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**MANAGEMENT DEVELOPMENT PROGRAM
MDP**

ANNUAL REPORT : 1992

BRAC
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Management Development Program January - December 1992

Executive Summary

Management Development Program (MDP) is a professional support service wing of BRAC initiated in 1990 under RDP phase II. This year (1992) it has completed its initial three years of project life. A series of activities were undertaken by MDP to provide assistance in management capacity building for BRAC as well as for other NGOs which include government departments.

The following aspects are being covered in this annual report of MDP for the year 1992 :

- Achievements and Progress
- Development of the new courses
- Joint ventures with the International Organizations
- Consultative services to other NGOs
- Faculty Development
- Lessons Learned
- The Future Directions

Highlights of the Major Activities (1992)

1. The MDP conducted 15 training courses/workshops in 42 batches for BRAC (7285 participants days) and 4 training courses in 9 batches (4362 participants days) for other organizations at Centre for Development Management (CDM), Rajendrapur, the main field unit of MDP. The overall utilization of CDM during the year 1992 was 78.78 percent.
2. The Uttara Training Venue, the 2nd field unit of MDP was utilized mostly to meet the internal needs of BRAC programs. The utilization of the venue was 77 percent (5095 participants days) during 1992.
3. The Fish Hatchery Training Centre was brought under the management of CDM and the utilization of this centre was almost 100 percent (RDP-78.62, NFPE - 10.36, RCP 6.58 and IGVD -3.7 percent). The Fish Hatchery Wing of this centre has exceeded its yearly target (205 Kg) by 70 Kg producing 275 Kg of spawn.
4. This year MDP introduced two courses, namely **Operations Management Course (OMC)**, a month long course for RDP area managers and **Credit Management Course** for program organizers of RDP. Four separate modules were developed as a part of the course curriculum of OMC. A total of 103 Area Managers/In-Charges and 160 Program Organizers of RDP were brought under OMC and Credit Management Course respectively during the year.

5. A total of 17 Study Circles, an in-house learning forum were held at CDM and was attended by 411 participants. A total of 6 Program Presentations Forum (PPF) were held at Head Office for the senior managers of different programs of BRAC.
6. Through Educational Support Program (ESP), MDP provided technical and financial support to 46 small NGOs for replicating BRAC's model NFPE Schools. At present a total of 130 BRAC model NFPE Schools are being supported by ESP.
7. In collaboration with National Institute of Preventive and Social Medicine (NIPSOM), MDP provided consultancy to UNICEF and developed a project proposal on Health Services Management Development (HSMD) for Directorate of Health Services.
8. The MDP organized three workshops in collaboration with FAO and EL TALLER. These are i) Workshop on Gender Analysis: this workshop was sponsored by FAO and a total of 29 participants attended the workshop, ii) Asian NGO Meeting: it was organized jointly by EL TALLER and MDP, BRAC and a total of 24 participants from abroad namely Poland, India, Thailand, Philippines, Holland, Germany, Indonesia, Srilanka and Bangladesh attended this workshop, and iii) Bangladesh NGO Meeting: it was jointly organized by EL TALLER and MDP, BRAC in which 15 senior officials working in the leading NGOs in Bangladesh were present.
9. A function was organized to celebrate the 20th anniversary of BRAC at CDM in May and at the same time CDM (previously known as Management Training Centre) was formally inaugurated. The Honorable Finance Minister of Bangladesh was present as chief guest.
10. Specific strategies for faculty development were formulated. These were: i) MDP staff members would be sent to recognized institutes for higher education outside the country, ii) MDP staff members would receive TARC as well as different program exposures for longer duration. At present, total 42 staff members including one Program coordinator, eight Faculty Members, one Services Manager along with 29 service staff of CDM and one Accountant with two service staff of Uttara Training Venue are working for MDP
11. Major lessons learned were: i) considering the present strength and huge internal needs of BRAC, major focus of MDP should be the development of BRAC's management capacity, ii) active collaboration between TARC and MDP was essential; iii) using case study method in the management training programs was very effective, iv) short tailor made courses (2 weeks) offered to other organizations was very effective, v) whole BRAC field should be considered as MDP's Lab. vi) MDP should continue to coordinate the " Organized Exposure Program" to BRAC for

international agencies. As the joint ventures with the International Organizations in organizing workshops, seminars and training was found effective, MDP would continue such effort.

12. Future directions of MDP for its next phase could be formulated as follows:

- MDP's main focus would be the development of BRAC's management capacity.
- Competent faculty development process would be continued.
- MDP would concentrate in organizing need based short courses for BRAC as well as for other organizations.
- MDP would develop more cases through intensive field research for its management courses.
- Emphasis would be given on international networking with the development organizations/institutions.
- MDP would take initiative to organize evening courses for BRAC staff and others in the new Head Office unit which is at present under construction.

I. Introduction and Background

Initially activities of the Management Development Program (MDP) were introduced in the Child Survival Program (CSP), a core program of BRAC in 1988 with the aim to strengthen the management capabilities of BRAC managers as well as government health and family planning managers. During Child Survival Program period (1986-1990) a large number of government health workers, supervisors, mid-level managers (UH&FPOs/MOs) and senior managers (CS and DD-FP) were brought under management development training program covering more than 130 upazila of Rajshashi Division.

In 1990 after successful performance in the Child Survival Program, Management Development Program (MDP) emerged as a separate project under the umbrella of RDP phase II and acting as a professional support service program of BRAC.

II. Goal and Objectives

Goal : The Goal of MDP is to develop a learning institution for promoting competent managers

Objectives :

- strengthen the management capacity of BRAC.
- supplement the process of development management capacity to other organizations working in the rural areas.

III. Program Elements

Since its inception MDP has been working intensively on five components logically sequenced to meet the objectives which are as follows:

- i) development of learning materials, research and documentation,
- ii) in-service continuing education,
- iii) field follow up and experience sharing,
- iv) setting up experiential laboratories and
- vi) consultative services to other organizations.

This year (1992) MDP has completed its initial three years of project life. The activity report of 1992 will highlight the following aspects:

- Achievements and Progress
- Development of the new courses
- Joint ventures with the International Organizations
- Consultative services to other NGOs
- Faculty Development
- Lessons Learned
- The Future Directions

IV. Achievements/Progress

Training Performance

This year MDP offered a number of training courses/programs for the staff of both BRAC and other Organizations including Government departments. The areas of training programs were :

- Development Management (General)
- Development Management (Health)
- Operations Management
- Credit Management
- Financial Management
- Monitoring and Evaluation
- Management of IGVD

The MDP conducted 15 training courses/workshops in 42 batches for BRAC and 4 training courses in 9 batches were organized for other organizations at Centre for Development Management (CDM), (Table - i & ii).

Table: i. Training courses offered for BRAC staff at CDM				Table: ii. Training courses organized for other Organizations at CDM				
Name of Course	Program	# Batches	# Partic.	Name of Course	Organiz.	Duration (Days)	No. of Batches	No. of Part.
1. Operation Management course(OMC)	RDP	05	103	1. Development Management Course	CONCERN & GSS	12	01	17
2. Credit Management	*	09	160	2. Development Management Course (Health)	BPHC(ODA) Funded NGO Project	12	03	55
3. Facilitation Skill	*	08	139	3. Management Development Course (Health)	Govt. MOH&FW	12	01	21
4. Approach to Rural Development	*	04	57	4. Management of IGVD Program	Govt. Livestock	06	04	80
5. Livestock Mgt.	IGVD	01	20					
6. Functional Education	RDP	06	83					
7. TOT(Skill PO)	*	01	19					
8. TOT(IGVD)	IGVD	01	18					
9. TOT(Credit Mgt.Pos)	RDP	01	20					
10. TOT(Credit Mgt.GS)	RDP	01	17					
11. Staff Dev. Training	NFPE	01	16					
12. Dev.Mgt. Workshop	BRAC	01	29					
13. Dev.Mgt. Course	RDP	01	20					
14. Dev.Mgt. (Credit)	IGVD	01	23					
15. Project Impl. & Rept.	IGVD	01	23					
Total		42	747	Total			09	173

V. Field Unit

1. **Centre For Development Management (CDM):** This year in May the centre was formally inaugurated and renamed as CDM (previously known as Management Training Centre). The Honorable Finance Minister of Bangladesh was present as chief guest. At the same time a function was organized to celebrate the 20th anniversary of BRAC in this centre. Number of courses/seminars/workshops were organized in CDM. Besides BRAC 21 other organizations (National/International) utilized the venue (detail are shown in Annexure - 1). The overall utilization of CDM during the year 1992 was 78.78 percent (Table-iii)

Table-iii. Capacity Utilization of CDM by BRAC and Other Organizations

Organization	Target capacity in No.	Capacity Utilized	
		Parts. Days	Percentage
BRAC	9504	7285	76.65
Other organization	5280	4362	82.61
Total	14794	11647	78.78

Library Development at CDM

As an wing of the Ayesha Abed Library MDP started its library at CDM to support the development of the faculty members and the participants. So far 393 books ,periodicals and journals were made available in the library (Table: iv). A number of National and International Organizations /Agencies were contacted to get the periodicals, journals and publications on regular basis.

Table - iv. Book position of CDM library

Sl. No.	Nature/Related Field	No. of Books	No.of Journal/ Periodicals	Case Books
1.	Development Issues	144	35	-
2.	Training Modules and Books	18	-	-
3.	Literature	100	-	-
4.	Financial Management and Accounts	08	-	-
5.	Health	10	-	-
6.	Management	24	-	31
7.	History	65	-	-
8.	Agriculture	10	-	-

Fish Hatchery Training Centre (FHTC) : The Training Wing of the Fish Hatchery Training Centre offered number of courses on technical and skill development training courses (fish rearing) for RDP group members, NFPE school teachers, IGVGD staff and other NGO workers. The annual capacity of this wing in terms of participants days is 10,560. The capacity utilized during this year was 107.82% and the total participants days were 11386 (Table-v).

Table - v. Capacity Utilization of the Training Wing of FHTC by BRAC and other Organization

Program	# Participants days	Percentage of Parts.days
RDP	8952	78.62
NFPE	1180	10.36
RCP	749	06.58
IGVGD	421	03.70
Palli-Bikash Kendra (Other NGO)	84	00.74
Total	11386	100.00

The Fish Hatchery Wing : The hatchery Wing has now 20 ponds and a lake surrounding the eastern and northern side of the campus. Total water body of the ponds is 6.83 acre. The water body of lake is around 1.17 acre (Table- vi). The hatchery wing has 10 circular tanks. The production capacity of each circular tank is shown below (Table- vii)

Table - vi. Area of Water body for Fish Cultivation

Nature of Pond	Total No. of Pond	Are (Water body)
Brood Fish Pond	12	569 decimal
Nursery Pond	8	114 decimal
Food Fish Pond	1 (lake)	117 decimal

Table - vii. Production capacity of Circular Tanks in FHTC

No. of Circular Tanks	Production Capacity per Cycle
4 (Small size)	1.5 Kg.
4 (Bottle size)	0.4 Kg.
2 (Big size)	2.5 Kg.
Total 10	4.4 Kg.

The yearly production of fish spawn was set at 205 kg. The wing produced 275 kg. of spawn by the end of the year. That is the excess production of 70 kg. spawn then the target. Besides this 1404.74 kg. of Food fish was also produced.

2. Uttara Training Venue

The deed of Uttara training Venue was renewed and thus extended the facilities of this year to meet the internal needs of RDP, WHDP, NFPE and other BRAC programs (Table-viii and Annexure -3)

Table - viii. Capacity Utilization of Uttara training Venue

Organizations	No. of parts. Days	Capacity Utilized %
BRAC	4780	72%
Other Organizations	315	05%
Total	5095	77%

VI. Development of New Courses and learning materials

This year MDP introduced two courses, namely **Operations Management Course (OMC)**, a month long course for RDP area managers and **Credit Management Course** for program organizers of RDP. Four separate modules were developed as a part of the course curriculum of OMC. A total of 103 Area Managers/In-Charges and 160 Program Organizers of RDP were brought under OMC and Credit Management Course respectively during the year. A total of 10 management cases were developed during the year (Table -ix). Number of handouts, exercises and other reading materials were developed and successfully used in different management courses.

Table-ix. Cases Developed during 1992

Cases	Program Issue	No.of pages
01. <i>Akti Mrittu :abong?</i>	DMC-Health : Maternal Health	2
02. <i>ULO Dr. Rashid</i>	IGVGD Management : Supervision	3
03. <i>Beerambana</i>	IGVGD Management : Communication	2
04. <i>Bindoo Bindoo jale</i> <i>Shindhu Haya</i>	IGVGD Management : Monitoring	3
05. <i>Ha-Za-Ba-Ra-La</i>	IGVGD Management : PLanning	1
06. <i>Aanushilonee</i>	IGVGD Management : Reporting	1
07. <i>Daaree Chera Ghuri</i>	IGVGD Management : Decision Making	1
08. <i>Chalti Pathe</i>	IGVGD Management : Motivation	3
09. <i>Vuley Jawa Kathagula</i>	IGVGD Management : Communication	2
10: <i>Shakera</i>	IGVGD Management : Material Mgt.	1

VII. Consultative Services to Other Organizations

Non-Formal Primary Education : For mobilizing partnership in NFPE, BRAC has launched its **Educational Support Program (ESP)** in 1991 and this year brought it under MDP management. The objective of ESP is to provide technical and financial support to small NGO's for replicating BRAC's model NFPE Schools. A total of 130 BRAC model NFPE Schools are being presently run by 46 different small NGO's (Table-x). It is to be mentioned here that each school has enrolled 30 children of 8-10 years of age (more than 70% are girls).

Table - x. Performance of Education Support Program (ESP)

No.of NGO's supported for NFPE schools	Total No.of schools
46	130

Besides, MDP also responded to the requests of other NGOs for providing specific services.

Health Sector : In collaboration with National Institute of Preventive and Social Medicine (NIPSOM), MDP provided consultancy to UNICEF and developed a project proposal on Health Services Management Development (HSMD) for Directorate of Health Services.

VIII. Joint venture with the International Organizations

The MDP organized three workshops in collaboration with FAO and EL TALLER. These were i) Workshop on Gender Analysis: this workshop was sponsored by FAO and a total of 29 participants attended the workshop, ii) Asian NGO Meeting: it was organized jointly by EL TALLER and MDP, BRAC and a total of 24 participants from abroad namely Poland, India, Thailand, Philippines, Holland, Germany, Indonesia, Srilanka and Bangladesh attended this workshop, and iii) Bangladesh NGO Meeting: it was jointly organized by EL TALLER and MDP, BRAC in which 15 senior officials working in the leading NGOs in Bangladesh were present.

IX. Faculty Development

The process of faculty development in MDP was hampered due to high turn over rate of the fresh MBA graduates who were recruited as faculty members in the year 1991. A workshop was organized at CDM in the beginning of 1992 to select faculty members for MDP. A total of 60 managers from the field of different programs attended the said workshop. Specific strategies for faculty selection as well as development were formulated. These were :

- i) Possible potential faculty member should be selected from the best trainers of TARC. TARC should undertake arrangement so that the selected trainers can be spared for MDP.
- ii) Direct selection from program should not be done. Because it was found not very effective in developing faculty.
- iii) Fresh potential candidates having Ph.D/Masters from overseas could be recruited.
- iv) BRAC staff who did their postgraduations abroad could be considered for posted in MDP.
- v) MDP staff members would be sent to recognized institutes for higher education outside the country.
- vi) MDP staff members would receive different program as well as TARC exposures for longer duration.

Study Circle : Study Circle was an effective in-house forum held weekly in CDM. This year a total of seventeen study circle (Annexure-2) were held where 411 participants (faculty members and trainees) were present.

X. Program Presentation Forum (PPF)

The PPF, an in-house event which was being organized by MDP where BRAC programs were presented to BRAC staff members to make them aware about the latest performance of the various program (Table:xi)

Table - xi. Program Presentation Forum

Sl.	Name of Program	No.of PPF
1.	WHDP	2
2.	Monitoring Department	1
3.	Accounts and Finance	1
4.	Internal Audit	1
5.	MIS of RDP	1
Total		6

XI. Staff Position of MDP as on December 1992

Total 42 staff members including one Program coordinator, eight Faculty Member , one Services Manager along with 29 service staff of CDM and one Accountant with two service staff of Uttara Training Venue are working for MDP (Table - xii).

Table - xii. Staff Position of MDP as on December 1992

Location	Position	Total No.
Head Office BRAC	Program Coordinator (PC)	01
	Faculty Member	03
CDM and FHTC	In Charge & Faculty Member	01
	Faculty Member	04
	Services Manager (CDM & TW)	01
	Services Staff	29
Uttara Training Venue	Accountant	01
	Services Staff	02
Total		42

XIII. Participation of MDP staff members in Seminars/Workshops and Training Courses

Following workshops/seminars and short training courses held in-country and abroad were attended by the faculty members during the year:

In Bangladesh

Dr. G. Samdani Fakir

Regional Consultation on Role of NGOs in Strengthening Local Government, 2 days, organized by NGO Bureau

Dr. Wahidul Islam

Worked with UNICEF for three months as a consultant to develop project proposal on Health Services Management Development, a joint collaboration between NIPSOM, BRAC and UNICEF.

Workshop on Control of Diarrhoeal Diseases, 3 days, organized by UNICEF and Director General of Health Services

Dr. Munir Ahmed

Workshop on VIPP methods, 3 days, organized by UNICEF

Mr. Kamrul Aman

Gender Consultation Workshop, 3 days, organized by ADAB

Ms. Sheeпа Hafiza

Organization Development (OD), 6 days, organized by BRAC

Workshop on Basic ZOPP, 6 days, organized by PRIP

Gender Training Workshop, 10 days, organized by IDS, University of Sussex, UK and Bangladesh Planning & Development Academy

Mr. Monsoor Ahmed

Organization Development (OD), 6 days, organized by BRAC

Rapid Rural Appraisal (RRA), 5 days, organized by IDS, University of Sussex, UK & BRAC

Mr. Tapan K. Das

Organization Development (OD), 6 days, organized by BRAC

Rapid Rural Appraisal (RRA), 5 days, organized by IDS, University of Sussex, UK & BRAC

Mr. Ratan K. Saha

Organization Development (OD), 6 days, organized by BRAC

Outside Bangladesh**Dr. G. Samdani Fakir**

River Seminar : High Performance Team Building, 6 days, held in University of Queens, Canada

Needs Assessment for AKRSP Officials on Exposure Program, 4 days, India

Mr. A. K. M. Nurul Islam

Certificate Course on Human Resource Management, 1 year, held in University of Queens, Canada

Ms. Sheepa Hafiza

Rural Research and Rural Policy, 13 weeks, held in IDS, University of Sussex, UK

XIII. Lessons Learned

Lessons learned during MDP's initial three years of project life can be summarized as follows:

- i) Considering the present strength and huge internal needs of BRAC, major focus of MDP should be the development of BRAC's management capacity.
- ii) Faculty development was found to be a difficult task. So, different alternative strategies had to be tried out. TARC trainers who have extensive field experience would be suitable to be a faculty member.
- iii) Active collaboration between TARC and MDP found to be essential. MDP and TARC should work together on complementary and supplementary basis for quality outputs.
- iv) Using case study method in the management training programs found very effective. More relevant cases should be developed through intensive field research. Case Presentation Forum (CPF) should be more functional.
- v) Program Presentation Forum (PPF) found useful for the program personnel working in the head office in providing updated information about the fast expanding programs of BRAC.
- vi) Utilizing in-house resources in the training program was very effective. But was not always possible to mobilize those resource due to preoccupation of the program staff.
- vii) Short tailor made courses (2 weeks) offered to other

organizations found very effective.

- viii) As the courses offered by MDP to other organizations found costly, MDP should search for possible financial support providing agencies within or outside the country.
- ix) Whole BRAC field should be considered as MDP's Lab.
- x) MDP should continue to coordinate the " Organized Exposure Program" to BRAC for international agencies.
- xi) Joint ventures with the International Organizations in organizing workshops, seminars and training found effective and MDP should continue such effort.

XIV. Future Direction of MDP

Followings would be the future direction of MDP:

- MDP's main focus would be the development of BRAC's management capacity.
- Faculty development process would be continued as per strategy mentioned earlier.
- MDP would concentrate in organizing need based short courses for BRAC as well as for other organizations.
- Senior Managers Forum (SMF) would be treated as consultative group for MDP
- MDP would develop more cases through intensive field research for its management courses.
- Emphasis would be given on international networking with the development organizations/institutions holding workshops /seminars exposure program.
- MDP would take initiative to organize evening courses for BRAC staff and others in the new Head Office unit which is at present under construction.

Annexure - 1

Utilization of CDM Capacity by BRAC and Other Organizations

Sl.No.	Sponsor Organization	No.of Batch	Total Partic	Participan- ts Days	Percentage P.Days
01.	BRAC	44	818	7285	62.55
02.	UNICEF	19	486	1551	13.32
03.	BPHC	03	55	667	05.73
04.	EL-TALLER	02	47	374	03.21
05.	GTZ	04	188	368	03.16
06.	WFP/IGVGD	03	73	305	02.62
07.	Primary Education Directorate	04	102	228	01.96
08.	CONCERN & GSS	01	17	221	01.90
09.	JSI	02	28	132	01.13
10.	AIN-O-SALISH	01	29	87	00.75
11.	FAO	01	27	71	00.61
12.	ICDDRDB	01	30	60	00.51
13.	RDRS	01	30	60	00.51
14.	BRITISH HIGH COMMISSION	01	08	48	00.41
15.	UNFPA	01	40	40	00.34
16.	FPMD	01	13	39	00.33
17.	SOCIAL MARKETING COMPANY	01	32	32	00.28
18.	EPI (GOVT.)	01	26	26	00.22
19.	J.H.UNIVERSITY	01	18	18	00.16
20.	SDC (SWIZERLAND)	01	07	14	00.12
21.	BSAF	01	13	13	00.11
22.	SAP-BANGLADESH	01	08	08	00.07
	TOTAL	95	2025	11647	100.00

Annexure - 2

List of Study Circle

Sl.No.	Subject/Topics	Total No.of Participants
01.	Political Development in Bangladesh	15
02.	BRAC - 1972-92	20
03.	Basic Needs Strategy	20
04.	Human Resource Development in Bangladesh	15
05.	Organizational Behavior	16
06.	A critical review on Health indicators in Bangladesh	20
07.	Fish Culture Management	07
08.	Role of N.G.O's in Bangladesh	50
09.	Nirbacita Column of Taslima Nasrin	38
10.	Zabo Na Keno ? Zabo	76
11.	Credit & Development	42
12.	Community Participation in Health Program	22
13.	Rapid Rural Appraisal/Participatory Rural Appraisal	21
14.	Fish Hatchery	08
15.	Market Economy	23
16.	Empowerment; Role of BRAC	07
17.	Gender Training	11

Annexure - 3

Program/Organization Utilized the Capacity of Uttara Training Venue

Organizations	Program/Department	No. of Parts Days
BRAC	RDP	3942
	WHDP	288
	NFPE	78
	MONITORING	222
	GOVT./DLS/DRR/WFP	135
	GOVERNMENT	115
Other NGOs	SCF, ADAB & GTZ	315
TOTAL		5095