Background:

The social development sector in India is developing by leaps and bounds. These organizations address a critical need in our society. A change in the current scenario underlines the need for adaptations within the organization. There is a need for skills and expertise to support the passion and work of these organizations. Thus, there is an increasing need perceived by the non-profit organizations for training in various areas pertaining to management and planning that will help them to be more effective and provide a higher quality of support to their beneficiaries.

Vision:

To be a state of the art management training infrastructure that would provide qualitative support inputs to organizations and individuals in the social development sectors.

Mission:

To respond dynamically to challenges in the sector with creative adaptation and sharing of traditional and modern management tools of institutionalization and organization development.

Brand Positioning:

A critical team player in social macro and micro developmental initiatives, providing value addition support services to the sector at large, complementing various skills available for holistic community and social development across sectors and stakeholders.

Key Focus Areas of the Centre:

The institute has identified three primary focus areas within the purview of its work

1. **Training Programmes:**
   To bring Training and courses to NGO's that will enhance their management capacity and performance. The Training courses will be need led. This will be the core function of the institute.

2. **Management Capacity, support and partnership:**
   To provide support to NGO's in Management planning and Strategy and Organizational development.

3. **The Training Programmes**
   The training programs will be the primary focus of the Institute. The training programs of the institute will center on key management concepts and effective management tools and techniques that will contribute in the performance of the NGO and its effectiveness.
The training program will not be focused only on individual learning but will focus on the building capacity within the NGO as a whole. The program will cater to the roles and the functions of the people in the organization and will implemented at three levels within the organization:

- Leadership Modules
- Senior Management Modules
- Functional Modules

The training courses will not be generic but will focus on the specific needs of the NGO and will be supported by learning methodologies and content those are drawn from real life experiences. The programs will be result based. The training program will be designed with the support of professionals drawn from the resources of IETS and SPJIMR.

The training programs will have core Modules that will be supported by specific modules that will be designed and identified in consultation with the NGO. The delivery of the training program will focus experiential learning that will be supported by cases, group exercises and project work.

The location of delivery of the modules will be decided in consultation with the NGO’s. Some specific modules will be delivered in the SPJIMR premises, Mumbai. The training program will be primarily be conducted in English and will be conducted by experienced and qualified professionals that can support the learning's of the program.

B) Management Capacity, Support and Partnership
The Institute will partner the NGOs in capacity building and planning, to build sustaining capacities within the organization. The partnership will work on areas of weaknesses and enhance areas of strengths, identify areas of partnership, to enable the NGO to effectively meet its social objectives.

The first phase of this initiative will be to make available key articles and relevant management learning's and tools through a website

Strategic Partner Profiles:

- Global Developmental Grassroots and Support Agencies
- Social Scientists
- NGOs and citizen bodies
- Civil Service agencies
- Political Groups
- Governmental Agencies
- Corporates in brand promotions
- Corporates in CSR.
- Temple, religious and social trusts
Leadership Modules: 20 Hours

1. Vision, mission and strategy:
   Duration: 8 Hours
   - Strategy and management of social enterprise
   - Institution Structuring and Development
   - Institution culture analysis
   - Institutional Image
   - Institution Mission Building and communicating

Outcomes:
- Understanding institutional structure – its relationship to development
- Vision, Mission statement
- Understanding present institution strategy
- Developing strategy for sustenance and growth

2. Participatory management:
   Duration: 6 Hours
   - Management systems in NGOs
   - Evolving systems of management
   - Participatory planning
   - Mobilisation of social and financial resources
   - Influencing and focusing on people-centered development
   - Social enterprise studies
   - Governance

Outcomes:
- To be able to evaluate present institutional systems, find the gaps and introduce improvements
- Human Resource Planning and Institutional Development
- Exposure to latest governance and its implementation
- Organisational resource management

3. Networking:
   Duration: 6 Hours
   - Relation between NGO’s as part of strategic development process
   - Different types of relationships-their different impact on the development and on the institution
   - Strategic relations, coalition buildings and networking:
   - Negotiation
   - Foreign contribution regulatory Act (FCRA)
Outcomes
 Skills to take the coalitions and networks to next level

Senior management modules:
96 Hours

4. **Financial Management:**
   Duration: 16 Hours
   - Accounting for non profit institutions
   - Key principles and frameworks of financial management
   - Audit reports in NGO’s
   - Governance and accountability
   - Financial planning analysis and management
   - Diversification of funds
   - Building and managing reserves (FPCS)
   - Accountability and effectiveness in NGOs
   - Managing for financial sustainability

Outcomes:
 Insights in Model costing and Financial Management tools and techniques
 Developing skills on budgeting and funds management
 Developing skills on financial analysis and reporting

5. **People & performance:**
   Duration: 16 Hours
   - Understand vision, mission and values of the institution
   - Understand impact of attitude and beliefs on performance
   - Identifying unique strengths and managing vulnerabilities
   - Assessing competencies and identifying KRAs
   - Aligning the vision of institution with my aspirations/values using systems theory
   - Define parameters of managerial competencies
   - Formulate performance objectives in SMART model
   - Acquire skills for feedback
   - To explore how involvement of team members impacts the quality and acceptance of decision
   - To prepare a personal action plan to modify behaviors that are impacting effectiveness

Outcomes:
- Align their vision/mission with the institution
- Write down their KRAs, competencies for the role, identify strengths and weakness
- Write SMART goals
- Give and receive feedback

6. **Communication / Negotiations:**
   Duration: 12 Hours
   - Fundamentals of communication
• Presentation skills
• Verbal communication
• Behavioral communication
• Data analysis, interpretation and report preparation
• NGO publications
• Graphical Communication

Outcomes:
➢ Developing skills on project proposal and report writing
➢ Developing skills on mass communication

7. **Project evaluation / Implementation:**
   **Duration: 12 Hours**
• Pre-project appraisal
• Project designing
• Research design and data collection
• Process Facilitation Skills
• Project Critical Path Analysis (CPA) & PERT
• Impact Evaluation
• Appreciative Enquiry
• Institutional Evaluation
• Financial Evaluation
• Social Auditing

Outcomes:
➢ Technical skills development using modern tools

8. **Creative thinking or problem solving or leadership:**
   **Duration: 12 Hours**
• Leadership
• Leadership at work
• Decision Making
• Problem Solving
• Value Engineering
• Perseverance and Flexibility
• Creative and Critical Thinking
• Time and Resource Management

Outcomes:
➢ Developing leadership in daily life
➢ Hands on experience on creative thinking and problem solving
9. Legal issues ethics:
   Duration: 8 Hours
   • Registration of NGO’s
   • Labour Laws – Tax Laws
   • Human Rights
   • Governance in daily management
   • Advocacy and social mobilisation

Outcomes:
  ➢ Knowing laws governing NGO’s
  ➢ Governance in daily management
  ➢ Governance in daily management

10. Product Development and marketing:
    Duration: 12 Hours
    • Basic concepts in marketing
    • The marketing environment
    • Product planning and development
    • Business market process and strategies
    • Distributions
    • The marketing plan
    • Sustaining customer relationships and network positions
    • Marketing research tools
    • Marketing communications

Outcomes:
  • Developing skills for marketing strategy and its implementation
  • Learning modern marketing tools and techniques

11. Data Management:
    Duration: 12 Hours
    • Internet
    • E-Commerce
    • MIS Computer Applications
    • Excel Training
    • Customised Solutions for Development Projects

Outcomes:
  ➢ Hands on working experience on computer MIS system development
  ➢ E-Commerce and Using internet

12. Volunteer Management:
Duration: 8 Hours

- Attracting volunteers for NGO
- Types and eligibility of volunteers
- Registration policies and procedures
- Training orientation and program objectives
- History legal authority and important institution structure

- Volunteer program development and implementation
- Funding volunteer programs

Outcomes:
- Practicing Volunteer Management

Functional Training Module for NGOs

1) Organization Mapping
   Duration: 4 hours
   - Introduction to Social Development Sector (NGOs)
   - Knowing your organisation
   - Importance of every employee to the organisation
   - Role models in the NGO sector

2) Motivation
   Duration: 4 hours
   - Reasons for lack of motivation
   - Motivation comes from within
   - Changing the negative to positive (positive thinking)
   - Setting goals (short & long term)

3) Communication
   Duration: 4 hours
   - What is communication? Importance of communication
   - Communication techniques
   - Forms of communication (verbal & non-verbal)
   - Effective communication

4) Formulating Work Plans and Writing Reports
   Duration: 8 hours
   - Importance of effective writing
   - Familiarising oneself with the project proposal (elements of proposal)
   - Formulating a work plan (with time parameters and indicators)
   - Structure of a report (requirements of funding organisations)
   - Writing a concise, accurate and organised report

5) Creative Thinking
Duration: 4 hours
- Creative thinking enriches an organisation (case studies)
- The art of creative thinking (various elements)
- Problem solving – Case study

6) Working in Teams
Duration: 8 hours
- What is a good team?
- Benefits of working in a team
- Types of conflict within teams
- Dealing with difficult situations
- How to be a successful team member

7) Sales and Marketing
Duration: 8 hours
- Basic concepts in marketing & distribution
- Marketing process and strategies
- Customer service and relationships
- Marketing communications
The year that was: 2009 -2010

January 2009….
SPJIMR’s Socialbrics conducted a survey to identify the training need of the social sector in three levels of management namely;

· Senior Management - Operations and Strategy
· Functional Head Management
· Grass root - level management

Based on which modules were developed jointly by SPJIMR and IETS.

The following is the index of programmes conducted under Socialbrics till now;

Trainings in 2009

<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
<th>No. of Days</th>
<th>No.of Participants</th>
</tr>
</thead>
<tbody>
<tr>
<td>9th -11 Feb 2009</td>
<td>DASRA MDP</td>
<td>3</td>
<td>25*</td>
</tr>
<tr>
<td>Mar 2009</td>
<td>TNA at ACF</td>
<td>1</td>
<td></td>
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<tr>
<td>4th -11th May '09</td>
<td>Teachers Training Palanpur</td>
<td>8</td>
<td>25</td>
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<tr>
<td>13th Jul '09</td>
<td>Panel Discussion</td>
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<td>13th -17th Jul '09</td>
<td>ACF MDP</td>
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<td>22</td>
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<tr>
<td>22nd -24th Sep '09</td>
<td>MDP NGO</td>
<td>3</td>
<td>76</td>
</tr>
<tr>
<td>28th -30th Oct '09</td>
<td>DASRA MDP</td>
<td>3</td>
<td>36</td>
</tr>
<tr>
<td>29th -30th Jan '10</td>
<td>Creating an NGO Brand</td>
<td>2</td>
<td>12</td>
</tr>
<tr>
<td>20th Feb '10</td>
<td>CEO Forum</td>
<td>half day</td>
<td>14</td>
</tr>
</tbody>
</table>

1. DASRA Training on Feb ‘09

The initial contacts were made to NGO DASRA by IETS. The first program of Socialbrics was a Management Development Training Program for DASRA from 9th February to 11th February 2009. Dasra works towards creating efficient, scalable and sustainable organizations through a holistic development approach of investment, advisory and financial services.

This training module focused on helping organizations to build on four key areas of Strategic Planning, Marketing, Presentations and Finance. Eminent SPJIMR faculty like Prof. Prem Chandrani, Prof. Harsh Mohan, Prof. Keith D’souza and Prof. Suresh Lalwani conducted the workshop, which involved simulations, discussions and explanation through case studies that demonstrated the practical applications of the theories taught. The program will help in strategic planning, expanding the organization, presenting the business plan and better financial planning. The participants of the training program were from across the country and had a varied profile in terms of the causes they were involved in. The feedback from the participants showed that they were keen to apply the concepts learnt and particularly found the segments on planning, finance and marketing useful. The participants benefited from the interaction with experts from the field of management, and were able to update their skills in crucial areas like understanding balance sheets and effective presentation.
skills. They were also given extensive reading material to substantiate the aspects covered in the workshop.

In March 2009, Prof. Rukaiya Joshi visited “Search”, an NGO in Bangalore, pioneering in NGO training to know their model. Prof. Rukaiya Joshi and Patricia also visited Chandrapur for doing a Training Needs Analysis for Ambuja Cement Foundation (ACF) based on which SPJIMR developed training modules for senior executives of ACF. In the month of April, Prof. Rukaiya Joshi visited NGOs in Gujarat to give information on Socialbrics and learn their objectives.

2. Vidya Mandir Trust Teachers’ Training – May 2009

English Plus and adding dimensions training was conducted at Palanpur for 25 teachers of both of English and Gujarati medium schools of Vidya Mandir Trust from 4th May to 11th May 09 by IETS Trainers. The group of teachers were from Gujarati and English medium schools teaching classes KG to Std VII. Each day was full of activities in the handbook, group discussions and group work, paired work and circle time plus audio, video and multimedia presentations. They enjoyed the audio, video and PPTS. In fact they loved the way the activities change in the entire day and how everything is connected. It really helped them understand how they can duplicate this method with their students to keep them engaged and involved in the learning process.

Some of the activities include group discussions, role play, skits, meetings, giving instructions, talking to colleagues & students in English etc. ‘Circle Time’ was highly appreciated and became one of their favorites. The English medium teachers also had many opportunities to improve their language, realize and correct their mistakes (which they shared openly) and learn new teaching methods. They shared a lot about using these new methods to teach English. They participated in all activities with great enthusiasm. The training itself is designed very beautifully and it is aptly titled English Plus as it combines the language and human effort beautifully, and helps each individual add to their skills.
The unanimous opinion was this training helped each and every one of them improve their skills and had a mix of L, S, R and W activities. The training is designed in such a way that each and every participant has equal opportunity to do everything and the teachers acknowledged again and again that every participant was motivated to listen, speak, read and write. They requested the management to organize more trainings like these. The training ended on a highly emotional note: full of laughter and tears; it was difficult for all the teachers to part from each other. All of them felt that they had grown not only in our English language skills, but also as human beings.

SPJIMR facilitated Board Meeting of Credibility Alliance, May 09. Ms Madhu Bahl made a presentation on Socialbrics at the World Bank. Website of Socialbrics has been activated from both SPJIMR and IETS sides on July ’09. Prof. Rukaiya Joshi created a module on Corporate Social Responsibility (CSR) for the executives of the CSR wing of corporate.

3. Panel Discussion

Socialbrics organized a Panel Discussion on “Economic Meltdown and Management Challenges of NGOs - A Way Forward” on July 13th, 2009 at SPJIMR campus to address the impact of financial crisis, particularly on the NGOs. It was a joint effort by SPJIMR and IETS. Panelists and their topic were:

- **Mr. John Thattil**, National Director, Resource Development, Habitat for Humanity - Fund-raising challenges of NGO sector in the backdrop of the Economic Meltdown.
- **Prof. A. B. Kulkarni**, Senior Professor Marketing, SPJIMR - Social Marketing – a way to meet challenges of the Economic Meltdown.
- **Ms. Pearl Tiwari**, CEO, Ambuja Cement Foundation – Optimising Resources during the phase of the Economic Downturn
- **Prof. Vibhuti Patel**, S.N.D.T. University - Public Private Partnership for NGO Sustainability
- **Prof. Rukaiya Joshi**, Faculty Member, SPJIMR - Moderator

*Ms Pearl Tiwari, CEO, Ambuja Cement Foundation at the Panel Discussion*
Socialbrics organized a Management Development Training Programme for Senior Executives of Ambuja Cement Foundation from 13th July to 17th July 2009 at SPJIMR campus, Andheri (W), Mumbai. This training was conducted after the Training Need assessment done at the Chandrapur unit of Ambuja Cement Foundation. The five days MDP training for ACF commenced on July 13th, 2009. There were 22 participants for the training. The faculty consisted of both in-house and external faculties.

The topics covered along with the faculties are as follows:

<table>
<thead>
<tr>
<th>Topic</th>
<th>Faculties</th>
</tr>
</thead>
<tbody>
<tr>
<td>Macro Perspective</td>
<td>Ms. Kamini Kapadia</td>
</tr>
<tr>
<td>Vission, Mission and Strategy</td>
<td>Prof. M.S. Rao</td>
</tr>
<tr>
<td>Governance</td>
<td>Mr. Vijay Nadkarni</td>
</tr>
<tr>
<td>People and Performance</td>
<td>Prof. Samish Dalal</td>
</tr>
<tr>
<td>Fund Raising</td>
<td>Prof. Nirja Mattoo</td>
</tr>
<tr>
<td>Assertiveness in day to day life</td>
<td>Major Tiwari</td>
</tr>
<tr>
<td>Finance</td>
<td>Prof. Parimal Merchant</td>
</tr>
<tr>
<td>Volunteer Management</td>
<td>Mr. Milind Majalkar</td>
</tr>
<tr>
<td>Communication &amp; Report Writing</td>
<td>Prof. Madhavi Gokhale</td>
</tr>
<tr>
<td>Project Management</td>
<td>Prof. Gautam Desai</td>
</tr>
<tr>
<td>Effective Communication in Advocacy &amp; Campaign</td>
<td>Prof. Bhim Raskar</td>
</tr>
<tr>
<td>Appreciative Leadership</td>
<td>Ms. Uma Arora</td>
</tr>
</tbody>
</table>

Each day apart from the training sessions, the participants were assigned some activity. On the first day, after the training, the participants were assigned library work. The participants were to choose a topic and write on that topic. This research was to be shared with the other participants on the following day.

The following days, the training started at 8:00am, where the participants were called early to discuss about the group work or any home work assignments etc. When there was no activity on the previous day, the participants discussed about the sessions held the day before.

The second day training started with session on People and Performance by Prof. Samish Dalal. The training was very well received by the participants. The day was concluded by a session on Assertiveness in day –to- day life by Maj. Tiwari. There were two topics covered on day 3, namely Finance and Volunteer Management. Reading material on Project Planning was given as the reading assignment for the next day. On the fourth day, there was an interactive session on communication skills and report writing. Each participant was asked to present for 3 minutes. Their presentation skills were evaluated and were given the feedback. This was followed by a session on Project Planning and then Effective communication in Advocacy and Campaign. Post the training, they were given a group on communication skills. On the last day of the training, the participants were evaluated. They were given a test on topics covered on the last four days. There was a day-long session on Appreciative leadership by Ms. Uma Arora. After the session, the feedback was administered and the training was concluded with vote of thanks.
Economic Meltdown and NGOs
Prof. Rukaiya Joshi was invited as a speaker to talk on ‘The Effects of Economic Meltdown on NGO Sector’ by the Bombay Association of Trained Social Workers (BATSW). The article based on the same is published in their journal.

5. MDP NGO

A three day MDP – NGO was organized from September 22nd – 24th, 2009 at SPJIMR. About 76 participants from 42 NGOs across the country participated in the MDP.

This MDP covered areas like Strategy Planning, Project Monitoring and Evaluation, Finance and Cost Management, Leadership and People Management, Effective Communication, Building an NGO Brand and the use of Management Information System in enhancing the organizational effectiveness. The training was conducted by both SPJIMR faculty like Prof. Samish Dalal, Prof. Lata Dhir, Prof. Suresh Lalwani, and experts from the field like Mr. Sumit Roy, Mr. Nishit Kumar, Mr. Gaurang Mehta and Mr. Anil Sathe.

The training began with an Inaugural function on September 22nd, 2009. Dr. Desh Bandhu Gupta, Chairman Lupin Ltd, delivered the key note address. The function was graced by other luminaries like Mr. Gopi Menon, Regional Head, UNICEF, India and Mr. Ashokbhai Bhansali from Bhansali Trust, and the NGOs, and the SPJIMR family. A presentation of ASSOCHAM report on Social Sector was presented by Prof. Parimal Merchant and Prof. Rukaiya Joshi.

A Social Sector Networking Evening was organized on the second day. Personalities like Ms. Neera Nundy from DASRA, Mr. Vijay Nadkarni from Credibility Alliance, Ms. Leni Choudhary from Narotam Sekhsaria Foundation, Ms. Jyoti Maphsekar from Stree Mukti Sangathna, amongst other, interacted with the NGOs’ participants.
6. Dasra – Social Impact Workshop

A workshop was conducted for three days for Dasra & Social Impact from Oct 28th to 30th, 2009. There were around 36 participants from NGOs and Social Entrepreneurs’ from all over India. The workshop was conducted by core faculty from SPJIMR like Prof. Prem Chandrani, Prof. Suresh Lalwani, and Prof. Samish Dalal and experts from the field like Ms. Shivani Mehta and Ms. Rashmi T.K. The topics included Strategic Management, Finance for NGOs, Finance for Social Enterprises and Human Resource Management for growth. The participants actively took part in discussions and asking questions to the faculty. The sessions were well received by the participants. The participants were given exercises and case studies to work on. Overall the Dasra – Social Impact Workshop was a success and the participants learned valuable insights into the theory part of the working of their organization.

The Project Management Centre has begun the process of preparing project management modules for NGOs. In November 2009, Prof Rukaiya Joshi addressed about 200 women entrepreneurs, some of them in making, on the topic of “Women Entrepreneurship”.

Prof. Rukaiya Joshi visited Bhubaneswar in December 2009 as an observer to ‘Concern India Training’ conducted by MCUK to explore the possibility of an alliance. Had a meeting with Ms. Usha Menon, a contact developed by Ms. Rekha Kuruvila.
7. Creating an NGO Brand

Socialbrics organised a two day workshop on ‘Creating an NGO Brand’ at SPJIMR on 29th and 30th January, 2010. The workshop was conducted by Mr. Sumit Roy of Univbrands. It was attended by CEOs & Senior executives of six NGOs such as Masoom, SAHAS, Habitat for Humanity, Magic Bus, Amcha Ghar and Navjeet Community Centre. Professors of Marketing Prof A.B. Kulkarni and Dr. Ashita Sharma were also a part of the workshop as observers.

The workshop methodology is learning by doing. The participants learned through exercises, games and a live case, for that they went out to meet the stakeholders. The participants learned how to find the emotional truth that will make their NGO a sought after brand, generate revenues or funding that make their NGO brand self-sustainable, discover a word-of-mouth strategy for their key publics, create self-financing-promotions that became a source of revenue instead of a cost and finally to create a branding idea that the public wants to champion. The feedback from the participants showed that they were keen to apply the concepts learned in the workshop. This workshop showed how NGO brands can become self-sustainable.

8. Socialbrics refresher training for Ambuja Cement Foundation

The ACF Participants did application exercises and had a video conference with the faculty during the intervening period since the first MDP. Socialbrics conducted a refresher MDP for Ambuja Cement Foundation’s senior executives from Feb 3rd to 5th 2010. The training sessions were taken by the SPJIMR faculty Dr. Mayank Joshipura and experts from the field like Dr. Rajshree Mahtani, Ms. Uma Arora, and Prof. Madhavi Gokhale. The sessions were more like participatory than theoretical. Ms. Uma Arora had done an exercise with building blocks to make the participants understand how important are setting goals in your life and how to stretch the goals for betterment. Prof. Madhavi Gokhale had done an exercise with regard to report writing through which the participants learned what the common mistakes they make while making reports and how to be effective in written communication. Dr. Rajashree Mahtani’s session on Evaluation made the participants learn the methods of evaluation and
monitoring and how to evaluate and monitor a project. Dr. Mayank Joshipura’s session include budgeting of the projects, how to do the activity based costing and how to balance score card. The training sessions provided very useful learning to the participants.

They will be awarded a certificate of participation after the refresher.

Ms. Uma Arora at the ACF Refresher Training

9. CEO Forum on Leadership in Sustainability of NGOs

A half day CEO Forum was organized for the CEOs of NGOs on the topic “Leadership in Sustainability of NGOs” on 20th Feb, 2010 at SPJIMR. The Forum was conducted by Ms. Usha Menon director = mc/Asia (consultancy for the NGO sector). It was attended by CEOs and senior level employees from NGOs like Masoom, Rangoonwala Foundation, Kherwadi Social Welfare Association etc. This three hour session offered a sneak-peek into a NGO leader's toolkit to help the participants challenge and motivate both him/her and his/her team. This interactive session looked at both the institutional leadership characteristics of NGOs as well as personal attributes of its management team, which together are important components for a sustainable NGO, effective in its mission. Through facilitated discussions and activities this session helped the participants identify the important elements of Leadership in Sustainability of NGOs, specific to their organization.
Ms. Usha Menon at the CEO Forum

10. Visited Dharampur for case study on Anarde Foundation
   Prof. A B Kulkarni and Prof. Rukaiya Joshi visited their main site to get the first hand experience of their work

Others:

❖ **Case Studies**
   Socialbrics is revisiting the Assocham study. 25 organisations were studied and their success stories were analysed to understand and relate management theories. Again this study is conducting to know how the participating organizations have continued to grow since then, and to ascertain the relevance and validity of our original findings.

❖ **Research**
   Questionnaire for the survey of CEO Forum on “Leadership in Sustainability of NGOs”

❖ Throughout the year library and knowledge base is developed with around 32 books 66 articles etc.

❖ Institutions in India & abroad conducting training in the NGO sector has been compiled
Workshops and training programs developed and conducted by Socialbrics have benefited more than 70 NGOs during Jan 2010 to Mar 2011. The following is the index of programmes conducted under Socialbrics till date:

Trainings in 2010-2011

<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
<th>No. of Days</th>
<th>No. of Participants</th>
</tr>
</thead>
<tbody>
<tr>
<td>29th-30th Jan '10</td>
<td>Creating an NGO Brand</td>
<td>2</td>
<td>12</td>
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<tr>
<td>3rd–5th Feb ‘10</td>
<td>ACF Refresher Training</td>
<td>3</td>
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<td>20th Feb ‘10</td>
<td>CEO Forum</td>
<td>half day</td>
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<td>10th-12th May ‘10</td>
<td>Creating an NGO Brand</td>
<td>3</td>
<td>31</td>
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<td>6th–11th Aug ‘10</td>
<td>Creating an NGO Brand</td>
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<td>6th–8th Sep ‘10</td>
<td>Free MDP</td>
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<td>24th–27th Sept ‘10</td>
<td>ANaRDe - MDP</td>
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<td>17th-20th Nov ‘10</td>
<td>IInd Phase of ANaRDe-MDP</td>
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<td>28th–1st Dec ‘10</td>
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<tr>
<td>28th–2nd Mar ‘11</td>
<td>Creating an NGO Brand</td>
<td>3</td>
<td>9</td>
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</tbody>
</table>

A brief picture of the activities conducted by Socialbrics during the year is presented below:

1. Creating an NGO Brand

The first workshop on NGO Brand Building was organized at SPJIMR on 29th and 30th January, 2010. The workshop was conducted by Mr. Sumit Roy of Univbrands and was attended by CEOs & Senior executives of six NGOs like Masoom, SAHAS, Habitat for Humanity, Magic Bus, Amcha Ghar and Navjeet Community Centre. Professors of Marketing Prof A.B. Kulkarni and Dr. Ashita Sharma also participated in the workshop as observers.

The workshop methodology was “Learning By Doing”. The participants had a great learning experience by performing various tasks and exercises, playing games and a live case, where they had to actually meet the stakeholders, do a survey, prepare a report and present findings of the same. The participants also learned how to find the emotional truth that will make their NGO a sought after brand, generate revenues or funds that would make their NGO a self-sustainable brand, discover a word-of-mouth strategy for their key publics, create self-financing-promotions that became a source of revenue instead of a cost and finally to create a branding idea that the public would want to champion. The feedback from the participants showed that they were keen to apply the concepts learned in the workshop.
Prof. Rukaiya Joshi welcoming participants for the Brand Building Workshop

Mr. Sumit Roy on “Creating an NGO Brand Workshop”

Reflections by the participants:

A great insight about our social brand”
- Ms. Amalia Habitat for Humanity

“Help to see the errors in the working style”
- Ms. Niloufer Pereira Navjeet Community Center

“Better communication and presentation of the NGO”
- Ms. Diana Peters Habitat for Humanity

“The technique to think creatively”
- Ms Amrita Choudhary Magic Bus
2. Refresher Training for Ambuja Cement Foundation

The ACF Participants took up application exercises and also had a video conference with the faculty during the intervening period since the first MDP. A refresher MDP for senior executives of Ambuja Cement Foundation was conducted from Feb 3rd to Feb 5th 2010. The training sessions were taken by the SPJIMR faculty Dr. Mayank Joshipura and the experts from the field like Dr. Rajshree Mahtani, Ms. Uma Arora, and Prof. Madhavi Gokhale. The sessions were more like participatory than theoretical. Ms. Uma Arora involved the participants in an exercise with building blocks to teach them the importance of goal-setting in life and to show them how to stretch/extend the goals for betterment. Prof. Madhavi Gokhale conducted an exercise with regard to report writing through which the participants learned about the common mistakes that individuals make while drafting the reports. They also learned the skills on how to be effective in written communication. Dr. Rajashree Mahtani’s session on Evaluation made the participants grasp the methods of evaluation and monitoring the project. Dr. Mayank Joshipura’s session included budgeting of the projects, ways of doing activity based costing and how to balance score card. The training sessions provided very effective learning to the participants.

They were awarded a certificate of participation after the refresher.

Ms. Uma Arora at the ACF Refresher Training
Reflections about ACF Refresher:

“It was a wonderful learning experience”
- Vishal Bharadwaj About ACF Refresher

“Very good and effective”
- R.N Chaudhary

“The learning from the training help us to develop critical analysis of a situation and to take positive action in future”
- Kulin Deshmukh

3. CEO Forum on Leadership in Sustainability of NGOs

A half day CEO Forum was organized for the CEOs of the NGOs on the topic “Leadership in Sustainability of NGOs” on 20\textsuperscript{th} Feb, 2010 at SPJIMR. The Forum was conducted by Ms. Usha Menon director =mc/Asia (consultancy for the NGO sector). It was attended by CEOs and senior level employees from NGOs like Masoom, Rangoonwala Foundation, Kherwadi Social Welfare Association etc. This 3-hour session offered a sneak-peek into a NGO leader’s toolkit to help the participants challenge and motivate self and the team. This interactive session looked at both the institutional leadership characteristics of NGOs as well as personal attributes of its management team, which together form the important components of a sustainable NGO effective in its mission. Through facilitated discussions and activities this session helped the participants identify the important elements of Leadership in Sustainability of NGOs specific to their organization.
Reflections;
“Good Platform for NGO networking”

*Reena Tete, Rangoonwala Foundation*
“It made us aware about the qualities a good leader should have”

*Suzan Jose, Tata Institute of Social Sciences*
“Great Idea. It was a platform to learn from each other”

*Nikita Ketkar, Masoom*

4. **Visited Dharampur for a case study on Anarde Foundation**

Prof. A B Kulkarni and Prof. Rukaiya Joshi visited the main site to get the first hand experience of the working of the foundation.

5. **Creating an NGO Brand**

A three day workshop on ‘Creating an NGO Brand’ was organized at SPJIMR on 10th, 11th & 12th May, 2010. The workshop was led by Mr. Sumit Roy of Univbrands and SPJIMR faculty Prof. A.B Kulkarni and Dr. Ashita Sharma participated as coaches and Ms. Ritu Modi (a consultant) and Prof. Dibendu assisted in the coaching. As a retort to an overwhelming success of the previous workshop, such workshops will be conducted every three months.

CEOs & Senior executives of NGOs from all over India such as Child fund India (Bangalore), Deepak Foundation (Gujarat), SMK (Rajasthan), Tribal Cultural Society (Jamshedpur) Salaam Bombay Foundation, Ambuja Cement Foundation, V care etc participated in the workshop. Workshop methodology was based on experiential learning through participation in the activities and live cases to grasp a better understanding of the concept of brand building. Six cases were selected from the sixteen NGOs and through these cases the participants took up
branding exercises and on the last day made presentations answering the five major brand building questions.

The exercises included devising, engaging the research games and formulating the same, Aha trees, verbal business card etc. The participants found the workshop to be very effective as it taught them the practical application of the concepts learnt.

Socialbrics has started “Thursday Clinics” for supporting NGOs creating their own brands. This service is available to the attendees of the brand building without any professional fees for the participants for the first month.

**Reflections:**

“Excellent concepts, easy to understand, good methods”
- Rajashree Kadam Salaam Mumbai Foundation
“Good learning Opportunity”
- Dr. Anoop Nigwekar MLDT

“Very informative and well conducted”
- Rekha M Prakash  V-Care Foundation

6. Creating an NGO Brand
A workshop on “Creating an NGO Brand” was organized on Aug 9th and Aug 11th, 2010. It was conducted by Mr. Sumit Roy, Founder Director of Univbrands and the faculty facilitators- Prof. A.B Kulkarni & Dr. Ashita Sharma. This was the third brand building workshop conducted by Socialbrics after successfully conducting the earlier two.

Directors and senior executives of NGOs from all over India such as IAD (Kerala), Lupin Foundation (Pune), Apnalaya, YWCA, Kherwadi Welfare Society etc participated in this workshop. Workshop was activity based and a field visit was organized to gauge the public opinion about one’s brand. All the participants got to learn more about their own brand through branding exercises and answering 5 Branding questions. Various exercises were also introduced to them like devising engaging research games and formulating the same, Aha trees, verbal business card etc. The participants learned how to find the emotional truth that will make their NGO a sought after brand, generate revenues or funding that make their NGO brand self-sustainable, discover a word-of-mouth strategy for their key publics, create self-financing-promotions that became a source of revenue instead of a cost and finally to create a branding idea that the public wants to champion. The participants found the workshop to be very beneficial to them.

Prof. A. B. Kulkarni sharing his thoughts on brand building
Reflections:

“Interesting, Interactive. Good mix of participants and viewpoints”
- Aditi Seshadri   Mumbai Smiles

“Very helpful to identify uniqueness and project it strongly and emotionally”
- Lourdes Baptista, Water Aid

“Help us to understand the basics of brand building”
- Dr.K.S Bos, IAD

7. Free MDP for NGOs

Encouraged by the response and feedback of last year where 76 participants from 42 NGOs participated, again this year a three day Management Development Program (MDP) for NGOs was organized during 6th-8th September 2010. The event was attended by about 75 participants from 39 NGOs across the country. These NGOs included Self Employed Women’s association (SEWA) (Gujarat), MLDT (Maharashtra & Gujarat), Gandhigram Trust (Tamil Nadu), Citizen Foundation (Karnataka), The Banyan (Tamil Nadu), Bhansali Trust (Gujarat) and Karmayog amongst many others.

This MDP, which has no participation fee, covered areas like Energizing, People & Performance Evaluation, Finance and Cost Management, Leadership and People Management, Project Management & Scale up and also an introductory session on Building an NGO Brand. The participants were divided into two groups and the sessions were conducted simultaneously for both the groups. The choice of selecting the topic of learning was given to the participants. It was also flexible in allowing the participants to attend the sessions as per their choice and requirement. Interactive and collective learning with theoretical framework, case studies, games, films and exercises were a part of the program. The training was conducted by senior SPJIMR faculty and experts from the field.
A new pedagogy was adopted where for each of the themes of the training; an NGO with a success story in that field was invited. Eminent Personalities who came in to share their stories were, G.G Sohani- President & Managing Trustee –BAIF, Ms Shaheen Mistry- Trustee Akanksha Foundation., Ms Jyoti Macwan- General Secretary- SEWA & Devika Chadha - Program Director- Salaam Bombay. They shared with the participants their NGOs reach into the beneficiaries and what are their policies and procedures for the efficiency of their NGOs and also had a question-answer session where participants actively raised the questions.

A social dinner was also organized on the second day of the training, for the PGPM participants and the NGOs that they would work with for their project. This provided an opportunity for interaction and getting acquainted with each other for both, the PGPM participants and the NGOs.

Participants at the MDP

Ms. Devika Chandran sharing Salam Bombay’s success story with the participants

Reflections:

“An excellent training, which will enhance the effectiveness of NGOs” - Brig. Amarjit Randwal
“Thank you for a very enlightening programme. All faculty were genuine, knowledgable & approachable. Topics selected were appropriate”

- Pranita Madkaikar  NIMH

“Excellent Training Programme. Full of learning opportunities. Very good teaching styles.”

- Debdas Mandal   PRADAN

8. ANaRDe - MDP

Based on the Training Need Assessment done at Dharampur site of AnaRDe by the SPJIMR faculty Prof Rukaiya Joshi & Prof A.B Kulkarni, SPJIMR’s Socialbrics developed a two phased MDP in “Leadership in NGO Management” for the senior management of AnaRDe Foundation. The first Phase was scheduled between 24th -27th Sept 2010 and 29 participants across Maharashtra & Gujarat participated in the same. Senior faculty of SPJIMR, like Prof. Rukaiya Joshi, Prof. Samish Dalal, Prof. Ramu & Dr. Raman, and experts from the field like Mr. Gaurang Mehta & Prof. Madhavi Gokhale gathered to develop modules covering topics like Leadership, Managing Others Is Managing Oneself, Communication Skills, Influencing without Authority, Entrepreneurial Outlook & Data Reporting and MIS.

The faculty gave a tone of regional languages to the sessions, making the participants comfortable. Mr. Kapoor Chandaria, Chairman AnaRDe Foundation, came for the inauguration of the training, marking the beginning of a long term relationship with SPJIMR to collaborate more training programs to come.

The training was purely activity based, where all the participants were actively involved and learned the concepts of Leadership through games. Learning “Leadership” through Gandhian Philosophy and teachings of Peter Drucker & Stephen Covey proved to be very interesting for the participants.

Effective Communication is an essential of leadership. The session on Communication Skills was taken up as a part of Leadership Training which was well appreciated by the participants. During the session of MIS, aspects pertaining to technology and its use to improve effectiveness were covered.

Thus, the four day program was highly beneficial to the participants and they keenly looked forward to attend the phase two of the training.
9. Phase I of second Batch of ANaRDe - MDP

After the successful completion of the phase -1 of the training programme for ANaRDe, an MDP was organized for the second batch of ANaRDe participants from Nov 17th to Nov 20th, where 28 participants across India participated. Senior faculty of SPJIMR, like Prof. Rukaiya Joshi, Prof. Samish Dalal, Prof. Ramu & Prof. Jyoti Jagasia, and experts from the field like Mr. Gaurang Mehta & Ms. Uma Arora shared their insights on topics like Development of Leaders’ Attitude, Influencing without Authority, Leadership, Go to Marketing, New Paradigm of Leadership, Building Credibility and Trust, Entrepreneurial Outlook & Data Reporting and MIS.

Understanding the concept of Transactional Leadership from the movie “Chak de India” was the main feature of the training. The training included activities that helped the participants know each other better. Self-evaluating exercise helped the participants to identify their strengths and weaknesses.
They learned the concepts of Leadership through innovative games. Games like “hot seat” where the participant sitting on the hot seat has to listen to negative criticism made all the participants realize their drawbacks. During the session of MIS, aspects pertaining to technology and its use to improve effectiveness were covered.

Overall the four day training programme was highly appreciated by the participants and they keenly looked forward to attend the Phase two of the training.

Reflections:

“Very good training in a very short period.” – Jayesh Vyas

“Overall it was excellent. We all learnt about time management, communication and improvement in personnel management.” – Margarida Cresto
10. Creating an NGO Brand

A workshop on “Creating an NGO Brand” was conducted by Dr. Ashita Sharma, Marketing faculty at SPJIMR from Nov 29th to Dec 1st, 2010. This workshop was the fourth workshop after the successful completion of the earlier three. Directors, Board Members & Senior executives of NGOs from all over India such as United Way of Mumbai, Adhar (Orissa), NAWA (Tamil Nadu), TVS- Srinivasan Services Trust (Karnataka), Indian Institute of Menatal Health etc. participated in the Workshop. The workshop methodology was experiential learning through activities and live cases to better understand the concept of brand building. All the participating NGOs did branding exercises and on the last day made presentations about the five brand building questions. The exercises include devising engaging research games and formulating the same, Aha trees, verbal business card etc. The concepts like “thinking outside in”, “OET (Obvious Emotional Truth)’’ with regard to one’s own brand were discussed at the workshop. The participants gave a positive feedback about the workshop stating that it was very informative and effective.

Final day of the Brand Building Session
Reflections:

“It was an insightful workshop, with lots of thought provocation for the participants”
- Ajay Gavale  United Way of Mumbai

“Very informative, involving & effective in clarifying the concept of NGO Branding” - Sangeeta Das Mohapatra  Bhavishya Alliance

11. Creating an NGO Brand

Fifth time in a row, a three day workshop on ‘Creating an NGO Brand’ was organized at SPJIMR from Feb 28th to Mar 2nd 2011. Directors, Senior Executives of NGOs from all over India like Sense International (Gujarat), Learn Empower Uplift (Delhi), Sol’s Arc (Mumbai) & Save the Children India (Mumbai) participated in the workshop.

Dr. Ashita Sharma, faculty SPJIMR was the facilitator. Over three days participants answered Five Brand Building Questions. Devising Engaging Research Games, Discovering a Brand Building Insight, Aha Trees, Discussing the Emotional Truth of the NGOs, Using the Core Values of NGOs to Create a Brand, Importance Of Words Association & Disassociation etc. On the last day the participants made presentations about how they want their brand to be presented to their own employees, their customers and to the corporate donors. The participants’ feedback was very positive about the workshop.

Socialbrics organizes Thursday Clinics for one month for the brand building participants in which Dr. Ashita Sharma will help them to solve the problems while facing the challenges during building their brands of their respective organizations.

Participants presenting the final blueprint of their Brand
Reflections:

“Workshop was nice as it helps in getting new views and ideas & tells how to approach and implement your motto to masses” - Aniket H Shah  ANaRDe

“Amazing work. Think NGOs should know about this concept, will help them reach out more & have better understanding” – Kirti Seth Anand  Sense International (India)

“An exercise well worth the effort, to redesign and present ideas in an innovative and excellent way”. – Sonali Saini, Sol’s Arc

Consulting:

- NGO brand Building consultancy with “Amcha Ghar” and other NGOs
- Consulting services for Childfund India’s Disha Project.
- “Building a Sustainable Model” consultancy for “Masoom”

Other Activities:

- An online survey was conducted in connection with CEO Forum to learn about the leadership development needs in the nonprofit sector.

- A survey was conducted with the participants present at the Free MDP organized by SPJIMR to gauge the feasibility of PGP in Development Management.

- Throughout the year library and knowledge base is developed with around 32 books 66 articles etc.
- Institutions in India & abroad conducting training in the NGO sector have been compiled.
The year that was: 2011-2012

Workshops and training programs developed and conducted by Socialbrics have benefited many NGOs during Apr 2011 to Mar 2012.

Trainings in the year 2011-2012

<table>
<thead>
<tr>
<th>Sr. No</th>
<th>Date</th>
<th>Event</th>
<th>No. of Days</th>
<th>No. of Participants</th>
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<td>2</td>
<td>24th – 26th Aug, 2011</td>
<td>MDP- NGOs Training</td>
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<td>34</td>
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<td>3</td>
<td>13th – 15th Feb, 2012</td>
<td>Creating an NGO Brand</td>
<td>3</td>
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A brief picture of each of the activities conducted by Socialbrics during the year is presented below:

- **ANaRDe Training:**

  In the Phase -1 training programme on **“LEADERSHIP IN NGO MANAGEMENT”** held in Sept & Nov 2010, we covered the areas like Leadership, Development Of Leaders Attitude, Managing Others Is Managing Oneself, Influencing Without Authority, New Paradigm Of Leadership & Building Credibility & Trust, Entrepreneurial Outlook, and Data Reporting & MIS. We are sure that you have implemented the learning from here over last 6 months.

  In the growth map of ANaRDe for next 3 years, as you reach out the whole country and also to the local NGOs as a part of growth strategies. We have identified some new areas of training and our next 3 days of training is designed around it.

  **Developing Growth Strategies……**
  
  **ANaRDe – MDP Phase III –20th – 22nd June, 2011**

  SPJIMR’s Socialbrics conducted a three day Management Development Programme(MDP) for the ANaRDe participants, from 20th June to 22nd June, 2011. The participants had attended the earlier MDPs where they had learned about “Leadership in NGO Management”. In this phase of the MDP, the sessions were designed around the main theme “Strategies for Growth”. 33 participants from across India have participated in this MDP.

  Over the three days there was discussion initiated by Prof. Rukaiya Joshi on the topic “The Learning NGO”, where the particular article by Bruce Britton has been shared with the participants. This has paved the way to create “Organisational Memories” of ANaRDe. Senior faculty of SPJIMR like, Prof. Parimal Merchant, Prof. Samish Dalal, Dr. Keith D’souza, Prof. Radhika Narayanan & Prof. Malay Krishna, and experts from the field like Dr. Sharda & Prof. Madhavi Gokhale shared their knowledge in topics like Networking with NGOs, Learning from the movie “Well Done Abba”, Growth Strategies & Blue Ocean Strategy, Creative Thinking & Problem Solving, Report Writing, Project Management, Collaborative Models, Tele Working, Business Plan Development, Think Win Win & General Management.
The faculty used regional languages in the sessions, to help out the participants in understanding the concepts better. As the ANaRDe team is reaching out to the whole country in the next three years, this training programme will help them in planning growth strategies beforehand. The sessions helped the participants to understand the ways in which to do a feasibility study & survey, working with cultural & language diversities, deeper understanding of NGOs to network with them, strategies for implementing the project, working with banks & government, communication between NGOs, Sustainability & working relationship with NGOs. The participants were actively involved in the sessions. On the last day of the training, along with the feedback, Training Need Assessment was also done. Overall the training programme was hugely appreciated by the participants.

★ MDP – NGOs

Report

Complimentary Management Development Programme for NGOs.

Seeing the over whelming response and feedback of last two years where around 150 participants from 82 NGOs benefited, third time in a row again SPJIMR organized a three day Management Development Program (MDP) for NGOS from 24th -26th August 2011. The event was attended by 34 participants from 20 NGOs across the country. The participating NGOs were “ANaRDe”, “Search”, “Lupin Human Welfare Organisation”, “Yuva Parivartan” etc.
This MDP, which is a complimentary training programme for NGOs where PGDM and PGPM participants did their DOCC projects. It covered topics like People & Performance, IT & Project Management, Marketing of Products, Communication & Negotiation, and Human Resource Management & Capacity Building & Learning NGO. The training was conducted by senior SPJIMR faculty like Prof. A.B. Kulkarni, Dr. Keith D’souza, Prof. Jyoti Jagasia, Dr. Ashita Sharma, Prof. Radhika Narayanan & Dr. Sumita Dutta.

Experts from development sector like Emily Harrision – Innovaid India, Mr. Anthony Samy – ALERT India & Ms. Jyoti Desai – BAIF were invited to share their insight and answer the questions of the participants.

On the 2nd day of training, i.e 25th Aug networking evening where PGDM /PGPM participants interacted with NGOs where they did their DOCC projects. On that evening, SPJIMR shared the information of the newly developed course Post Graduate Certificate in Development Management (PGCDM) for mid-level development practitioners in the social sector. Mr. Ajay Desai – Chief Financial Inclusion officer from Yes bank was invited to share his thoughts on the issues pertaining to development sector.

The feedback from the participants showed that they were keen to apply the concepts learnt from the MDP. They also benefited from the interaction with the faculty and experts from the NGOs. Many participants also showed their interest in perusing the course. We hope the programme increases the effectiveness of the participants.

Our PGDM &/or PGPM participants have done their DOCC projects in your organization during April – May 2011. Hope their work has added value to you organization. During their visit, our participants have carried out a Training Needs Assessment in your organization as a part of their project. For the past two years, we have conducted free Management development programmes for NGOs where personnel from various NGOs have participated and gained valuable insights. Based on these results and analysis done this year we have selected themes for the three day training program.

Two senior most members of your organization can attend the training this year which will be on the following themes:

• Information Technology & Process Management.
• Human Resource Management.
• Communication / Negotiations.
• Marketing of Products.
• Legal Issues and Governance.
• People & Performance.

“The sessions were really excellent and we have been implementing what we’ve learnt through DOCC students and training programmes in our projects”.
- Ms.Gita Chengappa (Cheshire Homes India-Coorg)

“Very thoughtfully prepared training programme and I am grateful to SPJIMR for sharing this knowledge with people working in the social sector”.
- Ms. Madhumita Ray (Aseema Charitable Trust)
“Thank you for a very enlightening programme. All faculties were genuine, knowledgeable & approachable. Topics selected were appropriate”.
- Ms. Pranita Madkaikar (NIMH)

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<tr>
<th>Name of the NGO</th>
<th>Community Development Society</th>
<th>Aide et Action</th>
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<td>SPOWAC</td>
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<td>Vigyan Ashram</td>
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<td>IAD</td>
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<td>Yuva Parivartan/Kerwadi</td>
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<td>Ambuja Cement Foundation</td>
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<td>Search</td>
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<td>Yusuf Meherally Centre</td>
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<td>Datamation Foundation</td>
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<td>ANaRDe</td>
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<td>Lupin Human Welfare Foundation</td>
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**NGO Brand Building**

**Concept note:**

Helping 45+ NGOs successfully create their Brand in the year 2010 and 2011, Socialbrics proudly announces its seventh workshop on 13-15<sup>th</sup> February 2012.

**About Socialbrics:**

Socialbrics is an initiative taken up by S.P. Jain Institute of Management and Research (SPJIMR), one of the top 10 business schools in India, to provide management training and support inputs to organizations and individuals in the social development sectors.

The Key focus areas of the centre:
A) Training Programmes
B) Consultancy in areas of Management
C) Centre of Information and Learning and Research
Socialbrics
Backdrop

Most people believe that not-for-profit organisations have to work very differently from for-profit organisations. However the only difference is that For-profit organisations earn a high “return on investment” and Not-for-profit organisations get their reward from a “high return on social investment” by making our world a fairer place to live in. Tangible identity and a strong brand are essential for any organisation. It supports organization in building a sound and long lasting relationship with the stakeholders.

This workshop shows how NGO Brands can become self-sustainable.

Learn how to:

- Create a branding idea that the public wants to champion
- Find the obvious emotional truth that will make your NGO a sought after brand
- Generate revenues or funding that makes your NGO brand self-sustainable
- Discover a word-of-mouth strategy for your key publics
- Create self-financing-promotions that become a source of revenue instead of a cost

The workshop generates a blueprint for the way forward of any NGO brand.

Workshop Methodology:

The best way to learn brand building skills is the same way that you learn to ride a motorbike. You “learn by doing”. Lectures and theory do not help. Someone shows you the gears and rides along with you to make sure you do not fall. This workshop, is therefore, entirely experiential. You learn through exercises and games and build a brand blueprint for your own organizations

Faculty

The workshop was led by senior faculty of Marketing, SPJIMR, Prof.A.B Kulkarni; He has 19 years of industry experience, joined academics in 1987 and was Director of MICA from 1995 to 2001.

Workshop will be facilitated by

Dr. Ashita A. Sharma is a faculty in the marketing area at SPJIMR. She holds PhD in management with her specialization being branding and communications. She is a gold medalist for her MBA in Marketing and has 10 years of industry and academic experience.

And

Mr. Sameer Bhakhri has a PGDBM from IMT Ghaziabad, over 25 years of experience in the corporate world and has also worked with a nonprofit, GiveIndia, as Sr. Vice President.

Testimonials: What do the NGOs who attended the workshop have to say………

“Highly educative, very practical & most useful” - Ms.Gulobi Fernandes, YWCA

“An exercise well worth the effort, to redesign and present ideas in an innovative and excellent way”. – Sonali Saini Sol’s Arc
Trainings in the year 2012-2013

<table>
<thead>
<tr>
<th>Date</th>
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<th>No. of Days</th>
<th>No. of Participants</th>
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<td>24th – 26th Aug ‘12</td>
<td>Free MDP</td>
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<td>3rd – 5th Oct ‘12</td>
<td>Project Management for Development Sector with CAP</td>
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<td>Seminar on Volunteer Management for NGOs</td>
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<td>16th Jan 2013 - 22nd Jan 2013</td>
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<td>22nd February 2013</td>
<td>Volunteer Management for NGOs Workshop, Ahmedabad</td>
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</table>
The year that was:

- **OD Intervention for Child Fund India** *(21st - 22nd Aug 2012)*

Organization Development (OD) is a process of working with a client organization in order to improve the effectiveness of the organization through planned and systematic interventions in its structure and processes. OD uses a largely behavioral-science based approach to collaborate with an organization in the diagnosis of issues, planning and implementing appropriate interventions, and reviewing and following up to ensure the stabilization of the desired changes. OD consultants work in partnership with the client organization until such time that the organization develops the capability to take things forward on its own.

Some of the areas addressed in the intervention are as follows:

- Identifying and working on possible improvements in the organization’s structure, systems and processes
- Resolving people issues, improving teamwork
- Enhancing motivation among the employees/staff
- Upgrading competencies through appropriate training and development programmes.

- **Free MDP (24th – 26th Aug ’12)**

Since the last four years SPJIMR has been conducting the Management Development Programme for NGOs. More than 80 NGOs have participated in these workshops till date. This year also the three day free training for NGOs was organized from **24th - 26th August, 2012** at **SPJIMR**. About 44 participants from 23 NGOs across the country participated in the MDP.

The training was inaugurated by Prof. Rukaiya Joshi, chairperson *Centre for Education in Social Sector* followed by the lightning of the Lamp. The MDP covered areas like Project Monitoring and Evaluation, Cost Management, Appreciative Enquiry, Leadership and People Management, Effective Communication, Fund raising, Financial Inclusions, NGO Governance, Credibility Alliance and Best Practices and the use of Management Information System in enhancing the organizational effectiveness. The training was conducted by both SPJIMR faculty like Prof. S.P. Advani, Prof. Latha Nair, Dr. K.G. Karmakar, Prof. Rukaiya Joshi and experts from the field like Ms. Uma Arora from IDAM and Ms. Emily Harrison Innovaid’s founder and Executive Director.
Networking Evening:
Meeting experts, donors from Mumbai and interacting with the students who visited them for the DOCC projects is the objective of the networking evening held on **25th August, 2012**. Personalities like Ms. Kamini Kapadia - State Consultant with Unicef for Child Protection (CP), Ms. Lalita Dhara – Vice Principal of Dr. Ambedkar college, Mumbai Who gave insights on the life of Savitribai Phule and others interacted with the NGOs’ participants.

The feedback from the participants was very encouraging. It was overall a very interactive and collective learning on all three days with theoretical framework, case studies, games and exercises.

<table>
<thead>
<tr>
<th>Organizations Benefitted</th>
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<tbody>
<tr>
<td>AERF</td>
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<tr>
<td>KALAMANDIR- The Celluloid Chapter Art Foundation</td>
</tr>
<tr>
<td>AIDE ET ACTION</td>
</tr>
<tr>
<td>KARUNA TRUST</td>
</tr>
<tr>
<td>AMBUJA CEMENT FOUNDATION</td>
</tr>
<tr>
<td>Leh Nutrition Project</td>
</tr>
<tr>
<td>Maharogi Sewa Samiti, Warora / Anandwan</td>
</tr>
<tr>
<td>LUPIN FOUNDATION</td>
</tr>
<tr>
<td>Association for Social and Health Advancement (ASHA)</td>
</tr>
<tr>
<td>Maharashtra Agriculture Competitiveness Project, District Superintend Agricultural Office / ATMA</td>
</tr>
<tr>
<td>CDC JAIPUR</td>
</tr>
<tr>
<td>MELINDA FOUNDATION</td>
</tr>
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<td>CHAITANYA</td>
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<tr>
<td>People's Council For Social Justice(PCSJ)</td>
</tr>
<tr>
<td>COMMUNITY DEVELOPEMENT SOCIETY</td>
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<tr>
<td>PARDADA-PARDADI EDUCATIONAL SOCIETY</td>
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<tr>
<td>CORD</td>
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<td>Seva Sahyog</td>
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<td>Sidhbari,</td>
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<tr>
<td>GREEN THUMB ENVIRONMENT / Chhatrapati Shivaji Muslim Brigade</td>
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<tr>
<td>SAMARTHAN</td>
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<tr>
<td>INSTITUTE OF APPLIED DERMATALOGY</td>
</tr>
<tr>
<td>SEWA</td>
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</tbody>
</table>
Project Management for Development Sector with CAP (3rd - 5th October 2012)

SPJIMRs Centre for Education in Social Sector conducted its second Workshop on Project Management for the development sector from 4th December – 6th December, 2012 for BPCL’s NGO partners. About 25 participants from 13 NGOs across the country working for the upliftment of the social sector came together to get the knowledge and develop the skills for social sector projects they undertake.

Organisations Benefitted

<table>
<thead>
<tr>
<th>Organisation</th>
<th>Description</th>
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</thead>
<tbody>
<tr>
<td>India Sponsorship Committee</td>
<td>Gunvati J Kapoor Medical Relief Charitable Foundation</td>
</tr>
<tr>
<td>Sita Devi Foundation</td>
<td>Foundation For Medical Research</td>
</tr>
<tr>
<td>Ganga Shikshan Prasarak Mandal</td>
<td>Foundation for Research in Community Health</td>
</tr>
<tr>
<td>Family Service Centre</td>
<td>Saurashtra Medical &amp; Educational Charitable Trust / Project – ‘Life’</td>
</tr>
<tr>
<td>Rural Communes</td>
<td>Jagijivan Foundation</td>
</tr>
<tr>
<td>BCPT</td>
<td>Desh Bandhu &amp; Manju Gupta Foundation</td>
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<tr>
<td>Maharogi Sewa Samiti</td>
<td>Narotam Sekhsaria Foundation</td>
</tr>
<tr>
<td>StopTB India</td>
<td>Navnirman Mahila Bahuuddeshiya Sanstha</td>
</tr>
<tr>
<td>Mumbai Smiles</td>
<td>Slum Rehabilitation Society</td>
</tr>
<tr>
<td>Kalsekar Educational and Welfare Trust</td>
<td>Pratham</td>
</tr>
</tbody>
</table>

Project Management for Development Sector for BPCL NGO partners (4th - 6th December 2012)

SPJIMRs Centre for Education in Social Sector conducted its second Workshop on Project Management for the development sector from 4th December – 6th December, 2012 for BPCL’s NGO partners. About 25 participants from 13 NGOs across the country working for the upliftment of the social sector came together to get the knowledge and develop the skills for social sector projects they undertake.

While welcoming the participants, Prof. Rukaiya Joshi, Chairperson-CEdSS, SPJIMR, emphasized on the knowledge required to bring about a
change in the development sector. Mr. Somnath Executive Director-HR, BPCL, speaking on the occasion spoke about strengthening BPCL – SPJIMR ties. It was for the first time a public sector organization, a NGO, came to SPJIMR in this large number.

Prof. Advani & Prof. Prabhakaran of SPJIMR were the resource persons. The uniquely structured workshop catered to the projects undertaken by the development sector. It was a very interactive three day workshop with in-depth and collective learning programs with theoretical framework, case studies and exercises that can be scientifically and professionally applied in the science of project management. The feedback from the participants was very encouraging.

**Testimonials:**

*This is the missing piece in development sector, especially in India.* - Ms. Snehal M, Source

*One should join such workshops not only to maintain their professional work but also for life management.* - Ms. Sarita Mehra, Rajputana Society of Natural History

*The workshop was a good blend on theory and principles of project management and the practical application of information.* - Ms. Christine Charles, Concern India Foundation

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<tr>
<th>Organizations Benefitted</th>
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<tr>
<td>Concern India Foundation</td>
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<td>Pratham Education</td>
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<td>R.A.C.</td>
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<tr>
<td>Rajputana Society of Natural History</td>
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<td>Source</td>
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<tr>
<td>Agastya International Foundation</td>
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<tr>
<td>TEACH FOR INDIA</td>
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<tr>
<td>Rajputana Society of Natural History</td>
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<tr>
<td>Grameen Shramik Pratishthan - GSP</td>
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<td>SEWA , Lucknow</td>
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<tr>
<td>Dhan Foundation, Madurai</td>
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<tr>
<td>Pratham Infotech Foundation</td>
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<tr>
<td>Pratham Education</td>
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<tr>
<td>Dr. Reddy's Foundation</td>
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<td>SEWA , Lucknow</td>
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<td>Dhan Foundation</td>
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</tbody>
</table>
Seminar on Volunteer Management for NGOs

Many individuals are often inspired to volunteer for a good cause. They wish to contribute to the society by way of donations or by offering their time and services to NGOs. It is also observed that the NGOs are unable utilize the volunteers’ energy and capabilities to the fullest extent. In order to help the NGOs to understand the art and technique of management of volunteers, Centre for Education in Social Sector (CEdSS) organized a half day seminar on 14th December 2012 on “Volunteer Management”.

The seminar was conducted by Prof Rukaiya Joshi, Chairperson, CEdSS. The topic of the key note was “Turn your organization into a Volunteer Magnet”. She gave insights on how to find, select, motivate and manage the volunteers effectively, elaborated on how the employee cost of any NGO or social organization can be saved to the tune of 40% by effective management of volunteers. The 50 plus participants appreciated the presentation and expressed that it would certainly help them to utilize and manage their volunteer base to the optimal level. Many of them shared the practices being followed for volunteer management in their respective organization. The seminar proved to be an opportunity for networking among the participants and to exchange ideas and better practices.

The in depth knowledge on “Volunteer Management” can be obtained in the Post Graduate Certificate in Development Management Programme. The 3rd batch of the programme is scheduled to commence in April, 2013.

Creating an NGO Brand (17th – 19th Dec ’12)

SPJIMR’s Centre for Education in Social Sector (CEdSS) organised its 8th workshop on ‘Creating an NGO Brand’ from 17th – 19th December, 2012. Taking the management concepts to the development sector to which the “Brand Building” is alien, this is a very unique program offered by CEdSS.
The workshop was conducted under the leadership of Prof. Kulkarni and Dr. Ashita Sharma, faculty at SPJIMR. The participants included Directors, Board Members & Senior executives of NGOs from all over India such as Apnalaya, Roshini Centre, Marie Stopes India, EMCO Limited, ISKCON Food Relief Foundation, Rangoonwala Foundation India Trust, Muslim Chamber of Commerce and Industry, A.E Kalsekar Educational & Welfare Trust.

The workshop was activity based and a field visit was organized on the first day to meet the real world consumers and gauge the public opinion about one’s brand. Over the three days the participants got to learn more about their own brand through branding exercises and answering the 5 key brand building questions. The exercises included devising & formulating engaging research games, understanding the Aha tree and creating your own verbal business card, etc. The concepts like “thinking outside the box” and discussing the “Emotional Truth” of the NGOs with regards to one’s own brand were the points discussed. On the last day the participants made presentations of their newly created brands and about how they want their brand to be presented to their own employees, their beneficiaries and to the corporate donors.

To facilitate the implementation, as a follow up of this workshop, “Thursday Clinics” offer help to the participating NGOs overcome challenges faced in establishing their own brand.

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<th>Organisations Benefitted</th>
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<tr>
<td>Rangoonwala Foundation</td>
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<td>Muslim Chamber of Commerce and Industry</td>
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<tr>
<td>A.E Kalsekar Educational &amp; welfare Trust</td>
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<tr>
<td>Roshini Centre</td>
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<tr>
<td>Marie Stopes India</td>
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<tr>
<td>EMCO Limited</td>
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<tr>
<td>ISKCON Food Relief Foundation</td>
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<td>Apnalaya</td>
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</tbody>
</table>
The training was conducted for middle and senior level managers of Ambuja Cement Foundation in January 2013. The topics on which the training was conducted were Communication, costing, leadership in NGO management, learning NGO and Project Management.

Volunteer Management for NGOs Workshop, Ahmedabad (22nd February 2013)

The workshop aimed to:

- Recruit high-quality volunteers and retain them by offering continuing education and recognition
- Provide better access to facilities, equipment and other resources to the volunteers
- Determine how volunteer management can be made more effective to achieve the desired outcomes

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<th>Organizations Benefitted</th>
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<tr>
<td>POLIO FOUNDATION</td>
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<td>COHESION FOUNDATION</td>
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<tr>
<td>NAVSARJAN</td>
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<td>BLIND PEOPLE’S ASSOCIATION</td>
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<td>ANANDI</td>
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<td>BANDHKAM MAZDOOR SANGATHAN</td>
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<td>VIDHYA BHARATI FOUNDATION</td>
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<td>TRIPADA SCHOOL</td>
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<tr>
<td>JAMAT-E-ISLAMI HIND GUJARAT</td>
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<tr>
<td>STUDENT ISLAMIC ORG GUJARAT</td>
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<tr>
<td>AADARSH AMDAVAD</td>
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</tbody>
</table>
Creating an NGO Brand (25th – 27th Feb ’13)

SPJIMR’s Centre for Education in Social Sector (CEdSS) organised its ninth workshop on ‘Creating an NGO Brand’ from 25th – 27th February, 2013. This unique workshop aims to introduce and develop the concept of ‘brand-building’ in the development sector as it still is relatively alien to the sector. The workshop was conducted by the expert faculty of SPJIMR, Prof. Kulkarni and Dr. Ashita Sharma. The participants included Directors, Trustees, Board Members and other senior executives of NGOs from all over India.

The workshop was activity based and learning through these activities was the pedagogy used in this workshop. This brought a change in perspective for the participants and they began to look at their NGOs as brands. A field visit was organized on the first day for the participants to meet real world consumers and gauge public opinion about their brand.

The entire participant NGOs performed branding exercises that included devising and formulating engaging research games, understanding the Aha! tree and creating your own verbal business card. The faculty also discussed strategies with participants to ‘think outside the box’ and in highlighting the “emotional truth” of their brand. On the last day of the workshop, the participants made presentations of their NGOs as newly created brands. They also presented their strategies on how they present their brands to their own employees, beneficiaries and donors.

To facilitate the implementation of the branding idea, as a follow up of this workshop, “Thursday Clinics” offer consulting services from the faculty to participating NGOs for a month to overcome challenges faced in establishing their own brand.
<table>
<thead>
<tr>
<th>Organizations Benefitted</th>
<th>No of Participants</th>
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<tbody>
<tr>
<td>Advitya - a creative center for the mentally challenged</td>
<td>2</td>
</tr>
<tr>
<td>Give India</td>
<td>3</td>
</tr>
<tr>
<td>Dr. Shroff’s Charity Eye Hospital</td>
<td>2</td>
</tr>
<tr>
<td>Educate Girls</td>
<td>3</td>
</tr>
<tr>
<td>Navjeet Community Health Centre</td>
<td>1</td>
</tr>
<tr>
<td>Tilaknagar Industries</td>
<td>2</td>
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<tr>
<td>Aadarsh Amdavad</td>
<td>3</td>
</tr>
</tbody>
</table>

**Leading the NGOs through Strategic Change (12<sup>th</sup> March 2013)**

The Center for Education in the Social Sector (CedSS) of S.P. Jain Institute of Management & Research (SPJIMR) organized a high level seminar for the top management leaders of NGOs on the 12<sup>th</sup> of March, 2013. The seminar was conducted by the expert faculty members of SPJIMR - Dr. Keith D’Souza and Prof. Malay Krishna. The seminar was attended by senior management members from over 56 NGOs from across Mumbai.

Both the faculty members led the NGO leaders to understand the processes that are required to lead their organization through strategic change. The seminar started with an ice-breaker session that acted as a self-realization process for the leaders to understand that ‘change is hard and is reversible’. They also discussed the strategies to overcome the barriers to create a desired impact on the beneficiaries using a strategic offsite.
The faculty members introduced the application of the popular management model called the 7S Framework by one of the world’s top consulting companies, McKinsey and elaborated on the application of this model to organizations in the social sector. The 7S Framework was central to the discussion as it acted as a lens to look at change. The participants worked in groups to identify the issues their organization faces under each of the terms under the framework. The faculty also deliberated the strategies to address the external challenges of the social sector with the leaders of the NGOs. The group exercise helped the leaders to interact with each other and discuss the issues each of their organization faces within the 7S framework. The seminar concluded with a networking lunch for the participants, which was a great opportunity for them to interact with their peers and the expert faculty.

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<tr>
<th>Organizations Benefitted</th>
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<td>Mumbai Smiles</td>
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<td>Aasra Helpline</td>
<td>Om Chaitanya Mahila Samiti</td>
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<td>Abha pradip memorial charitable trust</td>
<td>Oasis</td>
</tr>
<tr>
<td>Advitya</td>
<td>RADHEE</td>
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<tr>
<td>All India Balkanji Baari</td>
<td>Retina India</td>
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<tr>
<td>All India Pickleball Association</td>
<td>Sahaara Charitable Society</td>
</tr>
<tr>
<td>Arpan Eye Bank</td>
<td>Sambhav Foundation</td>
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<td>Aseema</td>
<td>Sangopita</td>
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<tr>
<td>Association for early childhood care and development</td>
<td>Sanmitra Trust</td>
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<tr>
<td>Asha Mumbai</td>
<td>Save Bombay Committee and PRAKRUTI</td>
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<tr>
<td>Organization Name</td>
<td>Collaborator Name</td>
</tr>
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<tr>
<td>Bhai Ghanaiyaji Sewa Mission</td>
<td>Shradhha Seva Bhavee Samiti</td>
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<tr>
<td>Bombay Leprosy Project</td>
<td>SMILE</td>
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<tr>
<td>Caring Friends</td>
<td>Snehasadan</td>
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<tr>
<td>Cheshire Homes India</td>
<td>SonaSarovar Trust</td>
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<tr>
<td>CC Shroff Self Help Centre</td>
<td>SOSVA</td>
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<tr>
<td>Dr. Ambedkar Sheti Vikas Va sanshodhan Sanstha.</td>
<td>Sacred H. Church Santacruz</td>
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<tr>
<td>Ghaswala Vision Foundation</td>
<td>The National Association of Disabled's Enterprises</td>
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<td>Golden Guppies</td>
<td>Udaan India Foundation</td>
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<td>ILMA</td>
<td>V Care Foundation</td>
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<tr>
<td>Impact India</td>
<td>Voice</td>
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<tr>
<td>Karuna for Animals</td>
<td>Udaan India Foundation</td>
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<tr>
<td>Kupra Kabi Ceramic design studio</td>
<td>Varishthe Nagrik Seva Santha (VNSS)</td>
</tr>
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</table>


Trainings in the year 2013-2014

<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
<th>No. of Days</th>
<th>No. of Participants</th>
</tr>
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<tbody>
<tr>
<td>2nd May 2013</td>
<td>Strategic Fund-Raising</td>
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<td>25</td>
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<tr>
<td>11- 13th July 2013</td>
<td>Monitoring &amp; Evaluation and Project Management</td>
<td>3</td>
<td>12</td>
</tr>
<tr>
<td>19th – 21st August 2013</td>
<td>Project Management &amp; Evaluation</td>
<td>3</td>
<td>57</td>
</tr>
<tr>
<td>19- 21st December</td>
<td>M&amp;E and Fund Management</td>
<td>3</td>
<td>44</td>
</tr>
</tbody>
</table>
Strategic Fund-Raising Workshop for Senior Management of NGOs at SPJIMR (2nd May 2013)

SPJIMR’s Centre for Education in Social Sector (CEdSS) conducted a one day skill building workshop for senior management members of NGOs on May 2nd, 2013. The workshop was led by international fundraising expert, Ms. Usha Menon, Executive Chairman of Usha Menon Management Consultancy that works closely with the non-profit and social sector across Asia.

Participants learning about the psychology of giving

Participants working in groups on creating the Boston Matrix

Ms. Menon guided the participants to address their fundraising needs by developing a strategic fundraising road-map relevant to their organization. The road-map also acted as an action plan for the organizations to raise funds for their mission. Over 25 participants from 21 different organizations participated in the workshop to master the art of fundraising and learn the skills to raise a crore and more for their organization.

Ms. Menon shared the latest trends, benchmarks and recent data on fundraising with the participants. The workshop also explored various fundraising sources, the psychology of giving, strategies to motivate the donors, Boston matrix analysis and innovative methodologies required to sustain the mission of their respective organizations. The workshop was highly interactive where participants were inspired to believe in themselves and the possibilities of fundraising.
Socialbrics

Organizations Benefitted

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<thead>
<tr>
<th>Sahaara Charitable Society</th>
<th>i Watch</th>
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<tbody>
<tr>
<td>Impact India Foundation</td>
<td>Sanjeevani</td>
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<td>Apnalaya</td>
<td>Navkshittij</td>
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<tr>
<td>UnLtd India</td>
<td>MESCO</td>
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<td>Swayamsiddh</td>
<td>CHIRAG NN</td>
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<td>TB Alert India</td>
<td>Krishnamurti Foundation Ind</td>
</tr>
<tr>
<td>Community Development Society</td>
<td>Sona Sarovar</td>
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<tr>
<td>Aashta Foundation</td>
<td>GiveIndia</td>
</tr>
<tr>
<td>Dr. M.L.Dhawale Memorial Trust</td>
<td>Aadipath Foundation and Re</td>
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<tr>
<td>Garbage Concern.</td>
<td>Light of Life Trust</td>
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- Monitoring & Evaluation and Project Management with Neerman (11th – 13th July 2013)

SPJIMR’s Centre for Education in Social Sector (CEdSS) in collaboration with Network for Engineering and Economics Research and Management (NEERMAN), jointly conducted a capacity building workshop on Project Management (PM) and Monitoring & Evaluation (M&E) for the development sector from July 11-13, 2013. The event was attended by middle to senior level managers who are actively involved in contributing to the social sector.

About 12 development practitioners from seven NGOs and CSR initiatives from across the country gathered to learn these skills and manage their projects to achieve a greater impact. The workshop catered to enable policy makers, funders, project implementers, and M&E staff to understand how to integrate M&E as a project implementation tool. This highly participatory workshop comprised of:

- Presentations and lectures
- Quizzes and group work
- Case study analysis
- Participant problem specific Q&A session

In her welcome speech, Prof. Rukaiya Joshi, chairperson of the centre emphasized the need for capacity building in niche areas within the development sector.

“It was an excellent and a very well-structured workshop. Since I am directly involved in M & E at work, I will be able to manage better and improve productivity. I took one solid step towards a career in M&E!”

-Shantanu Ranjan Verma,
sector. The PM module of the workshop was jointly conducted by Prof. Prabhakaran and Prof. Vanita Bhoola of SPJIMR. The M&E module was led by Mr. Sumeet Patil of NEERMAN.

“It was an interactive medium & well-facilitated workshop that encouraged learning of concepts that will enable effective implementation of M&E in our respective portfolios.”

-Elita Almeida,

Some of the areas covered in this uniquely structured workshop were M&E concepts, cost, scope, scheduling, leadership, procurement and contracting, role of a project manager, the use of system in enhancing the organizational effectiveness. CEdSS continuously strives to improve human welfare for the development sector through various training and consulting activities. The workshop aimed at helping entities who feel challenged by external or internal factors to prove impact. This workshop was the first in the evaluation series but the centre aims to continue supporting the sector through its activities that address the needs of the sector.

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<th>Organizations Benefitted</th>
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<tr>
<td>Desh Bandhu &amp; Manju Gupta Foundation</td>
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<td>SNEHA</td>
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<td>Rallis India Tata Group</td>
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<td>Samparc</td>
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<td>Habitat for Humanity</td>
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<td>DASRA</td>
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<td>Sikshana Foundation/Vibha India</td>
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**Project Management & Evaluation Workshop (19th-21st August 2013)**

The Centre for Education in Social Sector (CEdSS) at SPJIMR conducted a workshop on project management and evaluation for the development sector on August 19th – 21st, 2013. The workshop was jointly conducted by a team of expert internal and external SPJIMR faculty led by Prof. P. Prabhakaran. The workshop attracted as
many as 57 participants from over 32 social sector organizations.

The workshop opened with the traditional lighting of the lamp by CEdSS chairperson, Prof. Rukaiya Joshi and SPJIMR faculty. Prof. Joshi welcomed the participants and emphasized the importance and relevance of project management for the sector. She elaborated the need for the sector to move with the constantly changing world and stay abreast with the tools and techniques required to manage projects and programs.

Prof. Prabhakaran provided the overview of projects and the relationship between project and program management. He described the concepts of a project lifecycle and project planning. The significant concept of creating a work breakdown structure (WBS) and the handling the scope of a project were also covered at the workshop. The workshop also addressed other important concepts of project management such as scheduling and project cost management.

Important concepts such as cash flow, cost estimation, budgeting and processes of project time management were discussed in great length at the workshop. A step-by-step communication plan for effective project management was shared by expert faculty. Some of the other important sessions were on project procurement, contracting and the critical role of a project manager.

The three-day workshop ended with an expert session led by Mr. Ashwin Shroff, Chairman & Managing Director, Excel Industries. Mr. Shroff shared the Excel story of integrating social service and corporate culture in the organization’s initiatives activities. He also emphasized the significance of managing large scale projects while keeping the interest of the society in mind. Mr. Shroff reinstated the value of collaboration between corporate and Voluntary Social Organizations (VSOs) and its impact on the society. The session concluded with an interaction between Mr. Shroff and the participants.

The workshop participants wrote a letter to themselves post the session which would be posted by the CEdSS team to them after two months. They wrote about their learning from the workshop and how they would implement them in their organization. The purpose of the letter is for the participants to enable the participants to apply project management tools within their organization and to ensure a greater contribution to the social sector.
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<thead>
<tr>
<th>Organisations Benefitted</th>
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</thead>
<tbody>
<tr>
<td>Aide et Action International -South Asia</td>
<td>LEPRA India</td>
</tr>
<tr>
<td>Bhagirath Gramvikas Pratishthan</td>
<td>Maharogi Sewa Samiti, Warora</td>
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<tr>
<td>Bhansali Trust</td>
<td>Mahatma Gandhi Seva Ashram, Joura Morena (M.P.)</td>
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<tr>
<td>Centre for Development Communication</td>
<td>MANDESHI MAHILA SAHAKARI BANK LTD</td>
</tr>
<tr>
<td>Chaitanya</td>
<td>Mann Deshi Foundation</td>
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<tr>
<td>Community Aid and Sponsorship Programme</td>
<td>Marathwada Gramin Vikas Sanstha (MGVS)</td>
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<tr>
<td>Community Development Society Nagpur Training Centre</td>
<td>Pardad Pardadi Educational Society</td>
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<tr>
<td>Community Development Society Amravati Branch</td>
<td>Plan India</td>
</tr>
<tr>
<td>Community Health Initiative and Research Action Group (CHIRAG)</td>
<td>Railwaychildren</td>
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<tr>
<td>CORD</td>
<td>Samarathnam Trust for the Disabled</td>
</tr>
<tr>
<td>Deepak Foundation</td>
<td>Samarthan - Centre for Development Support BHOPAL</td>
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<td>Dr. M. L. Dhawale Memorial Homoeopathic Institute</td>
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<tr>
<td>END POVERTY</td>
<td>Seva Mandir</td>
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<td>Gayatri Seva Sansthan Udaipur</td>
<td>Seva Sahayog Foundation</td>
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<td>GRAMA</td>
<td>Snehalaya</td>
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<td>Jeevodaya Society</td>
<td>Sudarshan Chemicals</td>
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<tr>
<td>Karunya Trust</td>
<td>Swayam Shikshan Praypog</td>
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<td>Vigyan Ashram, Pabal, Dist Pune</td>
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熬 Monitoring & Evaluation and Fund management for BPCL NGO partners (19th to 21st December, 2013)

SPJIMR’s Centre for Education in Social Sector (CEdSS) conducted training cum workshop for the NGO partners of BPCL on Monitoring & Evaluation and Fund Management from 19th to 21st December, 2013. Forty-four participants from middle to senior level from different NGOs actively involved in contributing to the social sector participated in the training.
While welcoming the participants, Mr. M. P. Govindarajan, General Manager (Human Resource) BPCL emphasized on the need to bring together their different NGO partners at this one platform where professional knowledge can be gained to bring about a change in the development sector.

Dr. Murli Desai, Mr. Naresh Karmalker, Prof. Shreenivas Kunte and Prof. Rukaiya Joshi were the resource persons. The uniquely structured workshop catered to the projects undertaken by the development sector. It covered areas like Monitoring and Evaluation, Cost, Scope & Scheduling and the use of System in enhancing the organizational effectiveness. It was a very interactive three day workshop with indepth and collective learning programs with case studies and exercises that can be scientifically and professionally applied in the sector.
Trainings in the year 2014-2015

<table>
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<tr>
<th>Date</th>
<th>Event</th>
<th>No. of Days</th>
<th>No. of Participants</th>
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<td>21st – 24th June 2014</td>
<td>Strategic Management, Project Management and M&amp;E of the social development projects undertaken by Lupin Foundation.</td>
<td>4</td>
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<tr>
<td>7th – 9th August 2014</td>
<td>Role of NGO in new CSR regime with special emphasis on Monitoring &amp; Evaluation</td>
<td>3</td>
<td>36</td>
</tr>
<tr>
<td>7th-10th Dec, 2014</td>
<td>BPCL Management Development Program</td>
<td>3</td>
<td>36</td>
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The year that was:

- **Strategic Management, Project Management and M&E of the social development projects undertaken by Lupin Foundation (21st – 24th June 2014)**

A Management Development Programme was conducted for the executives of Lupin Foundation at SPJIMR Campus from 21st to 24th June, 2014. Thirty participants came from various locations like Pune, Nandurbar, Bharatpur, Dhule, Alwar and Sindhudurg.

The participants gained valuable insights into Project Management with the help of topics like strategic management, project planning, selection, integration scope risk, communication management, project scheduling, project cost management, procurement and contracting, monitoring & evaluation and impact, etc.

The participants were unanimous in appreciating the fact that the MDP was most necessary in helping them to efficiently manage their organizational activities. They said, “We always did Project Management but did not do it effectively.

On the concluding day, Mr. Sitaram Gupta, Executive Director, Lupin Human Welfare & Research Foundation and Mr. Raosaheb Badhe, Project Manager graced the occasion.

While he was pleased to see the enthusiasm and positive impact of the programme on the participants, Mr. Gupta nevertheless pointed out the fact, that while poverty alleviation is an important goal, there should be focus on employment generation, women empowerment, etc. so as to have a positive impact not only in villages, but on the nation as a whole.

The programme concluded with a felicitation to Mr. Sitaram Gupta and Mr. Raosaheb Badhe.
Management Development Program 7th-9th Aug, 2014

For last six years, Centre for Education in Social Sector (CEdSS) is involved in students going for internships for their DOCC to NGOs with a view to help them in their projects and share management inputs. With the renewed focus on Corporate Social Responsibility in light of the new legislation, the setting could not have been more appropriate for the Management Development Program organised by CEdSS between 7th Aug – 9th Aug, 2014.

The three day program covered various topics pertaining to the development sector. On the first day, the participants were given an insightful overview into the new CSR regime and understanding of CSR rules by Prof. Shreenivas Kunte. The participants enthusiastically participated as Prof. Kunte explained about the new CSR rules to them.

This was followed by guest lecture presented by Mr. Nimesh Sumati of Caring Friends. Mr. Sumati spoke on the topic ‘how NGOs can prepare themselves in the new environment and benefit from it.’ Apart from this, Mr. Sumati shared his experiences pertaining to fund raising through formal and informal process.

Day 2 saw Prof. Ravikesh Shrivastava addressing participants on ‘Strategic Planning towards Sustainability’. He also spoke on the ten myths associated with it.

Later in the day, Mr. Ashok Bhansali of Bhansali Trust joined us and presented a lecture on ‘Good Governance in Social Sector.’ Both the sessions proved extremely valuable to the participants.

On day 3, Mr. Sumeet Patil, began his session on basics of M&E systems. He then followed it up with a talk on ‘Evaluation of questions & designs.’ As the day proceeded, the participants got an opportunity to get an insight into ‘Sample Design & Analysis’. Mr. Patil rounded off the session by presenting a case study.

Finally, it was time for the program to draw to a close. Prof. Rukaiya Joshi addressed the participants, and hoped that each of the sessions proved beneficial to the participants. The program then drew to a close.
BPCL Management Development Program 7th-10th Dec, 2014

For the past three years, the CEdSS department of SP Jain Institute of Management and Research has been involved with NGOs affiliated to BPCL. This year was no different, as the three day program covered various topics pertaining to the development sector. This training module focused on helping organizations to build on four key areas of Leadership, Project evaluation, Presentations and Financial transparency & Good Governance. Mr. Ramesh Nair, Mr. Shrikant Gathoo, and Ms. Priya Satish from BPCL graced the occasion. Eminent SPJIMR faculty like Prof. Prem Chandrani, Prof. Keith D’souza and Prof. Vijay Nadkarni along with Dr. Geeta Balakrishnan conducted the workshop, which involved simulations, discussions and explanation through case studies that demonstrated the practical applications of the theories taught. The training was not generic but focused on the specific needs of the NGO and was supported by learning methodologies and content those were drawn from real life experiences. The program was result based. The training program was designed with the support of SPJIMR expert faculty in consultation with BPCL. The delivery of the training program focused on experiential learning that was be supported by cases, group exercises and project work.

The participants were exposed by Prof. Keith D’Souza and Prof. Upadhyay to various topics on leadership, like leadership development, leadership in NGO, leading teams, creating a climate for collaborative learning, etc.

Prof. Prem Chandrani spoke to the participants on Project Evaluation and Communication with funders. Following this, the participants had a breakout group work, wherein the participants presented on topics chosen to the class. These presentations were moderated by Dr. Geeta Balakrishnan.

Mr. Vijay Nadkarni addressed the participants on topics of principles of good governance and basic financial concepts/financial transparency. There was a group work session followed by a discussion on the road to sustainability.

At the close, Prof. Rukaiya Joshi addressed the participants, and hoped that each of the sessions proved beneficial to the participants. Mr. Vijay D’Souza from BPCL who was present, joined the gathering and distributed certificates to the participants. The program then drew to a close.
THE YEAR THAT WAS: 2015-2016

Trainings in the year 2015-2016

<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
<th>No. of Days</th>
<th>No. of Participants</th>
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</thead>
<tbody>
<tr>
<td>8th May 2015</td>
<td>Earth Month Celebration</td>
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<td>30</td>
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<tr>
<td>18th April 2015</td>
<td>NGO Excellence: Organizational Development Program for Novartis</td>
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<td>13</td>
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<td>April 2015</td>
<td>Mid Career Training Programme for IPS Officers</td>
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<td></td>
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<tr>
<td>31st July - 2nd Aug., 2015</td>
<td>CSR &amp; Project Management</td>
<td>3</td>
<td>70</td>
</tr>
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<td>3rd – 5th July 2015</td>
<td>NGO Excellence: Organizational Development Program for Novartis - Module 2</td>
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<td>25</td>
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<tr>
<td>Sept 2015</td>
<td>Mid Career Training Programme for IPS Officers</td>
<td></td>
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<tr>
<td>30th Nov, 2015</td>
<td>World Giving Index 2015 Roundtable</td>
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<tr>
<td>19th – 20th Dec, 2015</td>
<td>NGO Excellence: Organizational Development Program for Novartis - Module 4 Valedictory Ceremony</td>
<td>2</td>
<td>21</td>
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We at SPJIMR along with US Consulate General, Mumbai, celebrated Earth Day on 8th May’ 2015

SPJIMR organized a session with active participation from the guests, from leading corporate firms working in different sectors of Social services, students of the institute and faculties of SPJIMR. The event began with an introduction by Prof. Rukaiya Joshi, Chairperson – CedSS, shared her thoughts about environment and related hazards and how if, we are not alert about our environment, it may lead to severe reactions from ‘The Earth’. She shared the vision of the organization to influence practices and value based growth. The question asked was how and when we will start taking actions to preserve the planet.

Britney Stewart (American Consulate General, Mumbai) then gave a brief, about the agenda of the meet. She invited us all to the library of different books and DVDs that is installed at their Consulate office, which can help understand all about the different sections of the World and their problems relating to environment. Different documentaries that are featured from across the world capturing places those are not approachable by any common man and we understand their issues sitting in our conference room and action them.

There was a video played which was based on Turkey Creek, an endangered area which is taken over by American Government for urban development and is leading to environmental imbalances viz. floods, soil erosions, landslides and climate disorders in that area, as there has been digging of land and deforestation to develop new buildings and complexes. The residents of that area have to go through massive nature reactions and how their day-to-day life gets hampered due to these natural calamities. That was surely an eye opener!

The speaker for the program Swati Hingorani, from WCT, an organization which works actively for different social causes, suggested how we can increase the awareness amongst the masses to work in this direction by organizing camps and visiting remote places, doing road shows to gather the masses. There had been discussions about how to preserve the forests, water resources and animals, to maintain our ecological balance. We have to provide education to the people and enlighten them about the scientific measure that should be taken to reduce such mis-happenings, it leads to several incurable diseases which may be water borne, airborne, deforestation causing less
rains, due to which there will be scarcity of natural water resources and leading to less food
growth and so on etc. The entire life cycle is endangered!!

It was proposed that it was a group effort; we all have to take initiatives to do our bit by
planting trees, conserving our natural water resources, protecting animals in the way we can!!!
We should be able to engage with the communities to work at the ground level, we should give
them background to arrive at the preventive measures. We need to empower people to
conclude and not provide them with readymade solutions; give them positive examples as to
how it will help them for their future. We all need to think long-term and develop
foresightedness this will enable them to think and use their resources optimally.

As it is rightly said - “What you take from the earth, you must give back. That's nature's way.”
We are just a dot in the Solar system. That’s us!! Preserve it…It’s a gift from Him!!
SPJIMR Handholding Novartis NGO’s for sustainability and growth

Novartis and S.P. Jain Institute of Management & Research, Mumbai’s Center for Education in Social Sector (CEdSS) are engaging into a 12 months customized development program for the NGOs associated with Novartis and supporting Thalassemia patients in India. The intervention will be a mix of capability assessment, training and mentoring, with each stage becoming the foundation for the next inputs.

The yearlong training programme initiated with a One-Day Workshop on 18th of April, 2015. Session commenced with Prof Rukaiya Joshi, Chairperson CEdSS briefing those assembled on the various programs conducted by CEdSS for the Social Sector. Followed by lighting of a lamp, for with the help of atmajyoti, a prayer is offered for the desired task to be accomplished with Divine blessings and without any obstruction.

One long year of partnership

Mr Prabhat Sinha, Manager Patients Relations & Communications, Novartis Oncology shared that the Novartis goal of caring & curing could be achieved only through encouraging organizations towards adaptation to new realities in addressing emerging patient needs. The day was divided into two sessions conducted by SPJIMR faculty, Prof Malay Krishna & Dr. Keith D’Souza respectively. Using aids like videos and games the participants were introduced to the importance of strategy, strategic thinking, vision and mission, shared values and leadership styles.

Learning ‘strategy’ through Winter Survival activity.

The participants then had to list down the roadblocks faced in implementation of a program in their respective organizations. There was a mutual goal setting for working on these goals & a roadmap was drawn up for further contact sessions.
NGO Excellence Program is a unique initiative between a corporate firm, NGO partners and Academia. Novartis Healthcare in collaboration with CEdSS, SPJIMR supported an Organizational Development Programme for partner NGOs working for the cause of Thalassemia and its cure and prevention from across the country.

A yearlong programme aimed at improving the effectiveness and efficiency of their organizations was started by these NGOs. The programme was based on classroom and peer group learning and guided by SPJIMR and other guest faculty. Various topics like Strategy, Vision & Mission, Leadership for Growth, Mckinsey 7S Model, Finance and Sustainability, Costing & Budgeting, Fund Raising & Donor Relationship, Project Management and Program Development, Advocacy and Networking and Management of Volunteers were covered as a part of this four module programme.

Dr. Ranjan Banerjee, Dean SPJIMR and Mr. Amitabh Dube, National Head, Oncology at Novartis were the guests of honor at the ceremony that took place on December 19, 2015. Dr. Banerjee commended the efforts of Novartis and NGO participants in addressing the issues faced by Thalassemia patients and emphasized the need for bringing in transparency and professionalism in day to day functioning of NGOs and development sector.

Mr. Amitabh Dube and Mr. Prabhat Sinha, Manager Patients Relations & Communications, Novartis Oncology shared how the Novartis goal of caring & curing could be achieved only through encouraging organisations towards adaptation to new realities in addressing emerging patient needs. Novartis team appreciated the efforts of CEdSS and SPJIMR for taking the ownership in conceptualizing, designing and executing the program.
Participants shared their experience and learning from the programme. They also made presentations to a panel of faculty members highlighting their medium term goals and resource mobilization plans. Panel members carefully observed and gave their inputs to help them reach desired goals. Towards the end of the ceremony Prof. Rukaiya Joshi, Chairperson - CEdSS and Mr. Amitabh Dube handed over the certificates to the participating partner NGOs.
CEEDSS organized a three-day free Management Development Program for NGOs on CSR & Program Management. Over 70 participants attended the Training program, from across the country viz. Gujarat, Assam, Karnataka, Delhi, Odisha, etc...

The Inauguration was held in presence of faculty members and was chaired by Prof Rukaiya Joshi. She introduced the guests of honor and shared an overview of Development Sector and what the participants are going to learn over the next sessions.

The first day sessions were taken by Dr. Sarika Kulkarni, Head-CSR, IIFL Foundation and , Ms. Alpana Tandon, Visiting Faculty, SPJIMR.

Dr. Sarika Kulkarni guided the participants on CSR communication etiquettes in the first half. She discussed the Spectrum of CSR with emphasis on Section 135 of Companies Act. The program guided the participant’s in specific key areas of partnership like choosing the right CSR partner, communication within the purview of CSR, ensuring internal quality standards and financial controls, measuring and reporting impact of activities. Ms. Alpana Tandon, in the second half discussed the brand value of CSR. There was a discourse about, ‘Should emotions be out of NGO and CSR?’ She explained how CSR could be used for Fund Raising, relationship building with NGOs. She explained the participants about reporting principles (GRI). She introduced a group exercise for effective partnership for CSR.

The second and third day sessions were taken by Prof. P. Prabhakaran, Faculty, SPJIMR and Mr. Dharmendra Jethwani, visiting faculty, SPJIMR on Project management. They guided the participants about project management, it’s objectives, it’s importance and benefits in the development sector, the lifecycle, time management in project development, work breakdown structure, etc. with examples through case studies.

The MDP was concluded with the feedback session where the participants gave their enthusiastic feedback explaining how it was useful to them and what they would be implementing through the program from their organizations point of view.
CEdSS and CAF India host World Giving Index 2015 Roundtable

On 30th November, 2015, representatives from corporate sector, NGOs and students of PGP-DM came together to exchange ideas and discuss various strategies at the World Giving Index (WGI) 2015 Roundtable. The WGI 2015 report launched by Charities India Foundation India is a leading study on trends in global giving. Meenakshi Batra, CAF India CEO, Prof. Rukaiya Joshi, Chairperson, CEdSS, Abhejit Agarwal, Assistant VP, Responsible Banking, Yes Bank, Nagma Mulla, COO, EdelGive Foundation, Manavi Singh, Director, Operations and Strategy, Vidya India and Poonam Bhonsle, Associate Director Operations, Door Step School were the panelists at the Roundtable. The discussion aimed to discuss ways to improve the giving culture, with special reference to India.

Speaking at the event, Prof. Rukaiya Joshi said, “We need to go beyond the surface to see how India can become more generous”. She suggested that if both NGOs and Corporate work together, it can really benefit the society. “We want our students who are pursuing the PGP-DM course to be socially responsible business leaders of tomorrow”, she further added. Nagma Mulla pointed out how CSR has brought about attention on giving culture. Giving the NGO perspective, Manavi Singh said, “NGOs will face a tough time in terms of programs designed for social welfare if there is not enough giving”.

Students of PGP-DM participated in the engaging discussion that could help India in moving up the ranking and find solutions to improve the giving culture in the country. The roundtable ended with a question-answer session wherein more observations were brought about. The session concluded with panelists and participants highlighting the areas where a need to bridge the gap between NGOs and Corporate is.
Lions Club International
“Leadership Development Programme 2015 - 16”

Lions Academy of Excellence & Magnificence

Lions Club International in partnership with CEdSS initiated a leadership training programme “Lions Academy of Excellence” and “Lions Academy of Magnificence” for members of Lions Club district 323A3. This program in leadership will run for two consecutive years (2015-2016) and have a total of fifteen sessions. Each session reflects on an important aspect of leadership and the sessions are conducted by a rich blend of SPJIMR and external faculty. The nine training sessions completed covers Etiquettes, Communication and Media Management, Motivation and Leadership, Growth Mindset and Learning to learn and Service to Society, Emotional management, Effective Communication for leadership (Media and Presentation skills), Personal Effectiveness, Creative Thinking and Problem Solving.
SPJIMR’s Centre for Education in Social Sector (CEdSS) conducted three day management development programme for the executives of Vodafone foundation. The workshop was conducted by a team of expert internal and external SPJIMR faculty.

Prof Rukaiya Joshi, Chairperson CEdSS welcomed the team and shared the vision of the institute to influence practices and value based growth. She elaborated the need for the sector to move with the constantly changing world and stay abreast with the tools and techniques required to manage projects and programs.

Dr Sumita Datta started with an ice breaking and team building session where aspects of working in a team and team management were discussed.

Prof Malay Krishna introduced the term strategy, strategic thinking, basic elements of strategy statement, and how crafting a strong strategy statement helps in solving a problem. The use of logic trees to break down problem into its component parts was also analysed.

Mr Ajit Kanitkar spoke about Corporate Social Responsibility – Intentions, Actions and Ground realities. Corporate Social Responsibility is about an organisation taking responsibility for the impacts of its decisions and activities on all aspects of society, the community and the environment. Corporate Social Responsibility is more than just donating money or printing double-sided to save trees. It’s about contributing to the health and welfare of society, operating transparently and ethically thus bringing the best of positive corporate practices of accountability, measurability, standards, rigor to the sector. He also shared the proposal review process; grant making, how is it helping the grantee and communication aspect with grantee.

Prof Murti enlightened the participants on “Questions to Ask As you get ready for every idea-selling encounter”. The traits of great communicator, aspects of great negotiation, methods and stages of negotiation for a wise agreement were discussed.

Mr. Sumeet Patil guided the participants about evaluation, difference between monitoring and evaluation, evolution and desired features of monitoring and evaluation, types of evaluation. The difference between qualitative and quantitative evaluation was also highlighted.

Prof Rukaiya Joshi stressed the importance of a learning foundation in an NGO. The process of auditing, finding gaps and apply the learning for drawing conclusions must be adopted. Feedback analysis is very important for improving performance. The framework of management in social sector involving the grantee and beneficiary was discussed.

Mr Nimesh Sumati spoke about supporting Grantee - Guiding time, energy, money of grantee for the grant objective.

Mr. Babu Joseph Executive Trustee and CEO at Axis Bank Foundation shared best practices

The program ended with a feedback session and Prof Rukaiya Joshi hoped that each of the sessions proved beneficial to the participants.
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<td>4th April – 8th April 2016</td>
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