

Department of Training and Capacity Building in Education

**Advisory Committee Meeting
06 March, 2018 at 11.30 Hrs.**

Agenda



**National Institute of Educational Planning and Administration
17-B, Sri Aurobindo Marg, New Delhi – 110 016**

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I. Role of the Department

Training and capacity building is conceived as one of the most important activities of a growing organization. Training has the potential of bringing about change in the attitude and enables in enhancing performance of the personnel serving any organization. Training and capacity building therefore, needs to be looked as a fruitful exercise for the development of any organization. There is a need for creating institutional and departmental scope for proper and adequate programmes of capacity building not only for developing individual skills/capacities but also for nurturing the talents of the personnel for effectively serving the organization and ultimately for its development.

In the light of the importance and potential which the activities of training and capacity building carry, NUEPA has embarked upon creating a specialized *Department of Training and Capacity Building in Education* on 17th May, 2012. Creation of this department added fillip to the activities of NUEPA more particularly in the light of importance it places on training and capacity building programmes for the benefit of the educational planers and administrators of the country as well as the countries which are entering into the path of development.

Some of the main activities of the Department are as follows:

- (a) Conducting two major diploma programmes annually: Post Graduate Diploma Programme in Educational Planning and Administration (PGDEPA) and International Diploma in Educational Planning and Administration (IDEPA).
- (b) Designing and conducting training (pre-induction) for **the newly recruited Education Officers** (Provincial Officers) of the various state governments
- (c) Continuous support and capacity building of the **Faculty members of SIEMATs** of India and also providing inputs in establishing SIEMATs in other states.
- (d) Organizing all request programmes and outreach programmes from Central and State Governments as well as International request/sponsored programmes.
- (e) Organizing short term training programmes in areas of national importance like education for minority and tribal communities..
- (f) Carrying out Research in training and capacity building strategies in education.

Vision of the Department:

- Creating linkages at the state and international levels for improving the capacities of their administrators.
- Empowering State Institutions by creating more stable and dedicated institutional arrangement for creating a critical mass of trained teams in the Departments of Education.
- Reaching out to the Grassroots: Through State Conferences for efficient implementation of the national programmes for the DEOs/BEOs all over the nation in a phased manner, to articulate the important programmes and policies of educational reforms which are in progress in the country.

- To organize training programs on request at national and international level to the need based thematic and cadre based courses particularly for trainees at the induction and promotion level.
- To conduct research in training and capacity building strategies in education at national and international level with a focus on educational training need studies of different cadres of functionaries, field officers and administrators from school and higher education level.

II. The Perspective of the Department

The Department has been created in order to address the most important area of building Human Resources which are effective and efficient through a variety of need specific capacity building programmes. In order to fulfill this agenda the Department is currently engulfed in developing knowledge base for creation of an educational training policy for the benefit of the educational administrators serving at the sub-national levels. Realizing the lack of structured national and sub-national level training institutions to address to the needs of building the requisite skills and competencies among the educational personnel, it is very often felt that most of the policies and educational programmes are not receiving the desired outputs leading to either failure or very negligible quantum of success. This has resulted in the loss of scarce monetary resources without attaining the desired results out of the well planned education programmes in the country.

The Department organizes two unique flagship Programmes in Educational Planning and Administration one at the National and other at the International level extending its outreach to the educational personnel within and outside the country. The work has been initiated with a view to develop strategies wherein the educational personnel can be trained and retrained in order to equip them with the latest skills and competencies which can enable them to handle the educational programmes and policies efficiently.

Although, the generic training programmes are being organized, in addition to the assigned role of organising the two major duration Educational Planning Diploma Programmes, the Department is now focusing on identifying and developing a National level Training Policy in Educational Management.

Addressing to the needs of the sister countries and a greater demand for short duration programmes for (Asia Pacific, Africa, Latin America and Europe), the Department is planning to organize short term Educational Planning and Management courses for skill and competency building of the educational personnel serving the Ministries and Education Departments of the respective countries.

In addition, the Department is also envisaging at providing all the necessary support to the training institutions at the sub-national level (SIEMATs/SCERTs) in order to make them proactive lest they can transact the training activities in their respective states.

III. PERSPECTIVE PLAN OF THE DEPARTMENT OF TRAINING AND CAPACITY BUILDING IN EDUCATION

Importance of Training and Capacity Building of Educational Personnel

Training and capacity building is conceived as one of the most important activities of a growing organization. Training has the potential of bringing about change in the attitude and enables in enhancing performance of the personnel serving any organization. Training and capacity building therefore, needs to be looked as a fruitful exercise for the development of any organization. There is a need for creating institutional and departmental scope for proper and adequate programmes of capacity building not only for developing individual skills/capacities but also for nurturing the talents of the personnel for effectively serving the organization and ultimately for sustaining its development.

In the light of the importance and potential which the activities of training and capacity building carry, NUEPA has embarked upon creating a specialized *Department of Training and Capacity Building in Education* on 17th May, 2012. Creation of this department added fillip to the activities of NUEPA more particularly in the light of importance it places on training and capacity building programmes for the benefit of the educational planners and administrators of the country as well as the countries which are in the path of development.

Some of the Training & Capacity Building activities of the Department are as follows:

1. Conducting two major diploma programmes annually: Post Graduate Diploma Programme in Educational Planning and Administration (PGDEPA) and International Diploma in Educational Planning and Administration (IDEPA).
2. Designing and conducting training (pre-induction) for **the newly recruited Education Officers** (Provincial Education Officers) of the various state governments
3. Continuous support and capacity building of the **Faculty members of SIEMATs** of India and also providing inputs in establishing SIEMATs in other states.
4. Organizing all request programmes and outreach programmes from Central and State Governments as well as International request/sponsored programmes.
5. Organizing short term training programmes in areas of national importance like education for minority and tribal communities.
6. Carrying out Research in training and capacity building strategies in education.

Vision of the Department:

- Creating Linkages and Network at the state and international levels for improving the capacities of the Educational Administrators.
- Empowering State Institutions by creating more stable and dedicated institutional arrangement for continuously creating a critical mass of trained teams in the Departments of Education.

- Reaching out to the Grassroots: Through State Conferences for efficient implementation of the National Policies and Programmes for the DEOs/BEOs all over the nation in a phased manner, to articulate the programmes and policies of priority in educational reforms which are in progress within the country.
- To organize training programs on request at national and international level as well as need based thematic and cadre based courses particularly for trainees at the induction and promotion level.
- To conduct research in training and capacity building strategies in education at national and international level (in collaboration) with a focus on educational training need studies of different cadres of functionaries, field officers and administrators at various levels.

The Perspective of the Department

The Department has been created in order to address the most important area of building Human Resources which are effective and efficient through a variety of need specific capacity building programmes. In order to fulfill this agenda the Department is currently engulfed in developing knowledge base for creation of an educational training policy for the benefit of the educational administrators serving at the sub-national levels. Realizing the lack of structured national and sub-national level training institutions to address to the needs of building the requisite skills and competencies among the educational personnel, it is very often felt that most of the policies and educational programmes are not receiving the desired outputs leading to either failure or very negligible quantum of success. This has resulted in the loss of scarce monetary resources without attaining the desired results out of the very well planned education programmes in the country. There is a need to work out sustainability.

Departmental Activities Planned for 2018-2030

Activities	Period	Stakeholders	Sustainable Outcome	Additional Requirement
1. Establishing networks with training institutions within the country 2. Conducting programmes and empowering the faculty to work dynamically 3. Conducting specialized programmes and use of new technology etc	2018-2022 (five years)	SIEMATs/SCERT Departments dealing with administrators training	To ensure their capacities are fully built and sustained A News Letter on Training and Capacity Building Bi-Annual will be brought out for wider dissemination and linkages	1 - Professor 2- Associate Professors 1 – Assistant Professor Support Staff 2- UDCs 2- Data Entry Operators 1 – Programme Attendant Facilities 2 – Multi function Printer 2 – Latest Computers

<p>4. Conducting regular programmes and researches of the Department</p> <p>5. Establishing linkages with international training institutions for making more effective and need based programmes</p>		<p>Envisaging a Masters Programme in Educational Planning and Administration</p>		<p>A room for the entire staff to sit and work</p>
<p>1. Conducting Programmes which are of high priority in order to make the training institutions independent and dynamic</p> <p>2. Conducting the departmental regular programmes with revised courses and methods</p> <p>3. Taking up new dimensions in capacity building programmes</p> <p>4. Sustaining the network and linkages with training institutions and engaging in nationwide capacity building programmes and reaching</p>	<p>2023-2030 (seven years)</p>	<p>SIEMATS/SCERT Departments dealing with administrators training</p>	<p>To ensure stability and sustainability</p>	

the educational administrators				
5. Creating more forums for dissemination of training knowledge				

Capacity Building Training Programmes

- a. The Department organizes two unique flagship Programmes in Educational Planning and Administration one at the National and other at the International level extending its outreach to the educational personnel within and outside the country. The work has been initiated with a view to develop strategies wherein the educational personnel can be trained and retrained in order to equip them with the latest skills and competencies which can enable them to handle the educational programmes and policies efficiently. In addition to the two long duration Diploma Programmes a short duration international programme is also organized on regular basis.

During the next two years the Department intends to develop a **Masters programme** in Educational Planning and Administration by further redesigning the course work of the PGDEPA.

- b. Although, the generic training programmes are being organized, in addition to the assigned role of organising the two major duration Educational Planning Diploma Programmes, the Department is now focusing on identifying and developing a National level Training Policy in Educational Management.
- c. Addressing to the needs of the sister countries and a greater demand for short duration programmes for (Asia Pacific, Africa, Latin America and Europe), the Department is planning to organize short term Educational Planning and Management courses for skill and competency building of the educational personnel serving the Ministries and Education Departments of the respective countries.
- d. In addition, the Department is also envisaging at providing all the necessary support to the training institutions at the sub-national level in order to make them proactive lest they can transact the training activities in their respective states.

Researches in Training and Capacity Building

The Department has been conducting research studies as well encouraging the educational administrators to commission short duration studies in order to understand the gaps in delivery of a programme. These studies will give us the inputs about success and failure of various training programmes. The networking which is being planned across the country with the training

institutions will enable us to exchange the findings of the study in order to serve better and bring about sustained quality of the capacity building programmes which can be imparted to the educational administrators. The objective of having adequately trained educational administrators will improve the functioning of the schooling and the goal of good and quality education can be achieved.

Building Capacities of Training Institutions

The Department is envisaging the role of mentors for building capacities of the Training Institutions within India as well as other countries and sustain them by facilitating them with continuous dialogue and involvement so that they become the empowered training institutions in order to organize training and capacity building programmes for the educational administrators on a continuous basis and sustaining them for effective implementation of the National Policies and programmes. Regular meetings and workshops as well as brain storming sessions will be undertaken to develop effective capacity building programmes across the county and a mechanism to sustain them.

Dissemination- Networking

The Department intends to create platform to have regular discourses and information dissemination through sharing of the activities, achievements and innovations of the educational administrators in the areas of training and capacity building of educational administrators. A Bi-Annual Newsletter entitled “Training and Capacity Building of Educational Administrators” will be launched by the department. This will disseminate all the major activities and researches carried out by the training institutions functioning in the country – particularly the State Institute of Educational Management and Training (SIEMAT).

This Newsletter will be circulated in all the SIEMATs on regular basis and the information covering training activities for educational administrators and short study findings will be vice-versa disseminated.

IV. PROGRAMMES PROPOSED AND CONDUCTED – 2017-18

DEPARTMENT OF TRAINING AND CAPACITY BUILDING IN EDUCATION

Sl. No.	Title of the Programme	No. of Participants
1.	Third Post Graduate Diploma in Educational Planning and Administration (PGDEPA)	24
2	Thirty Third International Diploma in Educational Planning and Administration (IDEPA)	26
3	Fourth Post Graduate Diploma in Educational Planning and Administration (PGDEPA)	32
4	34 th International Diploma in Educational Planning and Administration (IDEPA) (February 1 to April 30, 2018)	27
5	International Programme for Educational Administrators (July 18 to August 12, 2017) (fully funded by ITEC/MEA, GOI)	18
6	The Eighth Annual Orientation Programme for Minority Managed Institutions of Higher Learning (September, 2017)	25
7	Tenth Annual Orientation Programme on Institutional Planning for Heads of Muslim Minority Managed Senior Secondary Schools (November, 2017)	35
8	Programmes - Training Programme on Capacity Building of School Heads serving Ashram Schools functioning in the Scheduled Tribe Areas (Maharashtra)	40
9	Training Programme on Capacity Building of School Heads serving Ashram Schools functioning in the Scheduled Tribe Areas (AP)	40
10	Training Programme on Capacity Building of School Heads serving Ashram Schools functioning in the Scheduled Tribe Areas (Maharashtra)	40
11	A Training Workshop on Teacher Education Planning conducted in collaboration with the British Council (November 13, 2017)	36

IV. PROGRAMMES PROPOSED AND CONDUCTED – 2017-18

(DEPARTMENT OF TRAINING AND CAPACITY BUILDING IN EDUCATION)

Ongoing Programmes

1. Post Graduate Diploma in Educational Planning and Administration (PGDEPA)

Budget for Phase Fourth & Fifth (a) – 3rd Post Graduate Diploma in Educational Planning and Administration (PGDEPA) (April 10-21, 2017)

TA for 35 participants (Local/outstation) (10,000X35)	Rs. 3,50,000/-
Boarding and lodging for 35 participants x 15 days @ 750X15X35	Rs. 3,93,750/-
Honorarium to Resource Persons (as per NUEPA rules)	Rs. 35,000/-
Local conveyance to Resource Persons (as per NUEPA rules)	Rs. 10,000/-
Special Lunch and high tea etc	Rs. 30,000/-
Stationery, Photocopy & Misc. Expenditure:	Rs. 20,000/-
Contingency	Rs. 50,000/-
Total	Rs. 8,88,750/-

Budget for Sixth Phase –3rd Post Graduate Diploma in Educational Planning and Administration (PGDEPA) (June 27 to July 1, 2017)

TA for 35 participants (Local/outstation) (10,000X35)	Rs. 3,50,000/-
Boarding and lodging for 35 participants for 5 days & tea @ 750X5X35	Rs. 1,31,250/-
Special Lunch and high tea etc	Rs. 30,000/-
Stationery, Photocopy & Misc. Expenditure:	Rs. 20,000/-
Contingency	Rs. 50,000/-
Total	Rs. 5,81,250/-

2. Thirty Third International Diploma in Educational Planning and Administration (IDEPA)

The first phase of the International Diploma Programme will be concluding in April 30, 2017 and the second phase of project work will commence from May 1 to July 30, 2017.

New Programmes

1. 4th Post Graduate Diploma in Educational Planning and Administration (PGDEPA) (August 1, 2017 to June 29, 2018)

The PGDEPA has 6 phases of course work, they are as follows:

1. First Phase : August 1-31, 2017 : Preparatory Phase at place of work
2. Second Phase: September 1,2017 to November 30, 2017 : Course Work at NUEPA
3. Third Phase: Project Work : December 1, 2017 to February 28, 2018: At place of work
4. Fourth Phase: Workshop on Presentation of Project Work : April 9-13, 2018
5. Fifth Phase (a): Advanced Course Work: April 16-20, 2018 & - at NUEPA
Fifth Phase (b): Advanced Course Work: April 23- June 23, 2018- At place of Work
6. Sixth Phase: Assessment, presentation and award: June 25-29, 2018

Since 1982-83, NUEPA has been conducting a specially designed Training Programme leading to Diploma in Educational Planning and Administration (DEPA). It was initially designed as a pre-induction course for District Education Officers of various States and Union Territories of India. Keeping in view of the larger interests and in order to enhance the knowledge through more rigorous capacity building activities, the programme has been redesigned to Post Graduate Diploma Programme in Educational Planning and Administration (PGDEPA). The PGDEPA is envisaged as a one year programme to a Post Graduate Diploma with a variety of activities planned in six academic phases of curricular transaction.

The programme has undergone changes and has been suitably modified so as to be useful for serving district level educational administrators, block level administrators and faculty members of SCERTs/SIEs dealing with planning and management aspects of education. The programme is also useful for the officers associated with the *Sarva Shiksha Abhiyan (SSA) and Rashtriya Madhyamik Shiksha Abhiyan (RMSA)*. In addition, it is open to faculty members of Education Departments in Universities and Social Science Research Institutions.

Objectives

- To upgrade and enhance the knowledge of the participants on educational policies and programmes in India;
- To deepen the understanding on educational planning process and administration;
- To develop skills and abilities to formulate plans, design programme and manage implementation of programmes;
- To train the participants to elaborate on educational programmes, prepare monitoring plans and evaluation reports of the educational programmes.

Date and Venue: August 1, 2017 to June 29, 2018, NUEPA, New Delhi

Participants/ Target Groups: 35 District Education Officers/Block OR Assistant Education Officers dealing with planning and management in education departments of the state, faculty members of SCERTs/ SIEs and DIETs, Faculty Members from Education Department of selected Universities.

Budget Estimates for Phase II-Course Work at NUEPA:

Phase Second– 4th Post Graduate Diploma in Educational Planning and Administration (PGDEPA) (September 1 to November 30, 2017)

TA for 35 participants (Local/outstation) (10,000 X 35)	Rs 3,50,000/-
Boarding and lodging for 35 participants x 90days @ 750x90x35	Rs.23,62,500/-
Tea/Coffee/snacks	Rs. 1,00,000/-
Honorarium to Resource Persons (as per NUEPA rules)	Rs. 60,000/-
Local conveyance to Resource Persons (as per NUEPA rules)	Rs. 40,000/-
Official Lunch & Dinner Etc.	Rs. 50,000/-
Interstate field visit (by Train/Bus)	Rs. 8,00,000/
Local field visits	Rs. 70,000/-
Stipend for 35 participants (35 X 3,000-00X3)	Rs. 3,15,000/-
Book grant for 35 participants/Pen-Drive/Calculator	Rs. 50,000/-
Project grant for participants	Rs. 52,500/-
Stationery, Bags Photocopy & misc.	Rs. 1,00,000/-
Project Junior Consultant for 12 Months @ 34000/- p. m.	Rs. 4,08,000/-
Project Data Entry Operator for 12 months @ 17,000/- p.m.	Rs. 2, 04,000/-
Contingency	Rs. 1,00,000/-

Total Budget **Rs. 50,62,000/-**

Phase Fourth & Fifth (a)– 4th Post Graduate Diploma in Educational Planning and Administration (PGDEPA) (April 9-13, 2018 & April 16-20, 2018)

The fourth Phase of the programme is in the form of workshop. During this workshop the participants make a presentation on the basis of the research projects undertaken by them and the project reports are awarded with grades.

Budget Estimates for Phase IV & V (a)-Workshop at NUEPA:

TA for 35 participants (Local/outstation) (10,000 X 35)	Rs. 3,50,000/-
Boarding and lodging for 35 participants x 15 days @ 750x15x35	Rs. 3,93,750/-
Honorarium to Resource Persons (as per NUEPA rules)	Rs. 50,000/-
Local conveyance to Resource Persons (as per NUEPA rules)	Rs. 10,000/-
Special Lunch and high tea etc	Rs. 50,000/-
Stationery, Photocopy & Misc. Expenditure:	Rs. 20,000/-
Contingency	Rs. 50,000/-
Total	Rs. 9,23,750/-

Budget Estimates for Phase VI-Course Work at NUEPA: (25-29 June, 2018)

During this phase the successful trainees will be awarded the PGDEPA certificate.

TA for 35 participants (Local/outstation) (10,000 X 35)	Rs. 3,50,000/-
Boarding and lodging for 35 participants x 5 days @ 750x5x35	Rs. 1,31,250/-
Honorarium to Resource Persons (as per NUEPA rules)	Rs. 50,000/-
Local conveyance to Resource Persons (as per NUEPA rules)	Rs. 10,000/-
Special Lunch and high tea etc	Rs. 50,000/-
Stationery, Photocopy & Misc. Expenditure:	Rs. 20,000/-
Contingency	Rs. 50,000/-
Total	Rs. 6,61,250/-

Programme Team: Professor Najma Akhtar-Programme Director
Professor B K Panda, Senior Programme Coordinator
Dr. Savita Kaushal, Programme Coordinator

Funding: By NUEPA

2. 34th International Diploma in Educational Planning and Administration (IDEPA) (February 1 to April 30, 2018)

NUEPA offers a widely acclaimed International Diploma in Educational Planning and Administration (IDEPA) for the senior educational policy makers, planners and administrators annually to the international participants. IDEPA endeavours to promote the spirit of regional cooperation, international understanding and goodwill through exchange of experiences on subject matter and issues important to the development of human resource. With this mission, it aims at augmenting capabilities and competencies in educational planning and administration.

Objectives

- To understand educational developments in the developing countries with particular reference to policy, planning and management, especially on quality and equity issues relating to school, vocational and higher education.
- To encompass the principles, concepts and techniques of educational planning, supervision, administration, management and leadership for fulfilling the national goals and meeting local requirements of various countries.
- To develop skills of analysis, statistical interpretation, forecasting, project preparation for macro and micro level educational planning, on the one hand, and effective managerial leadership skills in educational administration, project management and programme implementation on the other.

Date and Venue

The IDEPA Programme is for duration of six months and is conducted in two phases.

First Phase (1 February-30 to April 2018 at NUEPA)

The first Phase of the programme involves three months intensive curricular work at NUEPA, New Delhi. This Phase is residential and participants are required to stay in the campus throughout this phase.

Second Phase (May 1 to July 30, 2018 in Home Country)

The second phase entail a Field Research Project Work in the participant's home country, through his/her own efforts (guidance for which will be provided during the first phase and will continue during this phase also.)

The funding is done under ITEC/SCAAP/Colombo Plan, Ministry of External Affairs, Government of India

Indian Government provides financial assistance under various schemes like Indian Technical and Economic Cooperation (ITEC), Special Commonwealth Assistance for Africa Programme (SCAAP) and Colombo Plan. International agencies also provide funding to the IDEPA trainees – like UNESCO, UNDP, UNICEF, World Bank, Swedish International Development Agency (SIDA), and Commonwealth Fund for Technical Cooperation (CFTC), Asian Development Bank (ADB), Danish International Development Assistance (DANIDA) and British Council.

NUEPA does not provide fellowship or any financial assistance to the participants of the programme.

Participants/ Target Groups

Educational personnel of sister countries engaged in the planning and administration of elementary, secondary sectors of education at the national, provincial, district or institutional level are eligible.

**Programme Team: Professor Najma Akhtar-Programme Director
Professor B K Panda, Senior Programme Coordinator
Dr. Mona Sedwal, Programme Coordinator**

Short Duration Programmes

3. International Programme for Educational Administrators (July 18 to August 12, 2017) (fully funded by ITEC/MEA, GOI)

NUEPA is glad to announce the launch of an *International Programme in Capacity Building for Educational Administrators*. This short-term programme has been conceptualised keeping in view work load of most of the educational functionaries and their constraints to participate in a long term programme of a longer duration. It has also been a long pending request from many of the countries across the world as well as educational administrators to provide a short-term programme in educational planning and administration for the benefit of their educational functionaries in order to build their capacities. In order to facilitate the governments of the countries in deputing their educational officials for a short duration programme without affecting the functioning of their offices while fulfilling their demands of capacity building this three week short-duration programme in educational planning and administration has been designed.

This international programme will enable the education officers to keep abreast recent developments in the field of educational planning and management taking place in the world of education as well as share information and experiences with other participating countries and

explore possibilities for adapting innovations and changes which have been implemented and are successful. We hope to provide an intellectually stimulating and rewarding experience during the three weeks stay in India.

Programme Objectives

- The International Programme has designed the course structures in order to keep pace with the changing scenario of the middle level administrators functioning in various countries. The Programme in general strives to sensitise the participants in subject areas relating to policy, planning and management followed in their respective countries; and
- The International Programme encompasses the principles, concepts and techniques of educational planning, administration, management and leadership for fulfilling the goals of the country and meeting local requirements. In this regard, it tries to develop skills of managing data at macro and micro levels of educational planning, on the one hand, and effective managerial leadership skills in educational management and planning capacity building programmes for its personnel on the other.

Budget Estimates:

Indian Government provides financial assistance under various schemes like Indian Technical and Economic Cooperation (ITEC), Special Commonwealth Assistance for Africa Programme (SCAAP) and Colombo Plan which are with the Ministry of External Affairs, Government of India.

NUEPA does not provide fellowship or any financial assistance to the participants of the programme.

Participants/ Target Groups

Educational personnel from various countries engaged in the planning and administration of elementary, secondary education at the national, provincial, district or institutional level from various countries outside India.

**Programme Team: Professor Najma Akhtar-Programme Director
Professor B K Panda, Senior Programme Coordinator
Dr. Mona Sedwal, Assistant Professor,
Dr. Savita Kaushal, Assistant Professor, Coordinator**

VI. International Seminar on Global practices of capacity building for the Administrators for enhancing their effectiveness (February 22-23, 2018)

The education system in the entire world is undergoing a rapid change placing greater challenges on the educational administrators. The change which is taking place is very fast and there is a shift from slow-paced and centralized form of administration to a faster and efficient

decentralized system of administration. The new mode of administration has a focus on governance and indents for transparent, flawless, sensitive and efficient administration and is being envisaged by the most of the governments all over the world. The expectations from most of the leaders all over the world are to have responsive and accountable administrators at all levels. Keeping in view of the emerging challenges world over it is expected that the educational administrators are also visualized to be effective leaders for the 21st century. In this context the capacity which is required as an efficient administrator has to be built among the budding administrators across the world.

Objectives of the Programme

- Changing scenario of educational administration;
- Latest issues related to capacity building dimensions for administrators;
- What can be done immediately to improve efficiency among the administrators; and
- To develop a route map for the advantage of the educational administrators in managing the system efficiently.

Date and Venue: Two days in February, 2018 (tentative)

Participants/ Target Groups

Educational personnel engaged in the planning and administration of elementary, secondary education at the national, provincial, district or institutional level. Participants for the Seminar will be drawn from IDEPA trainees, ANTRIEP Institutions, training and International capacity building institutions and experts.

Programme Team: Professor Najma Akhtar-Conference Director

Prof. B. K. Panda, Professor

Dr. Mona Sedwal, Assistant Professor

Dr., Savita Kaushal, Conference Secretary

(As per NUEPA Revised Budget Norms proposed Rs. 45, 00,000/-)

Funding: By NUEPA

5. The Eighth Annual Orientation Programme for Minority Managed Institutions of Higher Learning (September, 2017) (NUEPA/Field Based)

In spite of the Constitutional Commitment (under Article 30.1) the Muslim Minority are lagging far behind in Higher education—as clearly pointed out by the **Sachar Committee Report**. The Management /principals of the Minority Degree Colleges are usually totally deprived of getting any opportunity of training and capacity building –and therefore Sachar Report strongly suggested for regular training programs for them. This was further reconfirmed by the MHRD based Fatmi Committee Report.

Accordingly NUEPA initiated an Annual Minority Managed Degree College Program addressing to the needs of the Heads of Higher Education Institutions in building their capacities in

effectively managing these institutions so that the education of the Muslims can be improved in quality and quantity at the tertiary level. Issues of good governance, better management, Leadership and latest trends in Administration are covered. This is reinforced by field exposure of good performing Minority Institutions and by regular peer learning opportunity.

Objectives of the Programme

- Changing scenario of higher education and
- Latest issues related to Muslim Minorities in Higher education.
- Techniques of planning and management for the Institutional development, and
- Introduction to funding Agencies /Scholarships for Minority Institutions
- Opportunity of Experience sharing and Policy Analysis

Date and Venue: Five days in December, 2017 (tentative)

Participants/ Target Groups: Principals & Managers Of Degree Colleges (Minority Managed Institutions)

Budget Estimates

T.A of Participants 35X35,000	Rs. 12,25,000/-
Boarding & Lodging	Rs. 2,00,000/-
Honorarium	Rs. 20,000/-
Contingencies-	Rs. 25,000/-
Stationery, Printing, etc-	Rs. 25,000/-
Field Visit	Rs 50,000/-
Misc.	Rs. 20,000/-
Total	Rs. 15, 75,000/-

Funding: By NUEPA

Programme Team: Professor Najma Akhtar-Programme Director

Dr. Mona Sedwal, Assistant Professor

Dr. Savita Kaushal, Programme Coordinator

6. Tenth Annual Orientation Programme on Institutional Planning for Heads of Muslim Minority Managed Senior Secondary Schools (November, 2017) (NUEPA/Field Based)

The Minority Managed School Heads (belonging to the biggest and educationally backward Minority –The Muslims) are often deprived of any Capacity building opportunities – inspite of the fact that these Minority Managed Institutions **provide Access** and quality to both –Minorities and Majority students. This Program was started by NUEPA immediately after Sachar Committee Report was accepted by the Nation.

Objectives of the Programme

- To sensitize the Participants about the special status , duties and responsibilities related to Minority Managed schools Administration
- To sensitize the participants to issues in planning and administration of education with special focus on the minority institutions and various funding avenues ;

- To acquaint the Participants to all incentives offered by the Government or Private organizations for improving Muslim Minority schools/student status
- To acquaint the participants with emerging issues of modern developments in education;
- To expose the participants to techniques of institutional planning, management and evaluation
- To develop Leadership skills in Institutional Planning & Management;
- To provide relevant field exposure for best Practices in Minority schools

Date and Venue: Five days in November 2017 (NUEPA/Field Based)

Participants/ Target Groups: 35 Degree College Principals/Managers/Senior Faculty of Minority managed Senior Secondary Schools and officials of state Minority Educational Cells/Boards

Programme Team: Professor Najma Akhtar-Programme Director
 Dr. Savita Kaushal, Assistant Professor
 Dr., Mona Sedwal Programme Coordinator

Budget Estimates

TA of the participants @25,000X35	Rs. 8,75,000/-
Boarding and lodging for 35participants x 7 days @ 750x7x35	Rs. 1,83,700/-
TA/DA to Faculty	Rs. 2,00,000/-
Honorarium	Rs. 40,000/-
Special lunch/high tea	Rs. 40,000/-
Stationary & contingency	Rs. 50,000/-
Field Visit	Rs. 30,000/-

Total **Rs14,18,700/-**

Funding: By NUEPA

(C) State Level Conferences

(7-8) Two State Level Conference in Educational Planning and Administration for DEO/ BEO/ DIOS (Goa and Madhya Pradesh)

In view of NUEPA’s interface with the States and Union Territories, it is Department’s constant endeavor to strengthen the education system through constant dialogue and capacity building programmes for the state level functionaries such as educational planners, policy makers and administrators. In order to reach the local functionaries like District Education Officers and Block Education Officers on sustained basis and to maintain a close linkage with the field, the Department has developed the plan to organize a state level conference for District Education Officers and Block Education Officers. The DEOs/BEOs functioning in various States/Uts in phased manner will be covered in collaboration with all the Departments in the University. The main objectives of the Conference include:

- To revisit the role of the Educational Administrators at the District/Block Level.
- To familiarize the administrators at the grass roots to understand their role as that of providing leadership on matters critical to educational policy, planning and administration by playing a vital role as leader at the grassroots level; and
- To articulate the recent trends in educational development with a focus on the recent interventions of educational policy, planning and administration with special reference to Right to Education Act, Universalization of Secondary Education and *Sarva Shiksha Abhiyaan* which are being implemented nationwide.
- To assess the training needs of BEOs and DEOs for cadre or theme based capacity building programmes.
- To provide a platform for sharing the experiences of the professionals working at the grass root and at the district/State level.

The conferences will be held in consultation with the state governments, wherein all the DEOs/BEOs along with state level educational administrators would be invited to participate.

Programme Funding: Rs. 30,00,000/- (Rupees thirty lakhs approximately for the two programmes).

Programme Team: Professor Najma, Akhtar-Programme Director
 Professor B. K. Panda, Senior Programme Coordinator
 Dr. Savita Kaushal, Assistant Professor
 Dr. Mona Sedwal, Assistant Professor

Funding: By NUEPA.

9-10-11. Three Programmes – Training Programme on Capacity Building of School Heads serving Ashram Schools functioning in the Scheduled Tribe Areas – FIELD-BASED (September/October/November, 2017).

Government of India is committed and deeply concerned for the development of the Scheduled Tribes of the country. Although the Scheduled Tribe population constitutes only 8.2 percent of the total population of country with a literacy rate of only 47.10% which is very much below the literacy rate of non-ST population of the country and remains a major concern for the policy makers, planners and academicians. NUEPA is also committed for the development of the education of the Scheduled Tribes and has made interventions in form of organizing training programmes for the officials as well as the principals of the ashram schools managed by the

Tribal Development Departments of various states. This fund for the programme will be utilized from the annual budget component (2016-17) earmarked for SC/STs of NUEPA.

This programme will focus on the issues related to improving the functioning of the schools with the able leadership of the school heads. Therefore, the onus of managing as well as leading and providing proper direction to the Ashram School lies with the School Heads. This programme will provide direction to the school heads in planning and managing as well providing support to the school staff so that the capabilities of these staff are fully utilized for the development of the school.

The objectives of the programme are :

- To introspect the role being performed by the school heads and identify the crucial roles needs to be performed in the school to make it effective;
- To identify the problems prevalent in the schools and develop suitable need specific action plans for the schools; and
- To articulate various programmes and policies and best practices in order to provide directions for the development of the Ashram Schools and more particularly the education of the Scheduled Tribe children studying in the schools.

Expected Participants: 40 Heads of Ashram Schools.

Expenditure on TA to 40 participants	Rs. 1, 00,000-00
Lodging & Boarding Charges (750x40x6)	Rs. 1, 80,000-00
Honorarium to Resource persons/Staff	Rs. 15,000-00
Miscellaneous Expenses(Stationary/Photocopying etc)	Rs. 20,000-00
Exposure to the School –Field visit	Rs. 20,000-00
TA/DA of NUEPA Faculty	Rs. 90,000-00
TOTAL OF FIRST PROGRAMME	Rs.4, 25, 000-00

Grand Total of Rs.2.95,000X3 programmes = Rs.12, 75.000-00

To be conducted By Professor B. K. Panda, Programme Director, DTCBE

12-13. Two Training Workshops on Capacity Building Programme for newly Recruited Education Officers in Uttarakhand (NUEPA/Field Level)

The recent NUEPA interventions through the state level conferences which are being organized in various states has brought into focus that the educational administrators working at the grassroots level are a neglected lot and have indicated that they seldom get any opportunity to attend and participate in any kind of programmes in order to acquire necessary knowledge to handle various responsibilities assigned to them as well as to get acquainted to new programmes transacted in the state. Keeping in view the training requirements of these sub-district level administrators this training cum workshop has been developed in order to

understand the kind of activities they perform and the type of knowledge they wish to acquire to improve their functioning so that they can deliver the responsibilities assigned to them efficiently. This programme is an effort to reach educational functionaries serving at the sub-district level such as the blocks serving in the state.

It is importantly felt that there is a need to prepare the future educational administrators who have the challenges of not only leading but also enabling the school personnel to face the technological and instructional challenges which are entering into every sphere of life but also to lead the staff who are serving under them. Themes relating to planning and management of education vis-à-vis job responsibilities if transacted timely will enable these grassroots level educational administrators to handle their responsibilities more efficiently. This will not only improve their efficiency but will have a direct bearing on effective implementation of various policies and programmes of the government in the schools for making the schools and its personnel efficient and innovative.

The objectives of the workshop will be:

- To understand and cull out the various responsibilities assigned to the sub-district level educational administrators;
- To provide the training requirements keeping in view the duties they perform;
- To transact the themes suitable for the benefit of the sub-district level educational administrators; and
- To develop a futuristic map of activities for development and upward mobility of these sub-district level education officers.

Duration: five days training-cum-workshop

Clientele: Assistant/Deputy Education Officers. **Number: 35 +35= 70 participants**

Budget Estimates

TA of the participants @25,000X35	Rs. 8,75,000/-
Boarding and lodging for 35participants x 5 days @ 750x5x35	Rs. 1,31,250/-
Honorarium	Rs. 15,000/-
Working Lunch/high tea	Rs. 50,000/-
Stationary & contingency	Rs. 20,000/-
Total	Rs10,91,250/-

Two programmes 2 X Rs10,91,250/- = 21, 82, 500/-

Funding: By NUEPA

Team: Professor Najma Akhtar, Porogramme Director
Professor B K Panda, Senior Programme Coordintaor

14. A Training Workshop on Teacher Education Planning conducted in collaboration with the British Council (November 13, 2017)

A one day training workshop was conducted by NUEPA in Collaboration with the British Council, Delhi for the Educational Administrators in order to ascertain the Training needs of the teachers and cull out the important areas of training which are mostly required for the development of the teachers. 35 experts attended the programme.

Programme Team: Professor Najma, Akhtar-Programme Director
Professor B. K. Panda, Senior Programme Coordinator
Dr. Savita Kaushal, Assistant Professor
Dr. Mona Sedwal, Assistant Professor

V. PROGRAMMES PROPOSED– 2018-19

Ongoing Programmes

3. Post Graduate Diploma in Educational Planning and Administration (PGDEPA)

Budget for Phase Fourth & Fifth (a) – Post Graduate Diploma in Educational Planning and Administration (4th PGDEPA) (April 9-20, 2018)

TA for 31 participants (Local/outstation) (10,000X31)	Rs. 3,10,000/-
Boarding and lodging for 31 participants x 15 days @ 750X15X31	Rs. 3,48,750/-
Honorarium to Resource Persons (as per NIEPA rules)	Rs. 31,000/-
Local conveyance to Resource Persons (as per NIEPA rules)	Rs. 10,000/-
Special Lunch and high tea etc	Rs. 30,000/-
Stationery, Photocopy & Misc. Expenditure:	Rs. 20,000/-
Contingency	Rs. 50,000/-
Total	Rs. 7,99,750/-

Budget for Sixth Phase –4th Post Graduate Diploma in Educational Planning and Administration (PGDEPA) (June 25 to June 29, 2018)

TA for 31 participants (Local/outstation) (10,000X31)	Rs. 3,10,000/-
Boarding and lodging for 31 participants for 5 days & tea @ 750X5X31	Rs. 1,16,250/-
Special Lunch and high tea etc	Rs. 30,000/-
Stationery, Photocopy & Misc. Expenditure:	Rs. 20,000/-
Contingency	Rs. 50,000/-
Total	Rs. 5,46,250/-

NEW PROGRAMMES – Diploma Programmes

1. **Thirty Fourth International Diploma in Educational Planning and Administration (IDEPA)**

The first phase of the International Diploma Programme will be concluding in April 30, 2018 and the second phase of project work will commence from May 1 to July 30, 2018.

2. **5th Post Graduate Diploma in Educational Planning and Administration (PGDEPA) (August 1, 2018 to June 29, 2019)**

The PGDEPA has 6 phases of course work, they are as follows:

1. **First Phase** : August 1-31, 2018 : Preparatory Phase at place of work
2. **Second Phase**: September 1,2018 to November 30, 2018 : Course Work at NIEPA
3. **Third Phase**: Project Work : December 1, 2018 to February 28, 2019: At place of work
4. **Fourth Phase**: Workshop on Presentation of Project Work : April 8-12, 2019
5. **Fifth Phase (a)**: Advanced Course Work: April 15-19, 2019 & - at NIEPA
Fifth Phase (b): Advanced Course Work: April 22- June 22, 2019- At place of Work
6. **Sixth Phase**: Assessment, presentation and award: June 24-28, 2019

Since 1982-83, NIEPA has been conducting a specially designed Training Programme leading to Diploma in Educational Planning and Administration (DEPA). It was initially designed as a pre-induction course for District Education Officers of various States and Union Territories of India. Keeping in view of the larger interests and in order to enhance the knowledge through more rigorous capacity building activities, the programme has been redesigned to Post Graduate Diploma Programme in Educational Planning and Administration (PGDEPA). The PGDEPA is envisaged as a one year programme to a Post Graduate Diploma with a variety of activities planned in six academic phases of curricular transaction.

The programme has undergone changes and has been suitably modified so as to be useful for serving district level educational administrators, block level administrators and faculty members of SCERTs/SIEs dealing with planning and management aspects of education. The programme is also useful for the officers associated with the *Sarva Shiksha Abhiyan (SSA) and Rashtriya Madhyamik Shiksha Abhiyan (RMSA)*. In addition, it is open to faculty members of Education Departments in Universities and Social Science Research Institutions.

Objectives

- To upgrade and enhance the knowledge of the participants on educational policies and programmes in India;
- To deepen the understanding on educational planning process and administration;

- To develop skills and abilities to formulate plans, design programme and manage implementation of programmes;
- To train the participants to elaborate on educational programmes, prepare monitoring plans and evaluation reports of the educational programmes.

Date and Venue: August 1, 2018 to June 28, 2019, NIEPA, New Delhi

Participants/ Target Groups: 35 District Education Officers/Block OR Assistant Education Officers dealing with planning and management in education departments of the state, faculty members of SCERTs/ SIEs and DIETs, Faculty Members from Education Department of selected Universities.

Budget Estimates for Phase II-Course Work at NIEPA:

Phase Second– 5th Post Graduate Diploma in Educational Planning and Administration (PGDEPA) (September 1 to November 30, 2018)

TA for 35 participants (Local/outstation) (10,000 X 35)	Rs 3,50,000/-
Boarding and lodging for 35 participants x 90days @ 750x90x35	Rs.23,62,500/-
Tea/Coffee/snacks	Rs. 1,00,000/-
Honorarium to Resource Persons (as per NIEPA rules)	Rs. 60,000/-
Local conveyance to Resource Persons (as per NIEPA rules)	Rs. 40,000/-
Official Lunch & Dinner Etc.	Rs. 50,000/-
Interstate field visit (by Train/Bus)	Rs. 8,00,000/-
Local field visits	Rs. 70,000/-
Stipend for 35 participants (35 X 3,000-00X3)	Rs. 3,15,000/-
Book grant for 35 participants/Pen-Drive/Calculator	Rs. 50,000/-
Project grant for participants	Rs. 52,500/-
Stationery, Bags Photocopy & misc.	Rs. 1,00,000/-
Project Junior Consultant for 12 Months @ 34000/- p. m.	Rs. 4,08,000/-
Project Data Entry Operator for 12 months @ 17,000/- p.m.	Rs. 2,04,000/-
Contingency	Rs. 1,00,000/-
Total Budget	Rs. 50,62,000/-

Phase Fourth & Fifth (a)– 4th Post Graduate Diploma in Educational Planning and Administration (PGDEPA) (April 8-12, 2018 & April 15-19, 2018)

The fourth Phase of the programme is in the form of workshop. During this workshop the participants make a presentation on the basis of the research projects undertaken by them and the project reports are awarded with grades.

Budget Estimates for Phase IV & V (a)-Workshop at NIEPA:

TA for 35 participants (Local/outstation) (10,000 X 35)	Rs. 3,50,000/-
Boarding and lodging for 35 participants x 15 days @ 750x15x35	Rs. 3,93,750/-
Honorarium to Resource Persons (as per NIEPA rules)	Rs. 50,000/-
Local conveyance to Resource Persons (as per NIEPA rules)	Rs. 10,000/-
Special Lunch and high tea etc	Rs. 50,000/-
Stationery, Photocopy & Misc. Expenditure:	Rs. 20,000/-
Contingency	Rs. 50,000/-
Total	Rs. 9,23,750/-

Budget Estimates for Phase VI-Course Work at NIEPA: (24-28 June, 2019)

During this phase the successful trainees will be awarded the PGDEPA certificate.

TA for 35 participants (Local/outstation) (10,000 X 35)	Rs. 3,50,000/-
Boarding and lodging for 35 participants x 5 days @ 750x5x35	Rs. 1,31,250/-
Honorarium to Resource Persons (as per NIEPA rules)	Rs. 50,000/-
Local conveyance to Resource Persons (as per NIEPA rules)	Rs. 10,000/-
Special Lunch and high tea etc	Rs. 50,000/-
Stationery, Photocopy & Misc. Expenditure:	Rs. 20,000/-
Contingency	Rs. 50,000/-
Total	Rs. 6,61,250/-

**Programme Team: Professor Najma Akhtar-Programme Director
Professor B K Panda, Senior Programme Advisor
Dr. Savita Kaushal, Programme Coordinator**

Funding: By NIEPA

3. 35th International Diploma in Educational Planning and Administration (IDEPA) (February 1 to April 30, 2019)

NIEPA offers a widely acclaimed International Diploma in Educational Planning and Administration (IDEPA) for the senior educational policy makers, planners and administrators annually to the international participants. IDEPA endeavours to promote the spirit of regional cooperation, international understanding and goodwill through exchange of experiences on subject matter and issues important to the development of human resource. With this mission, it aims at augmenting capabilities and competencies in educational planning and administration.

Objectives

- To understand educational developments in the developing countries with particular reference to policy, planning and management, especially on quality and equity issues relating to school, vocational and higher education.
- To encompass the principles, concepts and techniques of educational planning, supervision, administration, management and leadership for fulfilling the national goals and meeting local requirements of various countries.

- To develop skills of analysis, statistical interpretation, forecasting, project preparation for macro and micro level educational planning, on the one hand, and effective managerial leadership skills in educational administration, project management and programme implementation on the other.

Date and Venue

The IDEPA Programme is for duration of six months and is conducted in two phases.

First Phase (1 February-30 to April 2019 at NIEPA)

The first Phase of the programme involves three months intensive curricular work at NIEPA, New Delhi. This Phase is residential and participants are required to stay in the campus throughout this phase.

Second Phase (May 1 to July 30, 2019 in Home Country)

The second phase entail a Field Research Project Work in the participant's home country, through his/her own efforts (guidance for which will be provided during the first phase and will continue during this phase also.)

The funding for the programme is done under ITEC/SCAAP/Colombo Plan, Ministry of External Affairs, Government of India.

Indian Government provides financial assistance under various schemes like Indian Technical and Economic Cooperation (ITEC), Special Commonwealth Assistance for Africa Programme (SCAAP) and Colombo Plan. International agencies also provide funding to the IDEPA trainees – like UNESCO, UNDP, UNICEF, World Bank, Swedish International Development Agency (SIDA), and Commonwealth Fund for Technical Cooperation (CFTC), Asian Development Bank (ADB), Danish International Development Assistance (DANIDA) and British Council.

NIEPA does not provide fellowship or any financial assistance to the participants of the programme.

Participants/ Target Groups

Educational personnel of sister countries engaged in the planning and administration of elementary, secondary sectors of education at the national, provincial, district or institutional level are eligible.

**Programme Team: Professor Najma Akhtar-Programme Director
Professor B K Panda, Senior Programme Coordinator
Dr. Mona Sedwal, Programme Coordinator**

Short Duration International Programme

4. International Programme for Educational Administrators (July 18 to August 12, 2018) (fully funded by ITEC/MEA, GOI)

NIEPA is glad to announce the launch of an *International Programme in Capacity Building for Educational Administrators*. This short-term programme has been conceptualised keeping in view work load of most of the educational functionaries and their constraints to participate in a

long term programme of a longer duration. It has also been a long pending request from many of the countries across the world as well as well as educational administrators to provide a short-term programme in educational planning and administration for the benefit of their educational functionaries in order to build their capacities. In order to facilitate the governments of the countries in deputing their educational officials for a short duration programme without affecting the functioning of their offices while fulfilling their demands of capacity building this three week short-duration programme in educational planning and administration has been designed.

This international programme will enable the education officers to keep abreast recent developments in the field of educational planning and management taking place in the world of education as well as share information and experiences with other participating countries and explore possibilities for adapting innovations and changes which have been implemented and are successful. We hope to provide an intellectually stimulating and rewarding experience during the three weeks stay in India.

Programme Objectives

- The International Programme has designed the course structures in order to keep pace with the changing scenario of the middle level administrators functioning in various countries. The Programme in general strives to sensitise the participants in subject areas relating to policy, planning and management followed in their respective countries; and
- The International Programme encompasses the principles, concepts and techniques of educational planning, administration, management and leadership for fulfilling the goals of the country and meeting local requirements. In this regard, it tries to develop skills of managing data at macro and micro levels of educational planning, on the one hand, and effective managerial leadership skills in educational management and planning capacity building programmes for its personnel on the other.

Budget Estimates:

Indian Government provides financial assistance under various schemes like Indian Technical and Economic Cooperation (ITEC), Special Commonwealth Assistance for Africa Programme (SCAAP) and Colombo Plan which are with the Ministry of External Affairs, Government of India.

NIEPA does not provide fellowship or any financial assistance to the participants of the programme.

Participants/ Target Groups

Educational personnel from various countries engaged in the planning and administration of elementary, secondary education at the national, provincial, district or institutional level from various countries outside India.

Programme Team: Professor Najma Akhtar-Programme Director
Professor B K Panda, Senior Programme Coordinator
Dr. Savita Kaushal, Assistant Professor

Dr. Mona Sedwal, Assistant Professor, Coordinator

Budget Estimates for Programme Support for Course Work at NIEPA (IDEPA &IPEA):

Project Junior Consultant for 12 Months @ 30,000/- p. m.	Rs. 3,60,000/-
Project Data Entry Operator for 12 months @ 17,000/- p.m.	Rs. 2, 04,000/-
Contingency	Rs. 2,00,000/-
TOTAL	Rs. 7,64,000/-

5. International Seminar on Global practices of capacity building for the Administrators for enhancing their effectiveness (August, 12-14, 2018)

The education system in the entire world is undergoing a rapid change placing greater challenges on the educational administrators. The change which is taking place is very fast and there is a shift from slow-paced and centralized form of administration to a faster and efficient decentralized system of administration. The new mode of administration has a focus on governance and indents for transparent, flawless, sensitive and efficient administration and is being envisaged by the most of the governments all over the world. The expectations from most of the leaders all over the world are to have responsive and accountable administrators at all levels. Keeping in view of the emerging challenges world over it is expected that the educational administrators are also visualized to be effective leaders for the 21st century. In this context the capacity which is required as an efficient administrator has to be built among the budding administrators across the world.

Objectives of the Programme

- Changing scenario of educational administration;
- Latest issues related to capacity building dimensions for administrators;
- What can be done immediately to improve efficiency among the administrators; and
- To develop a route map for the advantage of the educational administrators in managing the system efficiently.

Date and Venue: Two days in February, 2018 (tentative)

Participants/ Target Groups

Educational personnel engaged in the planning and administration of elementary, secondary education at the national, provincial, district or institutional level. Participants for the Seminar will be drawn from IDEPA trainees, ANTRIEP Institutions, training and International capacity building institutions and experts.

Programme Team: Professor Najma Akhtar-Conference Director

Prof. B. K. Panda, Professor

Dr. Mona Sedwal, Assistant Professor

Dr. Savita Kaushal, Conference Secretary

(As per NIEPA Revised Budget Norms proposed Rs. 45, 00,000/-)

Funding: By NUEPA

6. Training Programme on Planning and Management of Education for Educational Administrators from Myanmar (April 1-30, 2018)

A request has been received from the government of Myanmar to train their (20) Education Officers serving in the education departments (school level) in the latest techniques of educational planning and management so that they are well equipped in these areas and can improve their effectiveness.

The programme is funded under the ITEC/SCAAP programme of the Ministry of External Affairs, Government of India.

**Programme Team: Professor Najma Akhtar, Programme Director
Prof. B. K. Panda, Senior Programme Coordinator
Dr. Veera Gupta, Associate Professor & Coordinator**

National Programmes

7. The Ninth Annual Orientation Programme for Minority Managed Institutions of Higher Learning (September, 2018) (NIEPA/Field Based)

In spite of the Constitutional Commitment (under Article 30.1) the Muslim Minority are lagging far behind in Higher education—as clearly pointed out by the **Sachar Committee Report**. The Management /principals of the Minority Degree Colleges are usually totally deprived of getting any opportunity of training and capacity building –and therefore Sachar Report strongly suggested for regular training programs for them. This was further reconfirmed by the MHRD based Fatmi Committee Report.

Accordingly NIEPA initiated an Annual Minority Managed Degree College Program addressing to the needs of the Heads of Higher Education Institutions in building their capacities in effectively managing these institutions so that the education of the Muslims can be improved in quality and quantity at the tertiary level. Issues of good governance, better management, Leadership and latest trends in Administration are covered. This is reinforced by field exposure of good performing Minority Institutions and by regular peer learning opportunity.

Objectives of the Programme

- Changing scenario of higher education and
- Latest issues related to Muslim Minorities in Higher education.
- Techniques of planning and management for the Institutional development, and
- Introduction to funding Agencies /Scholarships for Minority Institutions
- Opportunity of Experience sharing and Policy Analysis

Date and Venue: Five days in December, 2017 (tentative)

Participants/ Target Groups: Principals & Managers Of Degree Colleges (Minority Managed Institutions)

Budget Estimates

T.A of Participants 35X35,000	Rs. 12,25,000/-
Boarding & Lodging	Rs. 2,00,000/-
Honorarium	Rs. 20,000/-
Contingencies-	Rs. 25,000/-
Stationery, Printing, etc-	Rs. 25,000/-
Field Visit	Rs. 50,000/-
Misc.	Rs. 50,000/-
Total	Rs. 15, 95,000/-

Funding: By NIEPA

Programme Team: Professor Najma Akhtar-Programme Director
Dr. Mona Sedwal, Assistant Professor
Dr. Savita Kaushal, Programme Coordinator

8. Eleventh Annual Orientation Programme on Institutional Planning for Heads of Muslim Minority Managed Senior Secondary Schools (October, 2018) (NUEPA/Field Based)

The Minority Managed School Heads (belonging to the biggest and educationally backward Minority –The Muslims) are often deprived of any Capacity building opportunities – inspite of the fact that these Minority Managed Institutions **provide Access** and quality to both –Minorities and Majority students. This Program was started by NIEPA immediately after Sachar Committee Report was accepted by the Nation.

Objectives of the Programme

- To sensitize the Participants about the special status , duties and responsibilities related to Minority Managed schools Administration
- To sensitize the participants to issues in planning and administration of education with special focus on the minority institutions and various funding avenues ;
- To acquaint the Participants to all incentives offered by the Government or Private organizations for improving Muslim Minority schools/student status
- To acquaint the participants with emerging issues of modern developments in education;
- To expose the participants to techniques of institutional planning, management and evaluation
- To develop Leadership skills in Institutional Planning & Management;
- To provide relevant field exposure for best Practices in Minority schools

Date and Venue: Five days in November 2017 (NIEPA/Field Based)

Participants/ Target Groups: 35 Degree College Principals/Managers/Senior Faculty of Minority managed Senior Secondary Schools and officials of state Minority Educational Cells/Boards

**Programme Team: Professor Najma Akhtar-Programme Director
Dr. Savita Kaushal, Assistant Professor
Dr., Mona Sedwal Programme Coordinator**

Budget Estimates

TA of the participants @25,000X35	Rs. 8,75,000/-
Boarding and lodging for 35participants x 7 days @ 750x7x35	Rs. 1,83,700/-
TA/DA to Faculty	Rs. 2,00,000/-
Honorarium	Rs. 40,000/-
Special lunch/high tea	Rs. 40,000/-
Stationary & contingency	Rs. 50,000/-
Field Visit	Rs. 30,000/-
Total	Rs14,18,700/-

Funding: By NIEPA

9-10. Two Programmes – Training Programme on Capacity Building of School Heads serving Ashram Schools functioning in the Scheduled Tribe Areas – FIELD-BASED (September/October/November, 2018).

Government of India is committed and deeply concerned for the development of the Scheduled Tribes of the country. Although the Scheduled Tribe population constitutes only 8.2 percent of the total population of country with a literacy rate (2011) of only 58.96% which is very much below the literacy rate of non-ST population of the country and remains a major concern for the policy makers, planners and academicians. NIEPA is also committed for the development of the education of the Scheduled Tribes and has made interventions in form of organizing training programmes for the officials as well as the principals of the ashram schools managed by the Tribal Development Departments of various states. This fund for the programme will be utilized from the annual budget component (2016-17) earmarked for SC/STs of NIEPA.

This programme will focus on the issues related to improving the functioning of the schools with the able leadership of the school heads. Therefore, the onus of managing as well as leading and providing proper direction to the Ashram School lies with the School Heads. This programme will provide direction to the school heads in planning and managing as well providing support to the school staff so that the capabilities of these staff are fully utilized for the development of the school.

The objectives of the programme are :

- To introspect the role being performed by the school heads and identify the crucial roles needs to be performed in the school to make it effective;
- To identify the problems prevalent in the schools and develop suitable need specific action plans for the schools; and

- To articulate various programmes and policies and best practices in order to provide directions for the development of the Ashram Schools and more particularly the education of the Scheduled Tribe children studying in the schools.

Expected Participants: 40 Heads of Ashram Schools.

Expenditure on TA to 40 participants	Rs. 1, 00,000-00
Lodging & Boarding Charges (750x40x6)	Rs. 1, 80,000-00
Honorarium to Resource persons/Staff	Rs. 15,000-00
Miscellaneous Expenses(Stationary/Photocopying etc)	Rs. 20,000-00
Exposure to the School –Field visit	Rs. 20,000-00
TA/DA of NIEPA Faculty	Rs. 90,000-00
TOTAL OF FIRST PROGRAMME	Rs.4, 25, 000-00

Grand Total of Rs.4,25, 000X2 programmes = Rs.8, 50,000-00

To be conducted by Professor B. K. Panda, Programme Director, DTCBE

(C) State Level Conferences

(11-14) Four State Level Conference in Educational Planning and Administration for DEO/ BEO/ DIOS (Goa, Madhya Pradesh, Uttar Pradesh and Uttara Khand)

In view of NIEPA's interface with the States and Union Territories, it is Department's constant endeavor to strengthen the education system through constant dialogue and capacity building programmes for the state level functionaries such as educational planners, policy makers and administrators. In order to reach the local functionaries like District Education Officers and Block Education Officers on sustained basis and to maintain a close linkage with the field, the Department has developed the plan to organize a state level conference for District Education Officers and Block Education Officers. The DEOs/BEOs functioning in various States/UTs in phased manner will be covered in collaboration with all the Departments in the University.

The main objectives of the Conference include:

- To revisit the role of the Educational Administrators at the District/Block Level.
- To familiarize the administrators at the grass roots to understand their role as that of providing leadership on matters critical to educational policy, planning and administration by playing a vital role as leader at the grassroots level; and
- To articulate the recent trends in educational development with a focus on the recent interventions of educational policy, planning and administration with special

reference to Right to Education Act, Universalization of Secondary Education and *Sarva Shiksha Abhiyaan* which are being implemented nationwide.

- To assess the training needs of BEOs and DEOs for cadre or theme based capacity building programmes.
- To provide a platform for sharing the experiences of the professionals working at the grass root and at the district/State level.

The conferences will be held in consultation with the state governments, wherein all the DEOs/BEOs along with state level educational administrators would be invited to participate.

Programme Funding: Rs. 40,00,000/- (Rupees forty lakhs approximately for the four programmes).

Programme Team: Professor Najma, Akhtar-Programme Director
Professor B. K. Panda, Senior Programme Coordinator
Dr. Savita Kaushal, Assistant Professor
Dr. Mona Sedwal, Assistant Professor

Funding: By NIEPA.

VI. Outreach Programmes to be organized by the Department for States and Union Territories

1. State Level Conference on Educational Planning and Administration for DEO/ BEO/ DIOS

In view of NUEPA's interface with the States and Union Territories, it is Department's constant endeavor to strengthen the education system through constant dialogue and capacity building programmes for the state level functionaries such as educational planners, policy makers and administrators. In order to reach the local functionaries like District Education Officers and Block Education Officers on sustained basis and to maintain a close linkage with the field, the Department has developed the plan to organize a state level conference for District Education Officers and Block Education Officers. The DEOs/BEOs functioning in various States/Uts in phased manner will be covered in collaboration with all the Departments in the University.

2. Reaching SIEMATs/SCERTs and other institutions dealing with capacity building programmes

The Department trains the faculty members of the SIEMATs/SCERTs whenever the state governments make requests to NIEPA. The department will focus on programmes which can have sustained impact and enables these state level institutions to work more constructively. The department is also planning to develop a network of these institutions so that they can be reached more often and the capacity of the educational administrators developed on a continuous basis.

3. Training the newly recruited Education Officers in the states/Uts

The Department in the past has trained the newly recruited education officers of Assam and the state of Uttarakhand made a request to train their newly recruited education officers in phases. An induction level programme is envisaged by the department to cater to the newly recruited education officers of various state governments (from Education Services/State Service Commission recruited Education Officers etc). This kind of programme will enable the education officers to understand the basic nuances of educational planning and management as well as the policies and programmes which are to be followed by them as education officers in the states.

4. Creation of a Network of the State Level Training Institutions of India

In order to have continuous dialogue with the state level training institutions particularly the State Institutes of Educational Management and Training (SIEMAT) which are established in the country and to encourage exchange of information about the current activities which are being taken up at the National level and to be transacted by these

institutions both in terms of policy as well as training matters the department would like to bring out a **Biennial News Letter** and provide the handholding which is requires to these institutions for their development.

VII. RESEARCH PROJECTS

Research Title	Faculty	Description	Status
A Critical Assessment of State Level Capacity Building Institutions in Education	Prof. Najma Akhtar Dr. Savita Kaushal	Review work is in Progress	In progress
An Intensive Study to Critically Examine the Present vis-a-vis Futuristic Role and Functions of Educational Administrators in order to Identify Training Needs	Prof. B. K. Panda Dr. Mona Sedwal	Review work is in Progress	In Progress
An In Depth Study of Social Dynamics and School Management in Educationally Backward Blocks of Rajasthan	Dr. Mona Sedwal	Preliminary work is being carried out.	In progress
Education among the Scheduled Caste Children: An Intensive Study of Two Villages of Rajasthan	Dr. B.K.Panda	field work & Report writing to be done	In progress
A Study of Private Franchises Providing Pre-School Education in Delhi	Dr. Savita Kaushal	- Report writing	In progress

Department Faculty Profile

The Department of Training and Capacity Building in Education (DTCBE) is led by two Professors, and two Assistant Professors.

Faculty Members

Professor Najma Akhtar

Head of the Department

Gold Medalist from Aligarh Muslim University; Ph.D. (Education) from Kurukshetra University; Commonwealth Fellow for University Administration Course at University of Warwick and Nottingham; and trained at the International Institute of Educational Planning (IIEP), UNESCO, Paris. Worked as Controller of Examinations & Admission (AMU) and as Founder Director of SIEMAT (Uttar Pradesh). Lead the long term Capacity Building Program of NUEPA in Nepal.

Specializes in institution building; educational administration and management; distance education; education of minority and educational decentralization.

Professor B. K. Panda

Ph. D. (Educational Anthropology). Has undergone a training in Educational Planning and Management from International Institute for Educational Planning, Paris (Alumni of IIEP-UNESCO-Paris), presently working on designing of training programmes.

Specializes in Education of the Disadvantaged Groups; Comparative Education and in developing Training Designs for Educational Administrators.

Dr. Savita Kaushal

Assistant Professor

Ph.D. (Education) from Central Institute of Education, Delhi University. Received training in Digital Material Development and Production at Johannesburg, South Africa, sponsored by the Commonwealth of Learning, Vancouver.

Specializes in distance education; vocational education; and early childhood care and education.

Dr. Mona Sedwal

Assistant Professor

A Ph.D. (History of Education), from Jawaharlal Nehru University, New Delhi. Worked extensively in the area of *Education for All* (EFA) at National University of Educational Planning and Administration, in collaboration with UNESCO, UNICEF and the Government of India's Ministry of Human Resource Development.

Specializes in Education for All (EFA); Education of Disadvantaged Groups; Teacher Education; Higher Education; And History of Education.

Sl. No.	Title of the Programme	No. of Participants
1.	Third Post Graduate Diploma in Educational Planning and Administration (PGDEPA)	24
2	Thirty Third International Diploma in Educational Planning and Administration (IDEPA)	26
3	Fourth Post Graduate Diploma in Educational Planning and Administration (PGDEPA)	32
4	34 th International Diploma in Educational Planning and Administration (IDEPA) (February 1 to April 30, 2018)	27
5	International Programme for Educational Administrators (July 18 to August 12, 2017) (fully funded by ITEC/MEA, GOI)	18
6	The Eighth Annual Orientation Programme for Minority Managed Institutions of Higher Learning (September, 2017)	25
7	Tenth Annual Orientation Programme on Institutional Planning for Heads of Muslim Minority Managed Senior Secondary Schools (November, 2017)	35
8	Programmes - Training Programme on Capacity Building of School Heads serving Ashram Schools functioning in the Scheduled Tribe Areas (Maharashtra)	40
9	Training Programme on Capacity Building of School Heads serving Ashram Schools functioning in the Scheduled Tribe Areas (AP)	40
10	Training Programme on Capacity Building of School Heads serving Ashram Schools functioning in the Scheduled Tribe Areas (Maharashtra)	35
11	A Training Workshop on Teacher Education Planning conducted in collaboration with the British Council (November 13, 2017)	36