

1. Introduction

1.1. The Poorest Areas Civil Society Programme

The arrival of the new millennium is an occasion for celebration and reflection. (Secretary General Kofi Anan in the year 2000) “The world did celebrate (the arrival of the new century, and) people of all cultures joined in. (But) there are many things ...to correct,” declared Secretary General Kofi Anan in 2000. “The century just ended was disfigured, time and again, by ruthless conflict. Grinding poverty and striking inequality persists.... Diseases, old and new, threaten to undo painstaking progress. Nature’s life- sustaining services, on which our species depends for its survival, are being seriously disrupted and degraded by our own every day activities....The world’s people look to their leaders...to identify and act on the major challenges ahead”. Anan’s words lead finally to a **Millennium Summit**, which was held in New York in September 2000. **191 States in total adopted the Millennium Declaration**, which outlines peace, security and development concerns, in such areas as environment, human rights and governance. The declaration, which stresses the special needs of India, mainstreams a set of interconnected and mutually reinforcing development goals into a global agenda – of halving poverty by 2015. This set is known as the Millennium Development Goals. MDG monitoring will take place at the global and country levels.

The urgency to eradicate poverty, in India, led the UK Department for International Development (DFID) to initiate the Poorest Areas Civil Society (PACS) Programme, in 2001, to work on means to empower people in the most backward and poorest districts of India to realise their entitlements more effectively and in ways that can be sustained.

1.2. Objectives of Information and Knowledge Management Workshop.

Development Alternatives (DA) and PricewaterhouseCoopers (PwC), as the Management Consultants for the PACS Programme, on behalf of DFID, have been organising a series of Capacity Building Workshops for partner Civil Society Organisations (CSOs). One of the objectives of the ‘**Information and Knowledge Management for Effective Policy Advocacy**’ workshop was to focus on ways to strengthen the capacity of CSOs, to harness information and knowledge management for effective policy advocacy. Empowering communities through access to information could have remarkable effects on improving transparency, enhancing peoples’ participation in governance and reducing corrupt practices. CSOs can play an important role in advocacy, monitoring, evaluation, knowledge generation and dissemination, and ultimately force the government to be accountable and transparent. The topic is particularly timely in the ongoing war against poverty.

2. Conference Deliberation

2.1. Agenda

INFORMATION AND KNOWLEDGE MANAGEMENT FOR EFFECTIVE POLICY
ADVOCACY (19th – 20th, August 2003)

Day 1 – 19th August 2003		
0830-0900	Registration	
0900-1030	Information and Knowledge Management in the PACS context	Development Alternatives & Department for International Development
TEA BREAK		
1100-1300	Policy Analysis and Right to Information	
1100-1300	Development Implications of Policies and Legislation	National Centre for Advocacy Studies
LUNCH		
1400-1800	Thematic Perspectives on Policy Advocacy	
1400-1530	Information and Knowledge Management for Governance	PRIA & NCAS
TEA BREAK		
1600-1800	Information and Knowledge Management for Gender Equality	Gender Training Institute
1800-1830	Wrap Up	PACS Team
1830-1930	Exhibition Of Information, Education & Communication Material	CSO Partners
DINNER		

Day 2 – 20th August 2003		
0900-0930	Brief of Day 1	Representatives from CSOs
0930-1730	Approaches to Policy Advocacy	
930-1030	Communication Skills -1	CHARKHA
TEA BREAK		
1045-1130	Communication Skills - 2	CHARKHA
1130-1300	Understanding Public Policy: Demistifying Budgets	DISHA
LUNCH		
1400-1515	MEAL System - 1	CMS
TEA BREAK		
1530-1700	MEAL System - 2	CMS
1700-1730	Using Media Effectively for Policy Advocacy	INFOCHANGE
1730-1800	Closure	Prof. KC Malhotra / Kiran Sharma

2.2. Proceedings of Day 1

SESSION I - 9:15 to 10:45

Theme: Information and Knowledge Management in the PACS context.

Introduction and welcome by Mrs. Kiran Sharma, Programme Co-ordinator, Poorest Areas Civil Society (PACS) Programme. Prof. KC Malhotra, chaired the panel, which included Dr. Padma Vasudevan, Dr. Dennis Pain, Advisor, Department for International Development India (DFID I) and Dr. Ashok Khosla, President, Development Alternatives (DA).

Prof. KC Malhotra gave a stimulating and interesting introduction and stressed on the viability of partnership building processes. He invited Dr. Dennis Pain to deliberate on a thorough understanding of the PACS Programme that DFID has initiated for India.

SPEAKER – Dr. DENNIS PAIN

Dr. Pain highlighted the role played by DFID in India. Primarily DFID is working towards eradication of poverty in India. Under the PACS programme, DFID is supporting civil society organisations (CSOs) working in 108 poorest districts in India. The programme is implemented through two main partners – Development Alternatives and PricewaterhouseCoopers (P) Ltd.

He emphasised that CSOs have an important role in overall development and therefore there is a need to strengthen their capacities. Although India has a vibrant and strong civil society, it is still amoebic and lacks cohesion and collective power. There is a need to organise and equip them with ability to empower people at the grass root level.

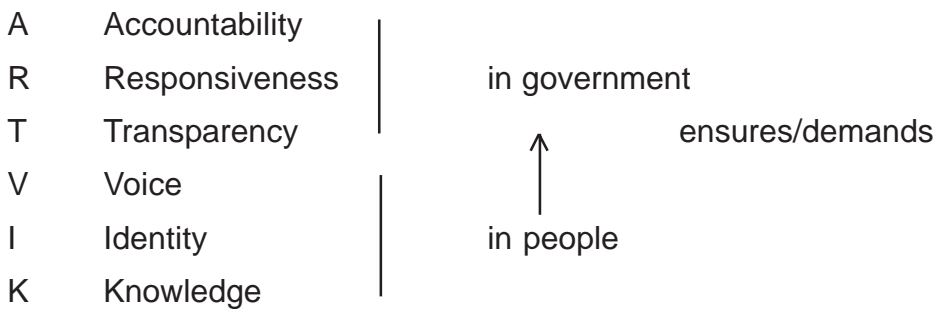
While discussing the ‘democratic deficit’ that India is facing, the speaker highlighted the prevalent myth that India is a big market. Presently, market includes only a very small section of the population, excluding a majority with poor purchasing power. Our social institutions are such that it marginalises people and thereby excludes them from participating actively in the highly competitive markets. Here the speaker emphasised on the role of CSOs in:

- Enabling these excluded members of the population to participate in the markets.

This would increase competition and thereby the quality of services. It also improves the access to the services.

- To strengthen the client’s voice and power so as to build demand in the communities. This shall automatically increase the quality and access to services.

The approach suggested by the speaker to strengthen client voice and power was ‘ARTVIK’.



All the components of ARTVIK are crucial; giving ‘voice’ to people ensures ‘accountability’. Similarly protection of ‘identity’ of homogenous groups makes government responsive and ‘knowledge’ ensures ‘transparency’. The need of the hour is to empower poor and marginalised in a sustainable way by ensuring both social and economic empowerment. Within the given scenario, a CSO can play an important role in the areas of advocacy, monitoring and evaluation, information and knowledge generation and dissemination. This would ultimately go a long way in ensuring accountability and transparency in the government.

SPEAKER – Dr. ASHOK KHOSLA

After Dr. Pain, Dr. Ashok Khosla – President, Development Alternatives (DA), gave a brief introduction of DA, which is working, mainly in the area of networking and partnership development. He said that partnership is the key to development. Talking about empowerment of people, he said that it can happen only when people take charge of themselves and are aware of their duties and not only of their rights. He spoke about technical and support services provided by Development Alternative and how CSOs can make the best use of the facilities provided by them.

DISCUSSION

This was followed by a discussion which focussed on the importance of wisdom which is independent of any formal training or education, over the present day impetus on plain knowledge. The other issues discussed revolved around the problems faced while initiating any civil society movement, regarding finding a consensus in the approaches adopted by the CSOs for empowerment and the importance of knowledge and wisdom in achieving the collective goal of development.

SESSION II -11:30 a.m. – 1:20 p.m.

Theme: Policy Analysis and Right to Information

The session was opened by Mrs. Kiran Sharma. She gave a brief description about National Centre for Advocacy Studies (NCAS), after which she introduced the speaker for the session – Mr. Gyana Praksan to the participating members.

Development Implications of Policies and Legislation

SPEAKER – Mr. GYANAM PRAKASAN

Mr. Gyanam began by introducing his organisation and its major activities. NCAS's core competency lies in capacity building of people and organisations for advocacy purposes. Later he began with his presentation which was "Policy Rhetoric and Development Deprivation – Development Implications of Policy/Law". In the paper he mainly discussed the relevance of policies and their analysis and also the new economic policies and their implications on the entire development process in India.

He gave a comparative overview of macroeconomic indicators relating to poverty and economic growth in India. He pointed towards data and evidences showing poor/dismal development scenario in India inspite of a series of reforms, initiated to balance or regulate the macro-economic policies affecting the economy. Pertinent issues like inequitable distribution of land, declining investments in the social sectors, poverty, food and social security, employment, literacy and education, health, gender inequality, SCs, STs and minorities were discussed in great detail in the light of exhaustive data and supported by evidences.

These data brought out the dichotomy which exists between the magnitude of a problem (e.g. Poverty, food security etc.), and the strategies adopted by the government to mitigate their impact on people. The disparity in budgetary allocation for these issues was also focussed upon with minute details showing the absolute inadequacy of such allocations coupled with ad-hoc strategies which finally prove to be insufficient to address the issues, both at the macro and the micro levels. As a result, indicators of growth and development continue to touch abysmal levels.

Lack of sufficient budget allocation, privatisation of education, absolute neglect of a crucial area like health and its privatisation, discrimination and unequal representation of gender related issues, violence and atrocities against women and other marginalised sections of

the population, alienation, displacement and cultural homogenisation of tribal, communalism and corruption - all together are the main reasons for the dismal development scenario.

The new stream of economic reforms has been successful in initiating macroeconomic growth and hampering microeconomic development. It has encouraged only economic growth without equal redistribution of wealth which has marred the development process altogether.

Faulty policies along with insufficient/no participation by people was identified as another reason for poor development. Lofty vision and rhetoric at policy level and absolutely opposite ground level realities are a result of this lack of participation by people at the policy formulation and implementation level. Today policies are still formulated by elite bureaucrats and intellectuals who are pro market and anti marginalised or anti people.

Another point raised by Mr. Gyana was the stigmatisation of the marginalised. According to him, terms like poor, women, marginalised etc. all contribute towards stigmatising these very sections. He called upon people to give up using these terms and switching to addressing these sections as citizens of India – who have to be empowered to demand and speak the language of equity, equality and justice. Then participation shall follow. He emphasised on advocacy as being a very powerful means of bringing about the desired change. It is only when people are aware of their rights and duties as responsible citizens, that they will be in a position to raise their voice to secure their interests and force the government to maintain accountability, transparency and responsiveness.

After the presentation, Mrs. Kiran Sharma invited a few participating members to share their field experiences and raise a discussion on emerging issues of concern. Mr. Ramakant chaired the discussion session. The discussion mainly revolved around the role of CSOs, how to link the micro and macro realities, issues around participation and social mobilisation. The participating members also discussed their practical problems while working at the grass root levels.

SESSION III – 2:15 to 3:40

Theme – Thematic Perspective on Policy Advocacy

Information and Knowledge Management for Governance

SPEAKER I – Mr. GYANA PRAKASAN

The session was opened by Mrs. Kiran Sharma. Mr. Gyana Prakasan from NCAS presented his paper, '**The Role of Information/Knowledge in People Centred Advocacy**'. The focus of the paper was on highlighting the role of information for advocacy and understanding advocacy as knowledge. There are unjust power relations in every institution (be it NGOs or any other) and in order to practice advocacy it is imperative to break these unjust relations. This was identified as one way of empowering the powerless.

He emphasised that knowledge is power, and information sharing enables people to demand their rights. Therefore, advocacy cannot be divorced from information. The important question now was to understand what information was. It is knowledge acquired through study and through experience. This again creates a divide between information/knowledge rich and information/knowledge poor and at times those with information end up exploiting the information poor. There exists a 'culture of deprivation'. Historically, some communities have been deprived of knowledge. Similarly, there is a 'culture of patronism' wherein we expect leaders to work for us. This is further compounded by negative 'culture of secrecy', 'culture of denial/postponement', 'culture of alienation', 'culture of concentration of power' and 'culture of corruption'.

In such a situation, information becomes crucial to empower people. Right to information is fundamental to exercise all other civil and political rights. Armed with information, citizens can monitor, evaluate and audit government activities. In the long run it will improve overall governance and ensure accountability of all institutions. The main question here is how to empower people? Some of the steps suggested by the speaker were –

- Proactive dissemination of information.
- Democratisation, decentralisation and demystification of information and
- Promoting culture of information, informed communities, rights, choices, transparency, accountability, access and participation.

He then went on to explain the difference between data, information, knowledge and wisdom. Data is raw figures, a series of measurement which can be qualitative and/or

quantitative. Information is analysed and contextualised data. It may also give a chronological perspective. Knowledge is processed and analysed information. Information is perceived with a socio-political framework or an ideology. Wisdom is the ability to think and act with use of knowledge.

As information is a key element of advocacy, the speaker suggested various steps for information management.

- Generation of information
- Documenting and analysing collected information
- Dissemination / Communication of information to people, partners, activists, organisations, media and decision makers.

In designing any advocacy campaign, the organisation should equip itself with following kinds of information

- Issue related information
- Governance related information
- Media related information
- Strategic information

Further the speaker identified and elaborated upon three categories of information viz. Primary, secondary and strategic information. He concluded the session by highlighting the role of information in setting advocacy agenda at public, political and policy level.

Information and Knowledge Management for Gender Equality

SPEAKER II - Dr. MADHUMITA SARKAR

The focus of the presentation was on understanding gender and issues relating to the same. The idea was to evolve a mechanism for incorporating this understanding into various programmes that are initiated by CSOs. The speaker used participatory method to elicit participants' perception of gender. It was followed by a lively discussion on various issues like social construct of gender, usage of discriminatory terminology in daily life etc.

It emerged that gender is not only about women as it is assumed to be rather it is about the relationship between men and women. However, within these gender relations women are always at the receiving end. The speaker emphasised that in order to ensure true development we do not need special or separate development programmes for women

alternatively there is a need to integrate women's need with larger development goals. Considering this the CSOs should design their programmes in such a way that they address genuine gender needs. At this juncture various PACS partners took the opportunity to share their field experiences with regard to gender activities and at the same time highlighted problems and issues they confront.

The speaker initiated individual and group exercises to facilitate participants to analyse and identify various gender issues in development. The group exercise was followed by presentations by the group leaders. The presentations pointed out the societal construct of masculine and feminine stereotypes. In the end the speaker summed up by highlighting that bringing about a change in the realm of gender relation is not an easy exercise. The non-seriousness and insensitive behaviour of a majority of the participants led her to conclude that as a first step one should initiate the change by changing oneself.

2.3. Proceedings of Day 2

THEME: APPROACHES TO POLICY ADVOCACY

The session was opened by Mrs. Kiran Sharma, and she welcomed the participants to the second day of the workshop. She presented a brief summary of the proceedings of the previous day, which had already been circulated among the participants. Later she invited Mr. Aman Namra, from CHARKHA to start the presentation for the session.

SESSION I - 9:15 a.m. - 10:35 a.m.

COMMUNICATION SKILLS - 1

SPEAKER - Mr. AMAN NAMRA, CHARKHA

The speaker initiated the session by giving a detailed account of the organisations mission, strategies, areas of intervention and their activities. The mission of CHARKHA, is to establish a development communication network which is seen as an integral part of social development. Information is power and it is through this medium that we can empower people at the grassroots level to raise their 'voices', seek services and form pressure groups at various levels to transform the policies in favour of the poor.

The main strategies adopted by CHARKHA to establish such a communication network are:

CHARKHA feature service

Training workshops

Publications

Media interactions

Later after giving an exhaustive account of their activities in various states of their intervention, Mr. Aman invited Ms. Sujata Raghavan to take over the session and share their work, knowledge and experiences under the PACS programme.

SPEAKER - Ms. SUJATA RAGHAVAN, CHARKHA

Emphasising the importance of communication in the PACS programme, which has a large target area, she elaborated upon the goals, objectives and the strategy of the PACS

programme. CHARKHA has been entrusted with the responsibility of designing the overall communication strategy for the PACS programme. The challenge is to present knowledge and information to people in a comprehensible form, and thereby enable them to take charge. The organisation finds a need to match the local problems and needs which emerge from workshop and field investigation, to a suitable medium of communication like print or electronic media, radio etc. so that the issues get their due attention from the authorities.

She then invited Mr Shriprakash to share his knowledge and experiences with the participants. Mr. Shriprakash is a filmmaker.

SPEAKER - Mr. SHRIPRAKASH, INDIA FILMS

Films being his area of expertise as a medium of communication, the speaker introduced this medium to the participants. He also pointed towards the challenges faced by a filmmaker in reaching out to the target groups, which were

- Films are economically expensive.
- They require technical expertise.
- Language needs to be modulated in a comprehensible format according to the characteristics of the beneficiaries.
- The distribution is poor.

CHARKHA has tried to devise strategies to address these challenges by developing a low cost medium over a period of time and its progress has been found to perform satisfactorily. He advocated films to be a strong medium whose potential must be realised. He shared some of his suggestions to strengthen the impact of this medium for the larger benefit of the people:

- To build a data bank of films.
- To organise a workshop with PACS partners to bring out developmental issues.
- Screening of films in select districts with the help of PACS partners.
- Subsequently discussing these issues at local and national forums.
- In the end to produce a film based on the findings and experiences.

DISCUSSION

The discussion revolved around issues like place of poor in the print media, which is flooded with sensational political, sports, and other glamorous issues. It was also highlighted that regional issues are represented at the regional level only and therefore not heard at state or national level.

SESSION II - 11:05 a.m. - 1:15 p.m.

THEME: APPROACHES TO POLICY ADVOCACY

COMMUNICATION SKILLS - 2

SPEAKER - Ms. VIJAYLAKSHMI BALAKRISHNAN

The speaker very briefly discussed the communication strategy formulated by CHARKHA for the PACS programme. The detail account of this strategy was circulated among the participants in print. After this, the session was opened for clarifications and discussion. The discussion also revolved around the strategy formulated by CHARKHA. Some of the participants were not clear about the strategy. The participants also sought suggestions for their own problems, which they faced in field conditions. Mr. Swaraj Chauhan discussed at length, the main issues surrounding journalism, which has now metamorphosed into magazine journalism which, survives on sensationalism. According to him the most important thing required to use print media, as an effective means of communication is patience. A journalist needs to be patient because change takes time. Persistence, professional ethics and commitment towards their duties towards public remain imperative. CHARKHA works towards training budding journalists at the grass root level, who are more capable to reach out to the real issues of concern and strive for the cause of empowerment through communication.

UNDERSTANDING PUBLIC POLICY: DEMYSTIFYING BUDGETS

SPEAKER - SHRI M.D. MISTRY (*Member of Parliament*)

The speaker started by sharing his personal experiences as a minister and the intellectual conflicts he had to resolve in order to familiarise himself with the economic aspect of his work profile as a representative of people. He made an attempt to simplify the technical blocks which overshadow the developmental purpose of budgets for the common man, who invariably possesses little knowledge of the discipline of economics. He explained the accounting structure for various government programmes, where to find relevant data, how to read data, and the source of finance for the budget. He also explained certain technical terms like plan and non-plan expenditure, annual budget (its planning process and budgeting systems), project planning, taxation (its need and types), revenue and expenditure at state and national levels.

He highlighted the importance of budget as it is designed to maximise benefits from limited available resources. Budget provides the crucial information regarding the total avail-

able finances with the government. This information becomes detrimental for developmental efforts because it is this information which puts the efforts in the right perspective. We can plan where, from whom and how much finance we can demand, and this is extremely crucial for producing results. It is the amount of money which a plan or programme receives, which gives impetus to its implementation. CSOs need to shed the inertia and complacency towards analysing and interpreting the local, state and national budgets and accordingly plan their movements for setting demands.

DISCUSSION

The discussion revolved around the issues of poor information dissemination system till the grass root levels and also about how to make the people's representatives more accountable to the people. The main issue, which emerged in the discussion, was that it was ultimately enlightened, informed and dynamic people with a sense of purpose, who shall be able to impact any change whatsoever. Government (read Parliament) alone cannot be entrusted with initiating the change process. We have to realise varied motives which lead people towards parliament, which are not always in the general interest. So ultimately it is people who have to work in the interest of the community (people).

SESSION III - 2:00 P.M. - 3:30 P.M.

THEME: MONITORING, EVALUATION AND LEARNING SYSTEM (MEAL) - 1

SPEAKER - MR. RAVINDER AND MR. SHIV KUMAR, CATALYST MANAGEMENT SERVICES

The speakers introduced the concept of Monitoring, Evaluation And Learning Systems (MEAL), its importance and relevance in the PACS context. The speaker invited participants to suggest and discuss the information needs of CSOs to effectively plan and manage their interventions especially in context of the PACS programme.

Post discussion the speaker presented and discussed the following frameworks:

- *Monitoring framework* in which he highlighted issues of delivery of inputs and activity, quality of process and tracking the progress towards the outputs.
- *Evaluation frameworks* pointing towards core principles, organisation development (OD), baseline assessments and programme evaluation.
- Elaborated the *Learning framework* for both individual CSOs and the PACS programme at large.

The speaker then highlighted the importance of these frameworks and their uniqueness for the successful achievement of PACS objectives through the interventions of the CSOs, the benefits CSOs will gain and their roles and responsibilities.

SESSION IV - 3:50 P.M. - 5:30 P.M.

MONITORING, EVALUATION AND LEARNING SYSTEMS - 2

The participants were divided into three groups for discussion. The topics for discussion were monitoring, evaluation and learning for group number one, two and three respectively. The group leaders made presentations based on the discussions within their group.

Group 1 Monitoring - The group came out with the following issues-

- Monitoring is possible only on the basis of indicators.
- Need to involve various stakeholders in monitoring.
- Need to take into account the opinion of beneficiaries and non-beneficiaries.

Group 2 Evaluation - The group pointed out various aspects that should form the crux of any evaluation exercise

- Organisational Capacity and clarity with regard to goals and vision
- The strength and characteristics of the workforce.
- Transparency in the mode of working
- Quality of Second line of leadership
- Good documentation skills
- Setting milestones
- Leadership

Additionally they developed indicators for evaluating above-mentioned issues.

Group 3 Learning - The group leader pointed out the need to first identify the various stakeholders among which flow of information for learning can and should be facilitated. The stakeholders identified were CSOs, Community and Government. She also elaborated on the nature of knowledge and the techniques that need to be employed to facilitate exchange.

Mr. Ravindra Gupta rounded off the session with the presentation of the MEAL action plan.

SPEAKER-Mr. ASHOK GOPAL, INFOCHANGE

THEME: USING MEDIA EFFECTIVELY FOR POLICY ADVOCACY

The speaker suggested strategies of making oneself heard through media. He also discussed the role of media in developing democratic societies. To validate his point, he cited findings from a few studies (Amartya Sen 1981, a study done by London School of Economics). He pointed how media has been highlighting various developmental issues. The classic example being silent valley agitation, NBA and sex determination. Commercial and market interests now govern the media, which has led to change in focus and readership. With all its ills, media has certain advantages - it is cheap, has a wide reach and variety and still has some amount of investigative journalism. These advantages need to be harnessed. He also gave valuable tips for effective use of media for advocacy.

3. CONCLUSION

The workshop was successful in introducing the need to generate information and knowledge for sustainable development. Most of the participants felt that their understanding and skills had improved after the two day workshop and would be able to use learnings from the workshop for policy advocacy. The session on, Understanding Public Policy by Shri. M.D.Mistry, was one of the most successful sessions of the workshop as it enlightened the partners on understanding budgets and how it could be used to interpret Policy.

The insensitive outlook of some participants during the session on gender equality is a pointer on why it important to address issues related to gender.

Mrs. Kiran Sharma invited Prof. K.C. Malhotra to conclude the two-day workshop. He shared his observations and comments about the conference and mentioned the scope of improvement in future.

4.1. Suggestions for improvement

Some of the suggestions that participants/ partner CSOs have listed for improvement.

- National level Workshops should be of more than 2 days. A majority of the participants felt that the workshop should be of at least 3 days so as to do justice to the theme. The two-day time period allocated to an important subject like Information and Knowledge Management is too little. If time is of a premium then the topics could be reduced thereby ensuring detailed exposure to those that have been included.
- Some participants have highlighted the need for grassroots level speakers.
- Workshops should initiate participation and sharing of knowledge between CSOs, which was only seen in some sessions.
- Workshops need to be held in a larger space so that group activities can be held comfortably. The space for this workshop was limited and uncomfortable.
- Workshops should be in both English and Hindi. A lot of participants miss out on important discussions because of the use of English as a common language.
- Facilitation of sessions need to be more effective.
- There should be something to introduce partners and their projects.
- Sessions should incorporate group exercises, and the groups should not be too large. The group exercises in this workshop were too large. Some of the participants missed out on valuable interaction and felt it was not effective.
- There should be sufficient time for participants to interact between themselves.
- Capacity building workshops need to be at a state or sub state level to be more effective.
- Workshops should focus more on operational aspects rather than a theoretical discussion.
- Other resource organisations should be requested to exhibit their IEC.
- I.S.I. stay was not comfortable and arrangements were made for the days of the workshop but were asked to come a day in advance and to leave a day after - no arrangements were made for the extra days.
- Display material from the field should be packaged in such a way that it is not displaced and a request for copies of such material should be collected.
- Workshops should be more informal.
- Feedback forms should be in English and Hindi.

4.2. Suggestions for future Capacity Building Workshops

- Advocacy Techniques
- Use of Communication Skills at Grassroot level
- Finance Management
- Networking and Advocacy
- Documentation and Report Writing (Case study/ Process Monitoring etc.)
- Role of Panchayati Raj System or local self-governance.
- Inputs in Project Management
- Case studies to stimulate discussion
- Monitoring and Evaluation
- Adolescent Girls
- Development of effective IEC
- Communication Strategy and Communication Practices
- Policy Analysis Skills
- Budget Analysis Skills