

Training Curriculum

for

Executive Officers

Kerala State Planning Board

Government of Kerala



JULY 2012

The Three Ideal Groups for Training

Sl. No	Group	Cadre	No. Officers	No. of Training Batches
1	Group I	1. Chiefs	7	1
		2. Joint Directors (SG)	4	
		3. Joint Directors	3	
		4. District Planning Officers	14	
		5. Agronomist	1	
		Sub-total	29	
2	Group II	1. Deputy Directors *	5	1
		2. Deputy District Planning Officers	14	
		3. Assistant Directors	14	
		4. Assistant District Planning Officers	14	
		Sub-total	47	
3	Group III	1. Research Officers -SPB	12	3
		2. Research Officers -DPO	28	
		3. Research Assistants -SPB	15	
		4. Research Assistants -DPO	42	
		Sub-total	97	
Grand Total			172	5

*May be included in Group I

Area: I

Programme on Functions of SPB & District Planning Offices

Target Participants	: Group II and Group III (Optional)
Duration	: 5 days
No. of Programmes	: 1
No. of Batches	: Optional
Proposed venue	: IMG, Thiruvananthapuram

Introduction

The SPB was formed with a view to enabling the Government to formulate development plans and growth priorities. The State Planning Board Office consists of seven Technical Divisions headed by Chief, IT and Administrative wings and 14 District Planning Offices. The Technical Officers working in the divisions of the SPB are dealt with formulation of Development Plans, preparation of Economic Review, Plan Budget, Background Papers, and Evaluation Studies on schemes/projects on demand from Government or Departments or SPB.

Officers in District Planning office are doing works of monitoring of Plan Schemes, MPLADS, WGDP, RGNDWM, SCA to SCP, TSP, DDC, DLBC, DLWG etc. It is the secretariat of District Planning Committee, which is the apex body in the district in relation to Decentralised Planning.

Learning Objectives

- To familiarize the participants the structure and functions of State planning Board and District Planning Offices.
- To familiarise the procedures for formulation of Five Year Plans, Annual Plans, Plan Budget, Economic Review etc.
- To understand project evaluation technique and project appraisal
- To impart the use of ICT and DBMs
- To understand RBM and RTI

Contents

Module I

- Preparation of Five Year Plans, Annual Plans and Annual Budgets
- Preparation of Economic Review
- Decentralised Planning in Kerala; an experience
- Monitoring and Implementation of Centrally Sponsored Schemes such as MPLADS, WGDP, RGNDWM, SCA to SCP, TSP, etc

Module II

- Project Evaluation Techniques and Project Appraisal

Module III

- Use of ICT in model building and DBMS

Module IV

- Knowledge Management

Module V

- Result Based Management

Module VI

- RTI

Pedagogy

Discussion and case-based learning will be the main methods of learning. Lecture and group activities will also be used.

Programme Director

Dr. V. Vijaya Kumar, Chief, Evaluation Division, KSPB

Area: II

Programme on Leadership & Performance Management

Target Participants : Group I, Group II and Group III

Duration : 5 days

No. of Programmes : 1

No. of Batches : 6

Proposed venue : IMG, Thiruvananthapuram

Objectives

Leadership is the process through which an individual tries to influence another individual or a group of individuals to accomplish a goal. Leadership is valued in our culture, especially when it helps to achieve goals that are beneficial to the population, such as the enactment of effective preventive-health policies. An individual with leadership qualities can also improve an organization and the individuals in it, whether it is a teacher who works to get better teaching materials and after-school programs or an employee who develops new ideas and products and influences others to invest in them.

Many studies have been done and many books and articles have been published on this subject. Through this work a consistent set of leadership attributes has emerged. An effective leader does most, if not all, of the following:

- *Challenge the Process*—search out challenging opportunities, take risks, and learn from mistakes.
- *Inspire others to come together and agree on a future direction or goal*— create a shared vision by thinking about the future, having a strong positive vision, and encouraging others to participate.
- *Help others to act*—help others to work together, to cooperate and collaborate by developing shared goals and building trust, and help to make others stronger by encouraging them to develop their skills and talents.
- *Set an example*—behave in ways that are consistent with professed values and help others to achieve small gains that keep them motivated, especially when a goal will not be achieved quickly.
- *Encourage others*—recognize each individual's contributions to the success of a project.

Course

Leadership can be exhibited in a variety of ways and circumstances. Health care workers can be leaders and develop services that meet the needs of the communities they serve, or work in collaboration with other organizations to create cost-effective, prevention-oriented programs and services by incorporating Team building, Emotional Intelligence , Interpersonal effectiveness, Good Communication skills, soft skills and Transactional Analysis.

Contents

Module I: Basic Leadership Skills

- Learning from Experience
- Communication
- Listening
- Assertiveness
- Providing constructive feedback
- Guidelines for effective stress management
- Building technical competence
- Building effective relationships with superiors
- Building effective relationships with peers
- Setting Goals
- Punishments
- Conducting meetings

Module II: Advanced Leadership Skills

- Delegating
- Managing Conflict
- Problem Solving
- Improving Creativity
- Designing Performance problems in individuals, groups, and organizations
- Team Building for work teams
- Building high performance teams (the Rocket Model)

- Team Building at the top
- Development Planning
- Creditability
- Coaching
- Empowerment

Module III: Performance Management

- Performance Management in expectation
- Performance Gap
- Monitoring Performance Management
- Motivation Performance Management
- Punishment and Performance Management
- Performance problems
- Performance abilities
- Performance expectation
- Performance opportunity
- Performance Ratings by superiors
- Performance –to-outcome expectancy.

Module IV: Team Building

- Effective teams
- Executive teams
- Inability to lead a team
- Intervention in Team Building
- Rocket model for team effectiveness
- Team-Building workshops
- Team design
- Feedback, Inputs, outputs, process

Module V: Emotional Intelligence and Leadership

- Conceptual clarity on Emotional Intelligence?
- Can emotional Intelligence be measured and developed?
- Implications of Emotional Intelligence

- Five factor model of personality and Emotional Intelligence
- Nature of emotional Intelligence
- Emotional quotient

Module VI: Transactional Analysis

- Transactional Leadership
- Pass's theory on Transactional Leadership
- Research on Transactional leadership
- Examples on Transitional Analysis
- Situational Characteristics

Module VII: Interpersonal Effectiveness

- Interpersonal Skills
- What are Interpersonal skills?
- Leadership competencies and behaviour
- Communication and Building relationships
- Leaderships skills in Interpersonal relationships

Module VIII: Communication Skills

- Breakdown in Communication
- Checking for understanding
- Clarity of Communication
- Context for Communication
- Effective Communication
- Levels of Communication
- Medium of Communication
- Purpose in Communication
- Two- way Communication.

Module IX: Time Management

- What is time management?
- Importance of Time Management
- Training for Time Management
- Use of technology in Time Management

- Delegation and Time Management.

Module X: Stress Management

- Defining Stress Management
- Effects of Stress Management
- Healthy Life styles of Stress Management
- Identifying causes of Stress Management
- Symptoms of stress Management

Module XI: Soft Skills

- What are soft skills?
- Soft Skills in the present daily business
- Can Soft Skills be taught?
- Essential of Soft Skill
- Soft Skill in Global Village
- A training Programme for Soft Skills

Module XII: Administration

- What is Administration?
- Theories of Administration
- Administration styles
- Situational Administration
- Human factor in Administration

Pedagogy

The module will be taught through mixture of lectures, discussions from on job examples, analysis of case studies, participant's presentations, role plays, field visits and interactive sessions.

Programme Director

B. Lakshmi, Centre for Human Development, ASCI

Area: III

Programme on Visioning, Planning Strategies and Planning Techniques

Target Participants : Group I, Group II and Group III

Duration : 5 days

No. of Programmes : 1

No. of Batches : 6

Proposed venue : IMG, Thiruvananthapuram

Introduction

Planning is both a process and an outcome that is vital to realize outcomes for economic growth and human development. It requires being able to review meaningful data on every sector, examine available resources, understand strengths and challenges and set priorities for resource allocation along with periodical reviews and evaluation. A key preoccupation of planning is the need for alignment of all processes and levels of planning, and of planning priorities with the socio-economic realities of the state. Leadership and results-based management skills are necessary for chiefs of divisions who will coordinate, lead and provide strategic direction to the planning process within their respective units. Finally, a sound monitoring and evaluation framework is necessary for tracking outcomes.

Learning Objectives

- To familiarize participants with concepts and techniques of planning including spatial planning, decentralized planning, and participatory planning, and processes including regional mapping, socio-economic mapping, and resource mapping and outcome budgeting
- To impart recent concepts relevant to planning such as multi-dimensional poverty, and gender and social inclusion
- To understand how to lead envisioning and perspective planning processes for the state and sub-state levels
- To discuss strategies to link XII Plan priorities to state and district planning processes
- To develop strategic thinking and management skills such as results-based management to manage the planning process

Contents

Module I: Understanding Macroeconomic Variables

- Macroeconomic Variables and its Measurement
- Developments in the Global Economy
- Issues and Challenges in the Indian Economy
- Growth and Development in Kerala: A Comparative Analysis

Module II

- Overview of Planning Concepts and Process in the Indian Context
- Overview of Decentralised planning models – Integrated District Development Planning; Spatial Planning; Local Development Planning
- Envisioning: Identifying the lead sector for the state and for each district; creating a process for multi-stakeholder participation in envisioning with special attention to socially and economically disadvantaged sections such as women, children, minorities
- Concepts of Multi-dimensional Poverty, Gender and Social Inclusion
- Collating and Preparing Planning “Baseline”: including Preparing and Presenting Expenditure and Outcomes Data at State and District Levels; Mapping the Institutional Context for state and district planning; Mapping Regional Disparities within the state and initiating prioritization; Mapping Social and Economic Disparities across the state

Module III

- Methodology for Programme Performance (Outcome and Gender) Budgeting and methodology of reprioritizing expenditures
- Resource Mapping and Determination of Fund Envelopes
- Preparing the Grounds for Inputs from District and Urban Planning
- M&E Framework for the Planning Process and Monitoring programme implementation
- Functional assignments in multilevel government

Pedagogy

Discussion and case-based learning will be the main methods of learning. Lecture and group activities will also be used.

Programme Directors

Yamini Atmavilas, Centre for Human Development, ASCI

Ashita Allamraju, Centre for Economics and Finance, ASCI

Area: IV

Programme on Financial Systems, Management and Accountability in Government

Target Participants : Group I, Group II and Group III

Duration : 5 days

No. of Programmes : 1

No. of Batches : 6

Proposed venue : IMG, Thiruvananthapuram

Introduction

One of the major focuses of planning in recent times has been significant improvement in the quality of governance. A key aspect of good governance is effective management of public resources transparency in functioning and accountability. Public financial management (PFM) refers to the systems through which governments organize and manage their budgets. It is increasingly being recognized as an essential component of public governance as it brings in greater fiscal discipline, better accountability and enhanced transparency.

Government of India has seen a distinct and perceptible shift in emphasis from procedures to monitoring systems; centralized control to more devolution of authority and accountability; input to output and outcome. The focus is on delivering value for money in the most efficient and transparent manner. Hence, Government's overwhelming concern with strengthening financial management.

A first step in this direction is a greater comprehension of the existing PFMA system. This programme has been designed with this objective.

Objectives

The programme aims to

- Give participants an insight into the Government Financial System
- Enhance knowledge and understanding of the PFMA system – its strength and weaknesses, its limitations, challenges faced by it and reforms being undertaken

- Help in better appreciation of the more proactive role needed to be played to bring in greater fiscal discipline, better accountability and enhanced transparency – essentially, facilitating better governance

Contents

Module

- Overview of Government Financial Systems
- Government Budget and Budget Preparation – an understanding of the different documents that comprise the budget as well as the budget preparation exercise.
- Government Accounts : from treasury to final accounts
- Financial Management and Financial Code
- Financial Management Information System
- CAG’s Audit and Parliamentary Financial Control
- Environmental Audit, Social Audit and Special Audit
- Accrual Accounting
- Practical Financial Issues in Programme Implementation – experience sharing

Pedagogy

This intensive five-day programme places a heavy emphasis on an interactive learning environment. It combines lecture sessions, group discussions and experience sharing, providing ample opportunity to learn from peers as well as ASCI faculty and Government experts.

Faculty

Senior Civil Servants and officers in the Government, senior policy makers and practitioners along with select ASCI faculty will provide resource support during the training.

Programme Director

Ashita Allamraju, Centre for Economics and Finance, ASCI

Area -V
Programme on Descriptive Statistics and Social Research

Target Participants : Group I, Group II and Group III (Optional)
Duration : 5 days
No. of Programmes : 2
No. of Batches : Optional
Proposed venue : IMG, Thiruvananthapuram

Introduction

Proper planning requires analysis of statistical data. Proper selection of graphs and diagrams is very powerful for supplementing tables, which are obtained from different government departments, so that graphs and diagrams give a bird's eye view to the abstract statistical figures. Proper selection of average and dispersion are also important to represent central portion and scattering of values from central tendency of the data. Also, in order to assess a distribution whether it is skewed or flatly or normal or meso, we need measures of moments, skewness and kurtosis. We need correlation and regression to understand degree and nature of relationship between the variables. Any statistical investigation based on samples, we need test on statistical inferences to examine the statistical significance of the difference between sample statistics and population parameter. Hence this programme will help the participants to refresh their understanding in descriptive statistics as well as on statistical inferences.

Social Research is important on the ground that for a socioeconomic study to be organized and conducted properly, it should be systematic, and have minimum bias, and allow for consistent comparison and reasoned judgment. For all this to be accomplished, carefully planned, very precise and logical work methodologies are usually developed.

Objectives

The programme will be helpful to

- Understand proper selection of diagrams and graphs to represent quantitative information

- Proper selection of averages for measuring central tendency
- Establish nature and degree of relationship between the variables
- Understand hypothesis testing and estimation
- Understand econometric methods
- To understand Research Design
- To understand Sampling Design
- To write good Research Reports

Contents

Module I : Statistical methods

- Selection of diagrams and graph for representing data
- Selection of Measures of Central Tendency and Dispersion
- Skewness, Kurtosis and Moments
- Simple, Partial and Multiple Co-relation
- Simple, Partial and Multiple Regression
- Statistical Inferences; Estimation and testing of hypothesis

Module II : Social Research Methods

- Social Research Methodologies, PRA Methodologies with Field Work
- Research Design and Sampling Techniques
- Qualitative (Ethnography, Observation etc.) and Quantitative Research Methods
- Survey Research Methods(Guidelines for Training Investigators, Conducting Pilot Survey and Feedback, Increasing Response Rates, Random Checking of Questionnaires, Focus group discussions and Classification &Tabulation of data)
- Coding of data and analysis using SPSS, Stata, E views
- Report writing

Programme Director

Dr. V. Vijaya Kumar, Chief, Evaluation Division, KSPB

Dr. Subodh Kandamuthan, Centre for Human Development, ASCI

Area -VI

Programme on Econometric Tools and Techniques

Target Participants : Group I, Group II and Group III (Optional)
Duration : 6 days
No. of Programmes : 2
No. of Batches : Optional
Proposed venue : Administrative Staff College of India, Hyderabad

Introduction

Planning requires analysis of the present and preparing for the future. The process of planning can be made more effective by qualitative and quantitative research methods across a range of disciplines. This programme thus focuses on the introducing the participants to some basic social science and economic and econometric applications. Moreover, the programme offers practical training in applied social and economic research methods and analysis. It will equip participants with an understanding and appreciation of both qualitative and quantitative research methods across a range of disciplines with technical competence in the use of leading edge technology. Therefore this programme aims to introduce basic and advanced econometric tools and techniques which can be used for better planning.

Objectives

At the end of the course the participant will

- Know some basic concepts in economics and econometrics
- Be able to use these concepts for better planning
- Be familiar with social research design and methods
- Know key research techniques such as PRA ,sampling and design, and the right mix of methods
- Be able to make the right methodological choices
- Expose the participants to some advanced econometric techniques
- Help the participants understand how these techniques can be used to improve planning

Contents

Module I: Basic Econometrics

- Estimation of parameters
- Problems associated with estimation of parameters
- Methods of detection of problems associated with estimation of parameters
- Methods for elimination of problems associated with estimation of parameters

Module II: Use of Econometrics for Planning

- Time Series Analysis- Decomposition, Unit Roots, ARIMA
- Evaluation of models and Choice of Techniques
- Use of Econometric Models in Planning and Budgeting: International Experience
- Indian Experience with Use of Models in Planning

Module III

- Critical Path Method (CPM) and Programme Evaluation Review Technique (PERT)
- Structural Equation Models
- Working with Qualitative Data: Dummy variables, Logit and Probit, Tobit Models
- Forecasting Techniques: Univariate and Multivariate
- Introduction to Panel Data
- Model Building and Specification
- Use of Econometric Models in Planning and Budgeting: International Experience
- Indian Experience with Use of Models in Planning
- Software Training (SPSS, Stata, E views)

Faculty

Select ASCI faculty, eminent researchers and senior officers in the government will provide resource support during the training.

Pedagogy

The program will have a mix of lectures, presentations, case studies and project work to give the participants a working knowledge of all the concepts.

Programme Directors

Ashita Allamraju, Centre for Economics and Finance, ASCI

Dr. Anand Akundy, Centre for Human Development, ASCI

Dr. Subodh Kandamuthan, Centre for Human Development, ASCI
