of NRHM in Odisha

The workshop was supported by OXFAM India and was organised by HDF. It is an advocacy initiative to help strengthen the process of effective implementation of NRHM at the grassroots level in Odisha.
.
V. Publication of the book "State of Health in Odisha 2010"

The publication of this book after an initial effort of two and half years has come true. The book is now published and available for sale. The book was released by the Hon'ble Minister for Health & Family Welfare, Government of Odisha.

VI. Facility Assessment of the Special Newborn Care Units in 14 Blocks of the Koraput district was undertaken on behalf of UNICEF to enhance their effective service delivery.

VI. Capacity building of key functionaries of MNGOs and FNGOs engaged in RCH Program under National Rural Health Mission on Community Monitoring and Operationalising Gram Kalyan Samitis were undertaken under UNFPA sponsorship.

VII. Management Facilitation, Compilation and Documentation of District PIP 2010-11

3.2 EDUCATION RESOURCE UNIT

The Education Resource Unit is working towards enabling the State, civil society organisations and community to promote and provide quality education to children of Odisha, adopt a targeted approach in planning and implementation to effectively address residual issues and gender gaps, and equipping them to maximise on the available resources.

3.2.1 Thrust Areas
"   Mobilising education experts, professionals, practitioners, organisations   within and outside Odisha and bridge the gap between policy, programmes and practices
"   Creating a data base and conducting surveys, studies, evaluations, preparation of comprehensive reports, training manuals, pilot projects on issues and topics through theoretical and field-based research to bring about perspectives and knowledge to HDF's work as well as the work of state agencies to achieve the UN Millennium Development Goals
"   Conceptualising and brainstorming on the possibilities, potentials of different / alternative mediums and create an approach for programmes / projects for the collaborating partners.

3.2.2 Programmes and Activities

I. A study on "Teachers' absenteeism and out-of-school children in Odisha"

A research study was conducted by cDAR (assigned by Millenium Development Committee in collaboration with UNICEF, Odisha and Xavier Institute of Management Bhubaneswar (XIMB) on "Teachers' absenteeism and out of school children in Odisha. This pilot study was conducted in Nayagarh district of Odisha.

II. Research Support to the Task Force on Higher Education, Govt. of Odisha

Keeping in view Government of India's recent focus on all sectors of education, Government of Odisha constituted the Task Force on Higher Education in October, 2009 with the objective of preparing a State "Perspective Plan Document for Higher Education" which (a) took into account the present scenario in all sectors including Industries, Agriculture and Medical and suggested ways and means to improve the situation to bring it at par with international standards, keeping in view Equity, Excellence and Inclusion (b) suggested draft Higher Education Policy for the State and (C) prepared two annual action plans (for 2010-11 and 2011-12) and two Five Year perspective plans for the State corresponding to the 12th and 13th Five Year Plans up to 2021-22. The project was from the Department of Higher Education, Government of Odisha.

III. State-level workshop on Right to Education was organised by HDF in collaboration with UNICEF wherein officials from government, civil society and academia came together to discuss the possible strategies for ensuring compliance of the act.

3.3 LIVELIHOOD RESOURCE UNIT

The Livelihood Resource Unit believes, all livelihoods comprise people, their capabilities and their means of living. The Unit focuses on tribal agriculture in Odisha as a sub-area of intervention. The interventional thrust is to systematically transform the low productivity agriculture in this region into a vibrant, sustainable and intensive agriculture, produce sufficient food and fruits to contribute significantly towards food security of the tribal population in the State.

3.3.1 Thrust Areas
"   Policy / advocacy level intervention for protection and promotion of people's livelihood through piloting study and research
"   Training and capacity building for facilitating organisations for alternative livelihood options and initiative
"   Support to access the services on social security and entitlement

3.3.2 Programmes and Activities

I. People's Audit of Health, Education and Livelihood (PAHELI)

PAHLEI was a rapid assessment of the prevailing status of human development in a district and covered four major sectors: life and livelihood, water and sanitation, mother and child health, and education and literacy. Facilitated by HDF with the help of its district partners, PAHELI was supported by the Planning and Coordination Department, Government of Odisha. In each district, a local partner organization carried out the assessment. This was an initial attempt to generate district human development report cards at the local level for each district of Odisha and one for the State.

PAHELI focused on selected, basic dimensions of people's lives. It used a participatory approach, basic indicators, simple tools and easily replicable processes for collecting primary data. It combined activities, observations and questions. Wherever possible, pictorial survey tools were used. The use of activities and the pictorial survey were very useful in increasing involvement and engagement of

those who were surveying and those who were being surveyed. The survey covered 17,868 households in 880 randomly selected villages of all 30 districts of Odisha and interviewed 60,727 persons. At the end of the survey, 30 district reports (one for each district surveyed) and one consolidated state report were submitted to the Department of Planning and Coordination, Government of Odisha with the hope that they will be of considerable help in decentralised planning programme of the State.

3.4 GOVERNANCE SUPPORT UNIT

The Governance Support Group believes in the inference that good governance is a process by which Government and people together identify shared values, needs and challenges, set priorities and development programmes and jointly manage their implementation, through transparent and accountable process with shared responsibilities for outcomes. To achieve these ends, the Group endeavours towards the following:

" Constructive Engagements: Facilitating effective linkages between elected representatives, Government officials and the people along with civil society organisations. Expanding capabilities of the stakeholders, knowledge management through quality studies and researches.

" Facilitative Engagements: Developing systems of information and policy analysis, addressing constraints on local governance through evidence-based advocacy. Promoting bottom-up development approach at all levels.

" Enabling Engagements: Participatory identifications of deliverable priorities through enhancing capabilities of all stakeholders and building cadres to ascertain institutionalisation of the initiated processes.

" Institutional Interactive Engagement: Institutionalising citizenry groups at different levels towards greater policy-influencing forum in line with the National Five-Year Plans and the UN Millennium Development Goals.

Thrust Areas
" Decentralised planning
" Better implementation
" Improved access to services
" Better use of services
" Convergence at all levels
" Community participation
" Bottom-up management
" Empowerment
" Improved development indicators

Programmes and Activities

"   District Planning: Jajpur and Jagatsinghpur districts

"   Training of Shakti Sahayikas, sponsored by Entrepreneurship Development Institute

"   "Pre-budget Citizens Consultations on budget decisions and people's development in Odisha" on 30th January, 2010 jointly by CYSD and HDF.

3.5 SKILL DEVELOPMENT UNIT

"Skill Odisha Initiative" launched by HDF is a unique programme designed to create massive skilled manpower in the state of Odisha, that will promote a better livelihood opportunity and contribute towards overall human development in the State. While organising this programme, special emphasis is being given to SC, ST, women and the downtrodden, especially in the rural sector of Odisha in an effort to remove social inequality and bring them into mainstream society.

HDF has been approved as an authorized Vocational Training Provider (VTP) by the Ministry of Labour & Employment, Govt of India to implement the "Modular Employable Skills" (MES) programme, under the much larger National Skill Development Mission of Govt of India.

3.5.1 Thrust Areas

"   To improve household income levels and to maneuver for integrated and holistic human development
"   To explore the possibilities of collective actions involving various stake holders.
"   To look for the scope of potentials and possibilities with opportunities
"   To categorise the available livelihood options through skill mapping and their development.
"   To enhance and create the livelihood opportunities by providing vocational training to school dropouts and unemployed youth.

3.5.2 Programmes and Activities

I. Skill Odisha Initiative

Skill Odisha Initiative aims at building capacity in the area of development of competency standards, course curricula, learning materials and assessment standards in the State besides providing hard skills. The basic objective of the programme is to provide vocational training to school dropouts, unemployed youth and existing workers etc. to improve their employability.

HDF in partnership with other training institutions in the State has launched "Skill Odisha Initiative" covering all the 30 districts of Odisha. The target is to produce a pool of skilled manpower within a specific time frame to meet the demands of the industry in the State in next few years.

"Skill Odisha Initiative was launched on 23rd February, 2010 by the Hon'ble Minister for Higher Education, Tourism and Culture, Government of Odisha.

II. Trainers' Orientation Programme in MES

An orientation programme for Trainers in ICT for Skill Odisha Initiative was organised on 19th and 20th December, 2009. The programme emphasised the need for such training under MES and discussed different modules to be followed during the training programme including the quality and process.

In order to ensure quality and result-oriented training in ICT, the Trainers appeared an IT skill test conducted by MeriTrack and only qualified and certified trainers have been engaged as Trainers.

III. Millenium ITC

HDF has taken over the management of Millennium ITC located at Mancheswar Industrial Estate, Bhubaneswar from November, 2009. HDF has taken the initiative to provide quality education/training in the field of industrial training.

IV. HDF Gramin-ITC

The Gramin-ITC of HDF, approved by DGE & T, Govt of India and affiliated to   DTE & T, Govt of Odisha, is a unique institution in the State, exclusively devoted to provide vocational training in the area of agriculture and allied services to create employable opportunities, mostly in the rural areas of the State. The action agenda of Gramin-ITC covers development and establishment of vocational trades, skill development institutions, finishing schools and technical educational centres with the objective of producing skilled human resources making inroads in eradicating unemployment through self-employment and creating employment opportunities in potential sectors.

HDF creates pathways for multiple human resource development activities in rural as well as urban areas with an undiluted mission to train quality but result-oriented manpower to meet the emerging requirements of industries, technical, vocational and management institutions, organisations and agencies, both in public and private sectors. This apart, considering that the major sections of the population are engaged in agriculture and allied activities, HDF has planned for generating quality human resource in the same field as well. With a view to transform the mission into reality, HDF has set up this Gramin Industrial Training Centre (Gramin ITC) at Angaragadia in Badasahi block of Mayurbhanj district.

The Gramin-ITC provides customised training in the following trades:
"   Agricultural Processing and Value-addition Technologies
"   Floriculture and Landscaping
"   Farm Machinery and Equipment Maintenance
"   Horticulture and Vegetable Production
"   Sericulture

"   Pisciculture
"   Livestock Management
"   Integrated Farming Technology
"   Plant Protection, Seed Production and Conservation Technologies
"   Agri-Enterprise Development

3.6 Human Resource

Mr. D. K. Roy	Executive Director
Dr. Dhanada Kanta Mishra	Development Expert
Mr. Sudarsan Das	Development Expert
Mr. Harekrushna Panigrahi	Finance Expert
Dr. Pranay K. Swain	Consulting Team Leader, Education Unit
Dr. Manmath Kumar Mohanty	Head, Health Resource Unit
Mr. Basudev Panda	Sr. Program Officer
Mr. Subrat Kumar Rout	Head, Governance Support Unit
Mr. Premananda Parida	Director, Millenium ITC
Mr. Anant Prasanna Behera	Manager, HR Solution
Mr. Arun Saha	Accounts Officer

VISION

The HDF holds the vision of an empowered and proactive community enriched by high quality human resources.

MISSION

The mission of HDF is to facilitate a participatory movement to strengthen development initiative by creation of high quality human resources and encouragement of shared leadership.

MANDATE
"   To bring together like-minded development thinkers
"   To create a pool of value added human resources
"   To create a dedicated professional group providing knowledge-based advocacy towards identifying local problems and proposing appropriate solutions
"   To develop partnership with both public and private sectors
"   To establish model initiatives to sensitise and train the youth on skill and attitude development in relevant sectors
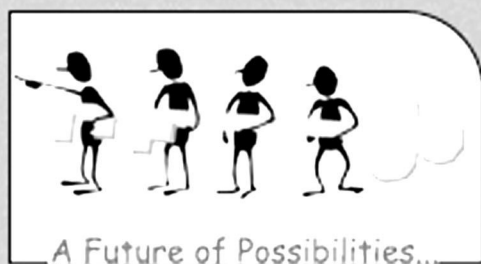
Human Development Foundation

City Office
M-4 Samant Vihar, Near Kalinga Hospital Square
PO Mancheswar Rly. Colony
Bhubaneswar, Orissa, 751017
Tel: 91-674-2301019

Campus
At: Naranpur, P.O.: Belagachhia, Trisulia,
Cuttack, Odisha, 754005
Tel: 91-671-2870021, 2870022, 2870023, 2870024
Website: www.hdf.ac.in
Email: hdfsom@hdf.org.in, hdfsom@hdf.ac.in

A Future of Possibilities...

Human Development Foundatgion (HDF)

City Office
M-4 Samant Vihar, Near Kalinga Hospital Square
PO Mancheswar Rly. Colony
Bhubaneswar, Orissa, 751017
Tel: 91-674-2301019

Campus
At: Naranpur, P.O.: Belagachhia, Trisulia,
Cuttack, Odisha, 754005
Tel: 91-671-2870021, 2870022, 2870023, 2870024
Website: www.hdf.ac.in
Email: hdfsom@hdf.org.in, hdfsom@hdf.ac.in