

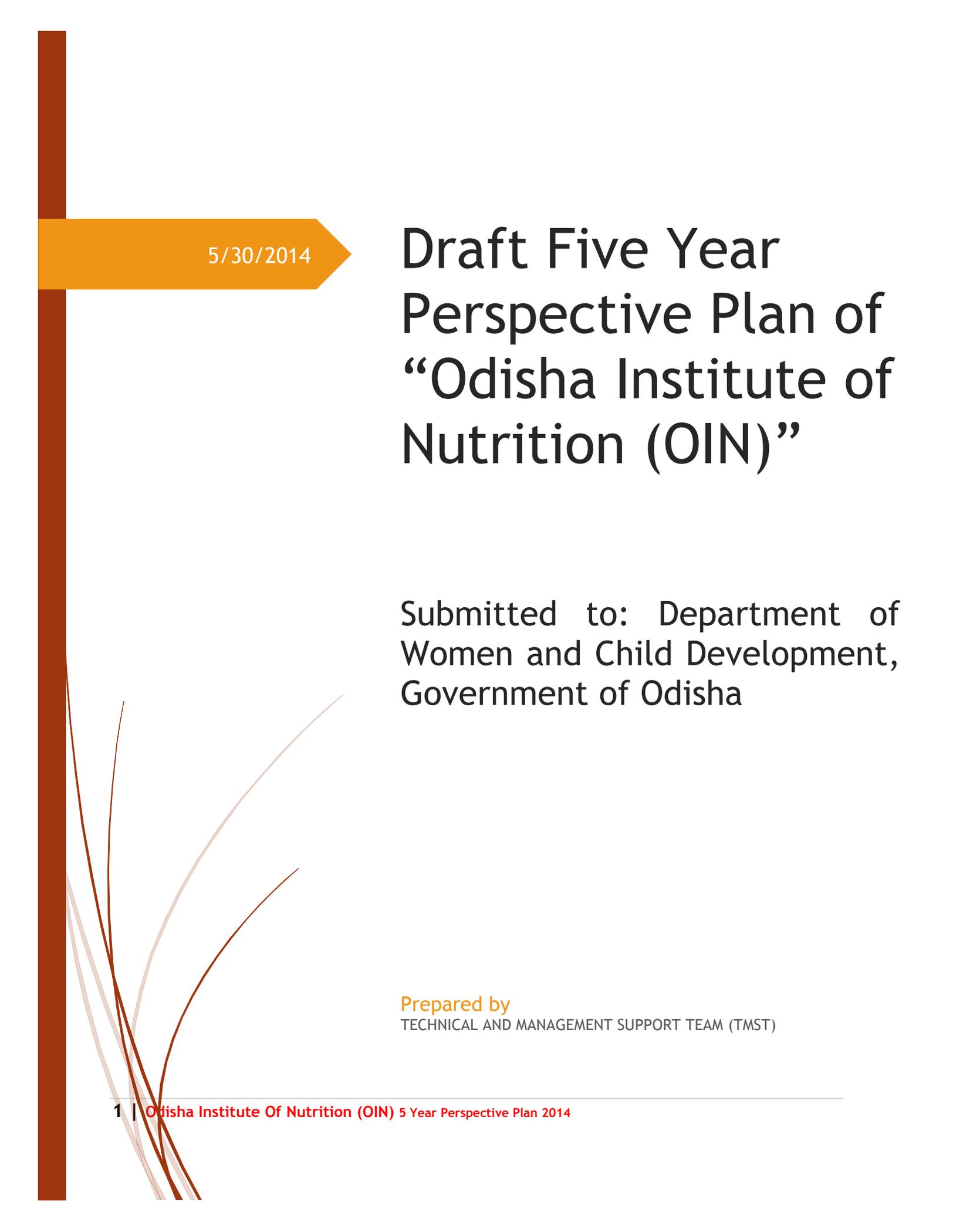
DEPARTMENT OF WOMEN AND CHILD
DEVELOPMENT, GOVERNMENT OF ODISHA

ODISHA TECHNICAL & MANAGEMENT SUPPORT TEAM: PHASE II

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Draft Five Year Perspective Plan of
“Odisha Institute of Nutrition (OIN)”



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Submitted to: Department of
Women and Child Development,
Government of Odisha

Prepared by
TECHNICAL AND MANAGEMENT SUPPORT TEAM (TMST)

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ABBREVIATIONS

SL No.	Full Name	Abbreviations
1	All India Council of Technical Education	AICTE
2	Anganwadi Centre	AWC
3	Anganwadi Helper Training Centre	AWHTC
4	Anganwadi Training Centre	AWTC
5	Audit Committee	AUC
6	Behaviour Change Communication	BCC
7	Board of Studies	BOS
8	Breast Feeding Network Initiative	BPNI
9	Cardiovascular disease	CVD
10	Chief Finance Officer	CFO
11	Child Development Project Officer	CDPO
12	Curriculum Vitae	CV
13	Department of International Development	DFID
14	Department of Women and Child Development	DWCD
15	Expression of Interest	Eoi
16	Food And Nutrition Board	FNB
17	Frequently Asked Questions	FAQs
18	Gopabandhu Academy of Administration	GAA
19	Governing Board	GB
20	Government of Odisha	GoO
21	Home Economic Training Centre	HETC
22	Indian Council of Medical Research	ICMR
23	Information Technology	IT
24	Institute of Chartered Accountants of India	ICAI
25	Institute of Development Studies	IDS
26	Integrated Child Development Scheme	ICDS
27	Interactive Voice Response System	IVRS
28	International food policy research institute	IFPRI
29	Interpersonal education and communication	IEC
30	Madhusudan Das Regional Academy of Financial Management	MDRAFM
31	Memorandum of Association	MOA
32	Memorandum of Understanding	MOU
33	Mid-Level Training Centre	MLTC
34	Nabakrushna Chaudhuri Development Studies	NCDS
35	National Family Health Survey	NFHS
36	National Health Mission	NHM

37	National Institute of Nutrition	NIN
38	National Institute of public cooperation and Child Development	NIPCCD
39	National Nutrition Monitoring Bureau	NNMB
40	Non-Governmental Organisation	NGO
41	Non-Profit Organisation	NPO
42	Odisha Institute of Nutrition	OIN
43	Performance Review Committee	PRC
44	Public Health Foundation India	PHFI
45	Recruitment & Compensation Committee	RCC
46	Research Advisory Committee	RAC
47	Scheduled Caste	SC
48	Scheduled Tribe	ST
49	Short Message Service	SMS
50	Straight Line Method	SLM
51	State Institute of Health and Family Welfare	SIHFW
52	State Institute of Rural Development	SIRD
53	State Training Action Plan	STAP
54	Technical Management Support Team	TMST
55	United Nations Children Fund	UNICEF
56	University Grant Commission	UGC
57	World Health Organization	WHO

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EXECUTIVE SUMMARY

Background

Malnutrition is one of the foremost development challenges in India, affecting the survival, growth and development of millions of children. At times referred to as a ‘silent emergency’, malnutrition slows India’s progress towards achievement of development goals. India is now facing a double burden of malnutrition: undernutrition and obesity. As undernourished children become adults, they are more likely to suffer from chronic diseases, such as high blood pressure, diabetes, heart disease, and obesity.^{1,2} These health impacts have devastating consequences for social and economic outcomes. Poorly nourished children are more likely to complete fewer years of school and have lower productivity as adults, including 10 percent lower earnings over their lifetime^{3,4}.

The Integrated Child Development Scheme has been the primary programme tackling maternal and child undernutrition since 1975, but the level of undernutrition remains unacceptably high and rates of reduction in undernutrition over time disappointingly low⁵. The main challenges are to enhance and expand the quality and coverage of nutrition-specific interventions, and to maximise the nutrition sensitivity of more distal interventions, such as agriculture, social protection, and water and sanitation. However, a crucial third level of action exists, which relates to the environments and processes that underpin and shape political and policy processes⁶.

Almost half of the child population of Odisha, one of the largest states in India, suffers compromised growth and development. The State has responded to the cause with policies and programmes aimed at reduction of the cases of undernutrition in the State and there is evidence that these are beginning to make a dent on the burden on stunting, underweight and wasting⁷, though there is still a long way to go. An enabling environment to build and sustain momentum for effective implementation of actions for undernutrition reduction and horizontal coordination of efforts of departments is needed.

¹ Thomas, D., & Strauss, J., (1997). Health and wages: evidence on men and women in urban Brazil, *Journal of Econometrics*, 77, 159-85.

² Hunt, J. M., (2005). The potential impact of reducing global malnutrition on poverty reduction and economic development, *Asia Pacific Journal of Clinical Nutrition*, 14, 10-38.

³ Horton, S., (1999). Opportunities for investments in nutrition in low-income Asia, *Asian Development Review*, 17(1,2), 246-273.

⁴ Hunt, J. M., (2005). The potential impact of reducing global malnutrition on poverty reduction and economic development, *Asia Pacific Journal of Clinical Nutrition*, 14, 10-38

⁵ As recognized by the Prime Minister at the first meeting of national council on India’s nutrition challenges held on November 24, 2010

⁶ Gillespie S., Haddad L, The politics of reducing malnutrition: building commitment and accelerating progress, *Lancet* 2013; 382: 552-69

⁷ Odisha state-level data (NFHS-3 2005/6); Nutrition Baseline Survey/NBLS (2011)

Rationale

As discussed above, nutrition interventions require a multi-sectoral approach as we know the causes and consequences of malnutrition cut across sectors, as do the solutions. Hence, there is a need for a comprehensive approach to ensure that interventions that are both specific and sensitive to nutrition are implemented, monitored and evaluated to accelerate malnutrition reduction. In Odisha, where the State Government is committed to reducing the high level of malnutrition, a dedicated institute to build capacity for implementing quality interventions, introduce research and innovation and act as a knowledge hub on multiple dimensions of nutrition for application by government, academic institutions and civil society, is a need articulated through the Odisha Department of Women and Child Development (DWCD). Evidence-based policy advocacy is needed and having qualified people with the right technical skill is a critical parameter for the success of nutrition programming. Odisha Institute of Nutrition (OIN) has been conceived to meet these core requirements.

Approach

DWCD is implementing an evidence based Nutrition Operation Plan (NOP) 2010-2015 to reduce malnutrition, with clear strategies and principles which were developed after several rounds of consultation, a detailed review of national and international literature, and primary research. NOP is designed to enhance implementation of the Integrated Child Development Scheme (ICDS), with support to strengthen state-wide systems and additional focused interventions in fifteen districts which have been classified as high burden for factors relating to undernutrition. The NOP has received financial aid from the UK Department for International Development (DFID) and technical assistance from the DFID funded Technical and Management Support Team (TMST). An important milestone of the NOP has been to strengthen the existing training institute, the Home Economic Training Centre (HETC). HETC runs four Anganwadi Training Centres (AWTCs) which was planned to be upgraded to a comprehensive **institute of nutrition**. During the last four years' project implementation plans (PIPs) a substantial amount has been allocated for up-gradation of HETC and the physical infrastructure development is already in progress. In addition to the physical infrastructure development, softer components, such as training, research and communications, need developing so that it functions as a knowledge hub and supports the State in making informed policies and promoting horizontal integration among departments for better nutrition outcomes.

Scope

The institute is structured around four identifiable focus areas.

- i) Training, capacity building & mentoring of personnel
- ii) Research, Policy research & advocacy, and Innovations

- iii) Knowledge management, Communication, Education; and
- iv) Consultancy & Advisory Services in the field of nutrition or related issues

Vision

A vision statement to inspire and motivate the institute to achieve its objectives has been proposed:

‘Work through quality human resources as a knowledge institute for elevation of nutritional status across society as a whole’

Mission

A mission statement has been drafted to reflect on purpose and position:

‘We will be an institute of difference with a multi-sectoral approach to nutrition providing quality training of stakeholders, research, active policy advocacy, a technology enabled hub for education and data, action for behaviour change and advisory services, through partnerships & collaborations’

Collaboration

The institute will collaborate and partner with a number of institutes and agencies that can facilitate or ensure knowledge and idea sharing, a wider skill base, multi-sectoral knowledge access, access to the physical and human resource pool of different organisations, better output possibilities, and learning from others’ experience and innovations. It can provide platforms for faculty and student exchange in the long run. OIN would seek/forgo collaborations to help itself progress up the learning curve and build its brand image.

Form of the Organisation

The institute will be constituted as a Society as per Society Registration Act, 1860. The predominant motivation for the creation of a society is to enjoy more operational freedom in terms of financial decisions and day-to-day management.

Governance structure

The governance mechanism suggested hereunder has attempted to consider the issues and limitations of a society and has tried to balance authority with freedom, couple action with accountability, increase transparency and protect stakeholders’ interest. The pivots of governance are the Performance Review Committee (PRC), Recruitment & Compensation Committee (RCC) and Audit Committee (AUC). PRC will hold the institute accountable for its performance, RCC will ensure quality human beings to operate this knowledge platform and AUC will have an oversight on the financial reporting, legal compliance and risk management.

Financial Projections

OIN, in its five years of initial existence, would sustain on budget support of GoO. For this a detailed estimation of annual recurring expense (Operating expense or Opex) has been made. To facilitate asset creation at the end of the useful life of the assets, a sinking fund contribution equal to depreciation or amortisation of the assets has been mooted and included in the Opex calculation. This has been done to relieve GoO from the sudden spike in budget allocation in the future, should this institute fail to generate surplus on its own as a self-sustained institute beyond five years. Total of this operating expense for the five years is as under.

Year>	1 st year	2 nd year	3 rd . year	4 th year	5 th year
Opex amount (Rs.) >	556.97 lakhs	584.14 lakhs	608.98 lakhs	653.67 lkhs	681.95 lakhs

As a legal entity, it would have its own balance sheet, income statement and receipt and payment statement and would get the statements audited every financial year.

It would have the asset base of HETC Bhubaneswar and Barpali which are at present under the jurisdiction of DWCD. The transfer of these two entities would entail asset transfer, manpower transfer together with administrative transfer. Since balance sheets of these two entities are not available as on date, projected balance sheets for OIN have not been prepared. The estimated project cost (Capital Expenditure or Capex) of the institute inclusive the upgradation work proposed for HETC-Barpali & HETC-BBSR is Rs 14,11,10,433. The upgradation work cost is Rs.1,89,071,10/-. Full details of budget estimations have been produced.

Conclusion

Creating a knowledge platform with the ambitious vision of tackling malnutrition in Odisha demands the relentless pursuit of quality across its lifecycle, from its conceptualization to its maturity. This requires critical appreciation of its design, operational strategies and processes, governance mechanisms, management structures and funding pattern. Government has to empower the institute to pursue its mandate, whilst establishing and attaching accountability to the institute. Therefore shared governance has been adopted as the building block for OIN.

VISION & MISSION OF OIN

Vision

A vision statement to inspire and motivate the institute to achieve its objectives has been proposed:

'Work through quality human resources as a knowledge institute for elevation of nutritional status of all across society'

Mission

A mission statement has been drafted to reflect on purpose and position as under.

'We will be an institute of difference with a multi-sectoral approach to nutrition providing quality training of stakeholders, research, active policy advocacy, a technology enabled hub for education and data, action for behaviour change and advisory services, through partnerships & collaborations'

BACKGROUND

Currently, the country is undergoing a rapid socio-economic and demographic change in nutritional and health status. Although India has not yet overcome the problem of poverty, under-nutrition and communicable diseases, it is increasingly facing additional challenges related to the affluence that results from industrialization, urbanization and economic betterment. Over the last two decades, over-nutrition and obesity have emerged as public health problems; there have been increases in the prevalence of diabetes and cardiovascular disease (CVD), especially in urban areas. The magnitude of these problems varies among states and socio-economic strata and between urban and rural areas. It is a matter of concern that these diseases occurred a decade earlier in India than elsewhere. These diseases affect poor segments of the population and those in rural areas also. Case fatality rates are reported to be higher in poor and rural populations, probably because of poor access to health care and consequent delayed diagnosis and treatment.⁸ The poor nutrition conditions of young children in India have received much attention recently, but adults are also experiencing a variety of nutritional problems.

The level of child under-nutrition remains unacceptable throughout the world, with 90 per cent of the developing world's chronically undernourished (stunted) children living in Asia and Africa. Detrimental and often undetected until severe, under-nutrition undermines the survival, growth and development of children and women, and diminishes the strength and capacity of nations. With persistently high levels of under-nutrition in the developing world, vital opportunities to save millions of lives are being lost, and many more millions of children are not growing and developing to their full potential. Nutrition is a core pillar of human development. Concrete, large-scale programming not only can reduce the burden of under-nutrition and deprivation in countries but also can advance the progress of nations (UNICEF).

Fast Facts (Source NFHS 3, 2005-06)

Though the Government of India has made significant progress in the past several years, the rates of people who are overweight and obese are steadily increasing. In India, 20 per cent of children under 5 years of age suffer from wasting due to acute under-nutrition. More than one third of the world's children who are wasted live in India. Forty three per cent of Indian children under five years are underweight and 48 per cent (i.e. 61 million children) are stunted due to chronic under-nutrition. India accounts for more than 3 out of every 10 stunted children in the world. Under-nutrition is substantially higher in rural than in urban areas and short birth intervals are associated with higher levels of under-

⁸ The double burden of malnutrition Case studies from six developing countries

nutrition. The percentage of children who are severely underweight is almost five times higher among children whose mothers have no education than among children whose mothers have 12 or more years of schooling. Under-nutrition is more common for children of mothers who are undernourished themselves (i.e. body mass index below 18.5) than for children whose mothers are not undernourished. Children from scheduled tribes have the poorest nutritional status on almost every measure and the high prevalence of wasting in this group (28 per cent) is a serious concern.

Key Issues

Malnutrition jeopardizes children's survival, health, growth and development and it slows national progress towards development goals. Malnutrition is often an invisible problem. Significant disparity in nutritional status also exists in terms of mothers' education and literacy. A number of studies and analyses have found a significant association between low maternal literacy and poor nutrition status of young children.

Comparative performance of Odisha & India

A comparative data sheet is given hereunder for a quick assessment of the performance of the state as compared to the country. On many counts, Odisha's performance is noteworthy in a relative way, but the state has to go a long way in achieving desirable targets.

Table 1 - Nutritional indicators on children and women in Odisha and India

Indicators in %	Odisha		India	
	NFHS-II	NFHS-III	NFHS-II	NFHS-III
Children underweight below 3 years	50.3	39.5	42.7	40.4
Children stunted below 3 years	49.1	43.9	51.0	44.9
Children wasted below 3 years	29.7	23.7	19.7	22.9
Children 0-6 months underweight	--	--	--	29.5
Children 12-35 months received at least one Vit-A dose	--	29.5	--	24.8
Children 6-35 Months with any anaemia	72.3	74.1	74.3	78.9
Women 15-49 with any anaemia	63.0	62.7	51.8	56.2
Prevalence of any anaemia among adolescent girls(10-19yrs)	--	98.3	--	97.8
Women 15-49 years with low BMI (below 18.5)	--	41.3	36.0	35.6
Women who received at least 3 ANC's	--	60.9	--	50.7
Households using adequately iodized salt (15ppm iodine)	35.3	38.0	50.0	51.1

Children initiated breastfeeding within 1 hr of birth	24.9	54.8	15.8	24.5
Children under 6 months exclusively breastfed	--	51.0	--	46.3
Introduction of complementary feeding at 6-8 months	--	66.0	--	53.0
Children 6-23 months fed as per 3 IYCF practices	--	30.0	--	20.7
Children with low birth weight (<2.5 K.G.)	--	20.6	--	21.5
Children 12-23 months fully immunized	--	51.8	--	43.5

Source- NFHS-II (1998-99) and NFHS-III(2005-06)

Odisha is one of the best ICDS performers in India (NC Saxena, IDS Bulletin, 2009). Better performance of Odisha in addressing under-nutrition can be attributed to higher weighing efficiency among children below six years, better child feeding practices, better health checkup, supplementary nutrition, pre-school education, health education and counselling, etc. In spite of better performance, Odisha has to go a long way in achieving the targets.

Government of Odisha is committed to bring about improvements in the nutritional outcomes of women and children through effective and sustainable service delivery to citizens and create a demand for services, especially amongst the poorest and most difficult to reach populations to address malnutrition. To achieve this, Department of Women & Child Development (DWCD) has been implementing innovative approaches in collaboration with government departments and development partners including local NGOs and other civil society organisations.

RATIONALE

The Department of Women and Child Development runs programmes/schemes related to child welfare, women welfare, disability welfare, care of elderly and social security schemes. It has a composite Directorate and is divided into thirteen sections. The Department has six statutory bodies and a large number of field level workers (Source: wcdodisha.gov.in). Its flagship programme is ICDS.

The problem of under-nutrition is a complex and multi-dimensional issue, affected mainly by a number of generic factors including poverty, inadequate food consumption due to access and availability issues, inequitable food distribution, improper maternal infant and child feeding and care practices, inequity and gender imbalances, poor sanitary and environmental conditions, and restricted access to quality health, education and social care services.

There are nutrition specific interventions, which essentially means the programmes or interventions that address the immediate determinants of under-nutrition like the determinants of food intake, issues related to food intake and health of children, which impact nutrition practices. According to the latest estimates in the Lancet series 9 on maternal child nutrition, by improving 90 percent coverage of nutrition specific interventions, we will be able to reduce under nutrition by only 20 percent. This indicates that we also need to prioritize our interventions in addressing the underlying and basic causes which account for 80 percent of the under-nutrition burden. Even to reduce the under-nutrition burden by 20 percent, there is an insistent need to improve the coverage and efficiency of nutrition specific interventions. To help bring these orientations in the current programmes, scientific studies need to be made to assess the impact of current interventions, innovate new ways of doing things or do new things and identify areas which hitherto have escaped prioritization, **a knowledge platform like Odisha Institute of Nutrition (OIN) could engage in these kinds of studies to leverage the effort of the department.**

There are many departments and developmental interventions that either directly or indirectly affect the nutritional status of women and children. For example bringing improvement in women's empowerment would also help to make the choices and actually implement the choices that have an impact on infant & young child feeding practices, ANC, PNC, so on and so forth. Hence investments need to be made in understanding these interventions and make them nutrition sensitive¹⁰. It is

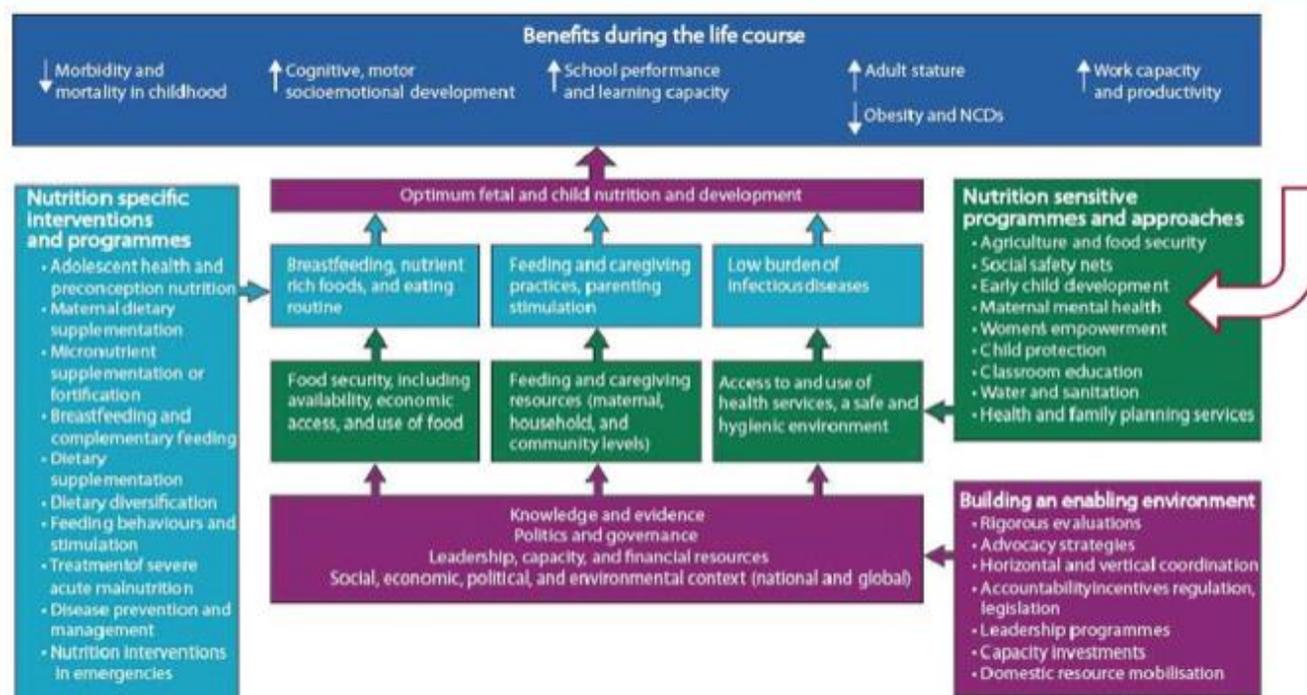
⁹ Lancet Series 2013

¹⁰ The interventions and programs that address the underlying and the basic determinants of fetal and child nutrition and development, and incorporates specific nutrition goals and actions are being termed as nutrition sensitive.

important to understand that nutrition sensitive interventions require a multi-sectoral approach since we know the causes and consequences are multi-sectoral and so are the solutions. Hence, there is a need for a comprehensive strategy to ensure that both nutrition specific interventions and interventions for underlying causes are implemented simultaneously complimenting each other with proper coverage and efficiently. **There is a need to create these integrated policy frameworks. OIN could play a significant role in achieving this.**

A latest framework on this is given below which is a much-improved version of the UNICEF framework. On the left side of this framework, there are nutrition specific interventions and on the right side, there are nutrition sensitive interventions addressing issues like food and care giving, food security and access to health and sanitation services. As such, it includes not only domains like food access, women's care and water sanitation, but also provides some examples, actions and interventions that can be put in place to address under-nutrition in a more holistic manner.

The causes and consequences of undernutrition cut across sectors & so do solutions....



Source: Ruel, Alderman et al., 2013

In order to improve the underlying basic causes, we need an enabling environment and governance system that is accountable and responsible. Secondly, it is not often enough that if income increases, as we have seen in India that can lead to income growth of people, it will necessarily bring improvement in nutritional status. Thirdly, if there are specific goals and actions around nutrition starting from understanding a problem to addressing specific challenging issues, we can have more tangible results in improving nutrition. Studies can refine goal setting in a realistic manner keeping in view the constraints. This is where the department requires a platform like OIN to render the required support service.

For achievement of any goal, quality manpower is a prerequisite in any context. At present Health Economic Training Centers (HETC)/AWTCs working under Department of Women & Child Development play an important role in carrying out the training activities of Anganwadi workers. AWTCs train

Anganwadi helpers and mid-level training centres (MLTC) existing within the State Institute of Rural Development (SIRD) caters to the training requirements of ICDS supervisors.

Past experience suggests that the training achievement has been low in terms of scale. The data given hereunder pertains to 2013-14. (Source: STAP, 2013-14)

Table 2 - Training Status (2013-14)

Sl. No.	Staff Category	In Position	Job Course Completed	Training Load Job Course	Refresher Course Completed	Training Load Refresher Course
1	CDPO	341	317	24	254	87
2	Supervisor	2006	1784	222	1308	698
3	AWW	68239	60731	7508	55876	12363
4	AWH	59280	47973	11307	19030	40250

From the above data, it can be inferred that the backlog in terms of training is a sizeable one. The Training Policy on ICDS highlights several constraints like availability of HR, capacity, etc. for such low achievement. OIN needs to house capacity to take care of this backlog, enhance quality and improve standardisation. **There is capacity related constraint in the existing platforms which needs to be addressed and quality of training has to be improved.**

Effective capacity building of field functionaries and at all levels of the department is required to increase efficiency of the department. Capacity building activity needs more handholding than training and has to bank on objective impact assessment from time to time. It is felt that the **department needs an integrated framework of training, capacity building and mentoring, to increase workforce efficiency and harness full potential of human resource. OIN could facilitate this.**

Developmental interventions and policy implementations require evidence-based formulations/reformulations of programmes and schemes. Surveys/Research/Policy research is required in order to trigger such formulations/reformulations. For effecting policy shifts, evidence backed advocacy is required. These activities at the state-level are scanty and availability of research data at micro levels in the state is conspicuous for its absence. Nutrition related challenges can be best addressed through multi-sectoral approach for which convergent policies are required. Currently, accessibility of the resources and multi-sectoral data is a major concern as there is no mechanism to collect, compile and disseminate such information/resources. However, it is important to bring together available information from major sectors viz., agriculture, education, health, water supply,

and sanitation affecting food and nutrition security and bring them on a common platform. This information bottleneck handicaps the department and **this information bottleneck must be relieved for effective functioning of the department. To fill this void, creating and sustaining a multi-sectoral quality research platform is desirable for the long-term interest of the state.**

To increase efficiency and effectiveness of various schemes the department is running, innovations across value chain of the department is required. This could encompass innovations across activities in each segment of the value chain. To innovate and operationalise the innovations, pilot runs are required and researched as to their impacts. This effort has to be a sustained activity with defined objectives like cost reduction, outreach enhancement, more timely preventions, etc. **Fostering a culture to search for innovations should be a focus area.**

Knowledge dissemination is as important as knowledge creation. Knowledge often gets created and its translation to tangible gains suffers unless knowledge is preserved and made available to where it is required at the right time. This requires technical and managerial ability to create a knowledge platform/hub and use it for effective dissemination. **Dissemination across society with serious bottlenecks surrounding availability, access and use of information requires a technology enabled, cost-efficient knowledge hub with multiple channels for dissemination tailor-made for divergent stakeholders.** This requires data translation and capture in the form of meaningful modules of information. OIN being conceived as a knowledge platform could help the department realize this goal.

To produce future quality manpower with expertise in nutrition or related fields to work for government or non-government organisations or to further hone the knowledge base of existing workers/professionals in nutrition field, nutrition education is but essential. This education requires a high degree of contemporary research information, multi-sectoral data, technology, etc. At present, there is no such credible institute in the state imparting such education. Education is also required for the general population and, at present, the outreach of these services is low. Efforts are required for providing nutrition messages to general population. **To best achieve these ends, education and communication to a wider stakeholder group need to be stressed upon under institutional arrangement.**

SCOPE OF OIN

Scope of OIN has been proposed keeping in mind the very rationale behind its promotion. A full scale exploitation of the scope, it is expected, would help the department, and therefore, the government in achieving its operational targets.

The proposed scope of the institute (OIN) consists of four identifiable thrust areas:

- i) Training, capacity building & mentoring,
- ii) Research, Policy research & advocacy and Innovations,
- iii) Knowledge management, Communication, Education; and
- iv) Consultancy & Advisory Services in the field of nutrition or related issues.

Since research is going to be major thrust area of the institute, it has been kept as a separate identifiable thrust area rather than being clubbed under the generic knowledge management. Taking these four thrust areas, related activities/actions together with the intended targets have been discussed as under.

A. Training, Capacity Building & Mentoring

ICDS is the flagship programme of DWCD. Training and capacity building are the most important elements for improving effectiveness of ICDS in terms of service delivery. One of the significant drivers for establishment of OIN is to scale up (supplement) existing AHTCs and AWTCs in terms of capacity and quality of training for the department personnel. Further, scaling up the existing training platforms could enable DWCD to expand the current training programme to bring the supervisory level under its own ambit, which at present has been entrusted to SIRD under Panchayati Raj Department. This could enable DWCD to allocate a part of departmental training budget to OIN instead of SIRD to reduce OIN's overheads burden. Keeping in view this possible expansion, we are proposing training for three categories of ICDS personnel under OIN. The training would include Induction Trainings and Refresher Trainings.

Nutritional status as a socio-economic issue is a cross-dimensional one and is related with many other socio-economic change variables like overall development, health, education, agriculture, etc. Keeping in mind this, it is proposed to develop training programmes in collaboration with other sectors which could bring convergence between these different dimensions of socio-economic development and therefore, develop personnel across related departments having cross-dimensional orientation towards nutrition rather than own departmental/jurisdictional knowledge alone. Therefore, OIN might look at convergence trainings with departments like Health, Education, Agriculture, Rural Development, Panchayati Raj, etc.

Apart from the flagship programme named ICDS, DWCD also administers many schemes like Disability welfare schemes, Social welfare schemes, Schemes for elderly people, Women welfare schemes. OIN might explore and develop trainings for increasing capacity of personnel in charge of implementation of these schemes wherever scope exists.

Training requirements of the department are largely policy driven in terms of job content. Training is currently administered in off-the-job mode. Effectiveness of the training depends on the trainee's level of internalisation of the training content. As a next level trigger beyond training to augment capacity

of departmental personnel that could also pave the way for career enhancement, OIN could provide capacity building inputs on a long-term basis for further self-development. Capacity building interventions could be more frequent and encompassing in terms of content and style of delivery as compared to trainings. OIN might administer this through on-job-training mode to demonstrate and trouble-shoot in an actual work-environment through hand-holding between trainer and trainee. This could also facilitate monitoring progress on a real-time basis or timely manner.

Capacity building could also be done for the trainers and instructors to enhance their training skills and knowledge. As opposed to training for induction and refresher trainings which are geared to meet and enhance job centric knowledge and skill requirements, capacity building could augment these inputs as well as provide other inputs drawn from a wider canvas of knowledge and skills on a more continuous basis for career enhancement. The overall objective of training and capacity building would be to enhance technical and managerial ability of the target trainee in the area of nutrition or related fields.

OIN could provide mentoring to ICDS personnel as an add-on intervention to develop the target in a more comprehensive manner. Personal growth of the employee is also an important dimension of modern organisations to harness full human potential. Training and capacity building could be hindered due to perceived barriers between the trainer/instructor and the trainee. Mentoring as a philosophy tries to bridge this gap through personal relation building. The level of confidence that mentor-mentee framework instills is fundamental for the success of mentoring. It is, therefore, suggested to provide a mentor-mentee framework for facilitating full-fledged human development. OIN may facilitate this on a pilot basis and scale it up as experience unfolds with evidence.

The training, capacity building and mentoring component of the overall scope of OIN is captured in a nutshell as under, keeping in mind the possible target.

A.1 Training

a) ICDS:

- Workers
- Helpers
- Supervisors

b) Non-ICDS:

b.1 Convergence trainings with the following departmental personnel

- Health
- Education
- Agriculture
- Rural Development
- Panchayati Raj
- SC & ST

b.2 Training & capacity building of organisations/institutions engaged in implementation of nutrition programmes

b.3 Scheme related training for DWCD personnel involved with

- Disability welfare schemes
- Social welfare schemes
- Care for elderly
- Women welfare schemes

A.2 Capacity Building

- Workers
- Helpers
- Supervisors
- CDPOs/DSWOs
- Administrative staff of department
- Other Scheme (other than ICDS) personnel
- Trainers & Instructors

A.3 Mentoring

- Workers
- Helpers
- Supervisors
- CDPOs/DSWOs

B. Research, Policy Research, Advocacy & Innovations

It is felt that nutrition related research with an objective to influence policy and programme interventions, more so in terms of convergence, at government level, is highly deficient. To fill in this gap and to translate research findings to action for increasing programme deliveries and making them more effective and efficient, OIN proposes to make research as one of its primary thrust areas. In terms of research activities, it is suggested to make surveys, studies, action research and policy research, and well-document and preserve research findings in a research archive under an overall knowledge hub of the institute.

It is also visualised that OIN, with data and research findings under its belt, could act as the mouthpiece of the department to engage in active policy advocacy to influence future policies of Government. The desired change could be in terms of a more integrated view on nutrition within socio-economic policies of government to achieve national goals. For this, evidence gathering is of paramount importance. OIN could leverage its research data to achieve this on its own or through a collaborative mode with other institutions or enterprises.

OIN also proposes to search for innovations in nutritional interventions, programme implementation methodology, institutional frameworks, policies, etc. to better manage resources in future and achieve

high degree of effectiveness. For this, the required pilot studies and research projects could be undertaken on standalone basis or collaborative modes.

The aforesaid scope-scale is bulleted as under for quick reference.

B.1 Research

- Survey research
- Exploratory Studies
- Action research
- Policy research

B.2 Policy advocacy: Evidence backed policy advocacy

B.3 Innovations: Pilot studies & research

C. Knowledge Management, Communication & Education

Easy availability of data and reduction in search cost for data to facilitate training, research, policy advocacy, and, even aid education, are prerequisites of an institutional framework to dwell on a sensitive and serious matter like nutrition. It is felt that the data or related evidences, surrounding nutrition, at the state level or more micro levels is highly deficient and sometimes nonexistent. Department of Women & Child Development is implementing various schemes to improve nutritional status through improving multi-sectoral convergence in implementation of interventions. Currently, accessibility of the resources and data from all these sectors is a major concern as there is no mechanism to collect, compile and disseminate such information/resources, especially for policy and program formulation/modification purposes. It is imperative to bring together available information from major sectors viz., agriculture, education, health, water supply, and sanitation affecting food and nutrition security and bring them into a single platform. To fill in this huge void, OIN proposes to build a resilient and cost-effective web-enabled modern database as one of the thrust areas. The proposed data management is expected to be a dynamic one. The data management in its turn could provide the feed for communication for behaviour change. The proposed knowledge hub could also showcase changes for influencing future policy formulation. Odisha Institute of Nutrition, would aim to collect, compile and disseminate information on nutrition issues related to policy matters, programme formulation and implementation, academic matters and research, capacity building of the human resources involved in delivery of nutrition services at various levels and provide authentic health and nutrition education material for the general population.

Effective dissemination of relevant data could increase awareness amongst stakeholders of the society and induce behavioural changes. It is useful to convert data to readily available information and make it accessible to all, through effective communication channels such as using mass media and

telecast/broadcast of nutrition related audio-video spots through Doordarsan, All India Radio sponsored programs, various publications, web-based access, etc.

Nutrition as an issue could be best addressed at macro level if all stakeholders of society are aware of its science and implications. It will not suffice if OIN endeavours to enhance the skills of departmental people who are in charge of policy formulation or implementation/execution. To leverage its resources in terms of infrastructure, capacity and data availability and achieve self-sustenance in the long-run, OIN could embark on education activities with/without collaborative modes. The range of programmes could be demand-based spanning from certificate programmes to diplomas for public sector, as well as private sector target audience and emerge as an institute of excellence in terms of training, research and education. OIN might contemplate to launch self-finance/sponsored diploma/certificate courses of various durations like other reputed institutes. The courses could be structured around basic and advanced levels.

The aforesaid discussion is summarised as under in terms of scope scale.

C.1 Knowledge Management

- Data capture and migration related to verticals like demography, occupation & nutritional status (Region, State, National & International level)
- Multi-sectoral data capture and migration (data on agriculture, sanitation, food, etc)
- Research archive, research data capture
- Evidence gathering for showcasing change

C.2 Information dissemination

Education/communication of information for wide range of stakeholders, IEC/BCC.

C.3 Education

Sponsored/self-finance courses for public sector/private sector people or organisations like short-term or long-term certificate/diploma courses on nutrition.

D. Consultancy & Advisory services

As a future institution of excellence in terms of knowledge and research, keeping in mind the long-run self-sustenance model for the institute, OIN could leverage its quality manpower to render advisory/consulting service to a wide range of clients in the fields as mentioned below. These services could again be in collaborative mode to constantly upgrade the skill set of people, foster inter-institutional knowledge sharing, capacity building and experimental research. This activity could also help retain quality manpower and build brand image of the institute. The suggested areas of rendering advisory service could include

- Nutritional Monitoring & Evaluation

- Surveys/Survey research
- Project planning & management
- Economic analysis and operations research

APPROACH & ACTIVITIES FOR OIN

This section of the report outlines the strategies and the associated activities OIN should launch to achieve its objectives. Strategies and activities have been described in each area of the scope scale of OIN separately for giving a clear picture.

A. APPROACH & ACTIVITIES FOR TRAINING, CAPACITY BUILDING & MENTORING

A.1 Training

A.1A Coordination Authority

All trainings, irrespective of the mode of imparting, should be coordinated through Faculty Coordinator-Training who shall report to the Dean-Academics (Dean-Training, Research, Education, Consulting & Knowledge Hub) for administrative, financial & quality control purpose.

A.1B Identify targets & Volume

Trainings programmes of OIN should be for ICDS Personnel and Non-ICDS personnel. Non-ICDS personnel would include DWCD personnel working in other welfare schemes like Disability welfare schemes, Social welfare schemes, Care for elderly, Women welfare schemes, target personnel of other departments for convergence trainings and personnel of non-government organisations working in the field of nutrition. Other departments would include Health & Family Welfare, Agriculture, Rural Development, Panchayati Raj, School & Mass Education, SC & ST, etc.

Trainers, instructors, faculty members or individual professionals can also be targeted by OIN for training to hone their knowledge or skills.

To identify the target, Faculty Coordinator-Training with a team of faculty members should proactively develop training proposals and send to other departments and organisations and coordinate on a continuous basis for freezing a training calendar.

Target identification activity could be a continuous activity.

Ideally, the training calendar should be frozen a quarter ahead of the onset of the year to enable better execution.

A.1C Need Assessment & Identifying areas of training

The Faculty Coordinator-Training, in consultation with faculty members and departmental people should make a training needs assessment at different levels of the department and prepare a priority list of training needs. The knowledge and skill set required for day-to-day job as well as those required

for career progress should be taken into consideration while fixing the training agenda. OIN may appoint external specialists for training needs assessment.

For convergence trainings, OIN should coordinate with other departments' training-in-charge and decide on training modules.

Any such need assessment should be completed three months before any training programme is launched.

A.1D Content development & Competency listing

Once the areas of trainings are identified, contents of training and the pedagogy should be finalised. For content development, technical people should be continuously involved. Technical persons should be identified by the Faculty Coordinator-Training with the help of faculty members.

If in-house technical knowledge is not available, OIN must engage technical people with adequate experience in training and professional domain knowledge. For engaging outside technical people, OIN should provide resource support and make required budget provision.

If any job related training modules have been already developed and standardised as per any policy of any government, the same should be followed and scope for improvement in such modules must be searched for wherever applicable.

For content development, external benchmarking with the best pedagogy and content should be done and the benchmarking should be documented. All content development works with proper standardization should be completed before two months of launch of the programme concerned.

After freezing contents, a chart of competencies required for conducting the training should be prepared. For each training programme, a separate list of competencies must be prepared.

The steps to be followed for content development can be bulleted as under.

- Identify technical people
- Write the content
- Circulate the content amongst faculty members, technical people, Ethical committee & Technical Committee
- Incorporate changes/suggestions
- Take approval of Faculty-Coordinator Training
- Print/soft-form conversion of the material
- Map competency to persons in the existing panel of trainers or search for resource person

A.1E Panel of trainers

Considering the competencies required for each module of training, a list of trainers taking in-house personnel and outside experts should be prepared. For being empanelled, a trainer has to apply to the Faculty Coordinator-Training and Dean-Academics. Once an application is received, it has to be circulated amongst the faculty members and her/his name has to be cleared by the faculty members for inclusion in the panel after consideration of her/his knowledge and experience. For such purpose, faculty members' decision through e-mail is enough. Once the list of resource persons is approved by the Faculty Council and Dean-Academics (approval could be obtained through e-mail), resource persons out of the list should be used. The objective of this procedure is to avoid an ad hoc approach and maintain quality. To manage contingency, the panel should be fairly large.

The panel should be frozen before one month of launching the programme.

A.1F Planning

OIN should have a training calendar with man-hour planning. For every training programme, a training budget has to be developed. Even for on-the-job training, a budget has to be developed. All such budgets have to be programme budgets with clearly identified outputs and the basis for such budgeting should be zero-based budgeting. All financial budgets should be split into fixed cost and variable cost for control and analysis purpose.

For developing the budget, proper resource planning should start. Resource planning should take into account:

- Physical Infrastructure
- Training Materials & Consumables
- Human resource cost
- Food cost
- Administration & Coordination cost

The financial budget should have detailed costing including overhead share of the institute. For this purpose overhead policy should be developed by the CFO. All budgets should have unit cost and total cost.

Infrastructure capacity utilisation should be gauged from resource planning made for training, education and other activities in terms of number of days of utilisation throughout the year and spare capacity should be identified. OIN should actively pursue an objective of using the spare capacity of physical infrastructure by temporary leasing to other organisations for conferences/seminars/trainings. For this, Director of the institute should enjoy complete operational freedom and his decision would be final.

A.1G Mode of training

a) For AWWs, Helpers & Supervisors of ICDS

For the aforesaid three categories of personnel, OIN can conduct training in two ways:

i) Training in class room (Off-the job)

The two trainings that are currently administered include i) Induction Training & ii) Refresher Training. Apart from these trainings, more modules for capacity development can be administered in this mode. The suggested modules include:

- Basic statistics & data interpretation
- Basic computer skills (MS-WORD, EXCEL, etc.) in computer lab
- Programme monitoring skills
- Participatory planning
- Communication in practice

ii) Training in AWC/Block office (On-the job)

This mode of training is more handholding and trouble-shooting on a real-time basis. The context of this mode of training makes it more of a capacity building effort rather than conventional training. This could play a supplementary role to in-class training. The administration of this training can interfere with day to day discharge of functions. Therefore, this intervention may not be a continuous one. It could be experimented with a method where the trainer handholds a few AWWs/Helpers/Supervisors for a stipulated number of hours in a week in some selected AWCs/Block offices and the trainees get assisted for their job related troubles/questions.

For facilitating this, jurisdictional CDPO should communicate to OIN at least fifteen days prior about the days and time when the target trainees would be available.

b) CDPOs/DSWOs

Training can be conducted mainly through in-class mode.

c) DWCD's other schemes' personnel

A mix of in-class and on-the-job training should be planned.

d) Outside people

For training of people from other departments and organisations, training may be conducted in OIN or in in-company mode. In-company mode could mean conducting trainings in places/locations where the target organisation intends to do trainings. Extending the training umbrella in this mode

may give OIN a strategic advantage to expand its client base. For this, OIN should proactively send training proposals to organisations and compete with others. For this activity, budget allocation should be made and delegation of authority from Director to the Coordinator should happen.

For this category of target trainee, OIN should try to put in place infrastructure to conduct training sessions through satellite linkage after consideration of cost-benefit. OIN can get into infrastructure sharing agreements with others in some strategic locations for this mode of conducting the sessions. This could widen the market for OIN in the north-east part of the country or even other places. OIN may pursue a first-mover strategy in markets that are untapped in this mode. This mode can bring in cost advantage for which OIN may go for aggressive pricing.

A.1H Training Material dissemination

OIN should make strategy to develop training materials in soft form apart from hard form for circulation through email or CD-ROM. OIN should actively pursue the strategy of shifting from hard form to soft form wherever the scope exists considering the access to technology by the target audience. Reduction of carbon footprint should be a conscious policy of OIN. All training materials so developed must be distributed to trainees before ten days of conducting the training.

Different short-modules of training should be converted to videos with voice recording for instruction and hosted on the website.

A.1I Resource Person Feedback

OIN should institute a process of collecting feedback by the participants at the end of each training programme, and the feedback should be shared with the faculty/instructor within seven days of collecting it. OIN should develop a cut-off for score on the feedback scale and score below the cut-off twice consecutively would mean the resource person should be debarred from training for a stipulated time period. A policy needs to be in place for this purpose and a standardized feedback form should be used. This should be collected within last ten minutes of conducting the assessment test described under.

A.1J Assessment Test

All trainings must have a formal assessment test and the score must be taken into account for performance assessment in the department. Without such feature, the training might not be taken seriously by some trainees even when resources are consumed.

A.1K Training Impact Assessment

OIN should institute mechanism for assessing the impact of training by conducting pre-training tests and post-training tests. These tests should be co-designed by the client organisation or department. To

the extent possible, the tests should be standardized in terms of knowledge, skill and application dimensions with room for flexibility for incorporating client-specific requirements. This could be a unique feature of OIN’s trainings. OIN should bring in the culture of getting client-feedback after the trainees report back and engage in their job after a stipulated number of days to further gauge effectiveness of trainings. These features could bring the differentials in service offer and help widen the market reach. Client-feedback should, as a matter of policy, be considered for change in training interventions.

A.1L Marketing for Training

OIN should develop e-brochures/print brochures and send to possible target organisations as a marketing strategy. This could act as the trigger point for starting a dialogue. Once the dialogue is open and the target organisation expresses interest, training proposals containing more details of different trainings depending on the area of work of the target organisation can be sent. This activity would help OIN in overall target identification discussed earlier.

All the aforesaid discussion can be summarized in a table form for a quick grasp.

Table 3 - Training activity summary

Activity	Who will do it?	Timeline	Process	Desirable output or outcome
Target identification	Faculty Coordinator- Training under supervision of Dean-Academics	Continuous Calendar for a year to be frozen a quarter ahead of the year	Involve faculty council, instructors, department people, training-in-charge of other departments Negotiate with other organizations/individuals Send proposals and pursue	Trainee identification
Need Assessment	Team identified and monitored by Faculty Coordinator- Training with approval of director	Prior to three months of launching a programme	Gap analysis for knowledge & skill department people possess Other departments/organisations: Dialogue with training-in-charge	Result-oriented trainings Better capacity creation
Content development	Resource person identified by the Faculty Coordinator- Training	Two months prior to launching any new programme	Involve technical people Write the content Circulate the content Incorporate the suggestions Take approval of Faculty-Coordinator- Training after concurrence of technical people	Rich & Contemporary content
Competency		One month	Map competency to persons	Right resource

listing Panel preparation		ahead of launching the programme	in the panel or search for resource person	person engagement Better capacity creation Effective training
Planning	Faculty Coordinator-Training	Quarter ahead of the year for a particular year's calendar of trainings	Budgeting & Infrastructure arrangement	Better execution
Training material dissemination	Do	10 days prior to the programme	Host soft form material in the portal Printing of hard form material and dissemination	Increase preparedness of trainees and enhance participation
Resource person feedback collection & sharing with instructor	Person designated by Faculty Coordinator-Training	Within last ten minutes of conducting post-training assessment test	Use of standardised feedback forms	Improvement of pedagogy, content
Training Impact assessment	Faculty designated	Before the training & After the training	Conduct pre-test and post-test Client feedback after one month from workplace	Improve effectiveness of training
Marketing activities	Faculty Coordinator-Training	Round the year	Send e-brochures/print brochures to targets	Target acquisition

A.1M Major macro level desirable outcomes of training

- Better knowledge
- Improvement of skill
- Capacity enhancement for better departmental goal achievement in terms of efficiency and effectiveness for service delivery

A.2 Capacity Building

Capacity building could be conceptualised in the context of the whole organisation (here, the department) or capacity of personnel. OIN's role for capacity building in the five year context of its own existence and development could pragmatically mean taking up the responsibility of developing capacity of the workforce of the department. It would be worth to keep in mind while embarking on this activity that workforce capacity building without organisational capacity building may not yield the desired result.

Launching a capacity building programme happens with scientific planning, keeping in mind the resource constraints. It also requires an analysis of activities and sub-activities each person is supposed to do as her/his job requires in present context or would be required in future should the person seek career progress. It follows a very systematic approach of finding out areas of intervention for capacity enhancement. To make this activity result-oriented, OIN should develop a team of dedicated experts from its faculty pool, personnel of the department and/or outside people like professionals/other department personnel and make provision of resources to support it. This shall be the joint responsibility of Faculty-Coordinator Training and Dean-Academics. Faculty members of OIN would play a significant role in such activities.

A.2A Coordination Authority

All capacity building interventions should be coordinated through Faculty-Coordinator Training who shall report to the Dean-Academics for administrative, financial & quality control purpose.

Details of activities to be taken up are given hereunder.

A.2B Target

Capacity development interventions can be launched for AWWs, Helpers, ICDS supervisors, CDPOs, DSWOs, and trainers and instructors used by OIN.

A.2C Make an inventory of required capacity

The first basic step for an effective capacity building programme should be to make an inventory of required capacities of personnel across the department involved at various levels of planning, implementation/execution of programmes/schemes or evaluation of those things. A job content analysis should be done to figure out the required capacity for each job. This would reveal the level of capacity that is required for effective discharge of functions. This exercise should be completed within six months of start of operations by OIN.

A.2D Assessment of existing capacity

Then an assessment of the capacity that exists should be made. Capacity development interventions should not ignore the existing capacities and should never start with pre-conceived notions as to the areas and the ways it can be done.

This kind of assessment can also help the planners to classify target personnel at each level into different grades of capacity levels. This would help in creating more homogeneous groups in terms of capacity they possess and the interventions can be accordingly designed with different levels of intensity:

- Moderate Intervention

- Strong Intervention
- Very strong Intervention

This exercise should be completed within six months of start of operations by OIN.

A.2E Gap Analysis

Once an objective assessment of required capacities and existing capacities has been made, a gap analysis should be made. This step would reveal the gap between what should be there and what is there. This gap is capacity development need. The same approach can be made to assess capacity needed for career progress. Capacity need assessment should be done keeping in mind

- Knowledge
- Skill
- Attitude

The gap analysis should highlight knowledge gap, skill gap and attitude gap for separate levels of the work force. It, thus, shall highlight the gaps at the following levels:

- AWWs
- Supervisors
- CDPOs
- DSWOs
- Admin staff of department
- Other Scheme (other than ICDS) personnel

Assessment of capacity ideally should include all levels of the department, i.e., people who are in charge of planning to the level where things are implemented or executed, and even evaluation. Capacity in terms of planning and execution of programmes/schemes alone will not help unless capacity in terms of planning and execution of monitoring & evaluation of programmes/schemes is also taken into consideration. By doing so, a comprehensive capacity building programme can be planned encompassing activities across the value chain to reap maximum benefit of such an intervention.

The outcome of need assessment is to lay down the foundation or starting point in terms of capacity that a leader or staff member should have in the context of departmental goal and information system available. This exercise should be completed within six months of start of operations by OIN.

A.2F Resource need assessment

Assessing personnel capacity and building it alone will not help the department achieve its objectives of superior performance unless an assessment of the resource need for effective functioning of the personnel is made. This assessment may set the plan to build resources or set the existing resource as limit subject to which capacity building plan may be launched. Contextualising capacity building plan

in the light of the constraints makes the plan more effective. To demonstrate this point, an example could be that a capacity building plan to make staff use statistical packages to analyze data and plan things would not bear any result unless resource is there for acquisition of these packages and use in the organisation. To process information, the information system's capacity and access to it at each level of the department must be assessed. This exercise should be completed within six months of start of operations by OIN.

A.2G Need categorisation

Once an assessment of capacity need has been made, it is necessary to categorise these needs at three levels. This description is rather relevant in the context of organisational capacity enhancement.

- Infrastructure need (Physical Resources)
- Human capacity need (knowledge, skill, attitude)
- Intangible needs (motivation, leadership styles, culture, etc.)

OIN's role would be to cater to the human capacity need. A categorisation of needs would set the tone for planning a comprehensive capacity building plan. This exercise should be completed within six months of start of operations by OIN.

A.2H Develop capacity building strategies

Capacity building strategies more often than not induce change and change induces non-acceptance. To make the programme result-oriented, it should be acceptable to the target/beneficiary. To ensure this, a contextualised mix of top-down and bottom-up approach for finalisation of the capacity building programme should be adopted. Beneficiary participation should be solicited for this.

Once the interventions have been agreed and planned, an activity plan supported by resource support should be developed by OIN. The Faculty-Coordinator Training along with faculty team of OIN should lead the plan preparation and execution.

The indicative focus areas of capacity development may include the following:

- Knowledge on nutrition, agriculture, rural development, health, etc (Knowledge part of the capacity building plan and skill acquisition components could bank on training & education verticals of OIN)
- Statistical/analytical skills
- Problem solving abilities
- Communication skills
- Interpersonal skills

- Personality developments (Lab-based interventions may be experimented): This may also draw from mentoring activity instituted by OIN.
- Monitoring & evaluation skills

For skill developments, some modules should be given in workshop mode. The strategies for workforce capacity development could be

- Formal learning
- Informal learning

Since most of the workforce in charge of the programmes in government set-up operate with regimented accountability and functions, informal learning that banks on proactivity (taking up new tasks), creativity (thinking in new ways), reflexivity (experimental superior solution seeking) may not work effectively (we are running the risk of preempting). However, fostering creativity could be mixed with formal learning strategies.

A.2I Capacity Development Assessment and Feedback

Capacity building exercises would be most beneficial if a formal mechanism for assessing its impact on a periodic basis is made and the findings are incorporated into strategy building for the next time period. A feedback mechanism must be established that would act as an information loop on a continuous basis. This exercise could be an annual affair.

The following table contains summary of the aforesaid discussion.

Table 4 - Capacity Building Activity Summary

Activity	Who will do it?	Timeline	Process	Desirable output or outcome
Job content analysis & required capacity inventory preparation	Faculty members or Professionals from outside	Six months from the date of commencement of operations	Analyse capacity required at different levels of the department keeping job content in mind with respect to knowledge, skill & attitude	Knowledge about capacity needed
Assessment of existing capacity	Do	do	Analyse capacity that exists at different levels with respect to knowledge, skill, attitude	Knowledge about existing capacity
Gap analysis	Do	do	Analysis of the gap between capacity that is required and the capacity that exists at	Knowledge about the capacity need

			different levels	
Resource need assessment	Do	do	Analysis of resource required and resource that exists	Resource planning or acceptance of existing resource as constraint for capacity building plans
Capacity need assessment	Do	do	Categorisation of needs subject to resource constraint around three dimensions: Infrastructure need, Human capacity need, Intangible needs	Priority setting for capacity building plans
Lunch capacity building strategies	do	D0	Through target involvement by mix of top-down & bottom-up approach, freeze the interventions	Capacity building themes identification and plan preparation
Execution of learning channels (formal & informal)	Faculty members, resource persons	Continuous	Regular trainings and follow-up Skill development plans Exposure visits Hand-holding	Increased capacity in terms of knowledge, skill, attitude
Impact assessment	Faculty members or Professionals from outside	Annual exercise	Identify measures against which assessment has to be made and assess the impact taking treated targets and untreated targets	Information for future plan

A.2J Major macro level desirable outcomes of capacity building interventions

- Increase programme gains
- Development of leadership across the department
- System becomes more responsive to emerging needs
- Reoriented programmes
- Higher accountability with larger ownership at different levels
- Opportunity for career development

A.3 Mentoring

Mentoring has been defined in many ways and misunderstood by many. Some relevant definitions and the goal of mentoring in the context of DWCD, GoO, according to our judgment, are given under.

Mentoring is a process that usually involves a deliberate pairing of a skilled or experienced person (the mentor) with a less experienced, more junior person. Some define it as relationship outside formal superior-subordinate relationship where one assists another for her/his career development (Mind, 1993). The goal of mentoring is to provide opportunities to continually develop skills and knowledge to enhance success (Tye 1997, p4).

In general, mentoring instituted with astute planning can help develop a workforce in many contexts and set-ups. Considering the perceived under-capacity of a large number of personnel working in the field of nutrition, mentoring could facilitate bridging the gap between the knowledge, skill and personality attributes required for effective functioning of a large department like DWCD in terms of workforce and budgetary outlay. Mentoring can play a complementary role to other interventions like training and capacity building. The need for mentoring can be highlighted with the following observations:

- Mentoring, it is often argued and found through research, is an effective way to transfer knowledge from an experienced person to an inexperienced one.
- It creates a dialogic human relation that becomes conducive for fostering commitment.
- Assistance of the mentor can instil confidence to try new ideas and encourages mentees to think.

A.3A Scale of mentoring

OIN should launch the mentoring programme on an experimental basis before institutionalising it on a larger scale. The mentees should be chosen from the ICDS scheme personnel in a selective manner. To start, it can be launched at AWW level, Supervisor level and CDPO level and later on may be scaled up across other levels in the department.

A.3B Target and approach

For the segment of the workforce (field level workers in charge of implementation like AWWs and Supervisors), mentoring should be used as work-based learning strategy. For this, the mentors ideally could be drawn from nutrition field. To optimise cost, choice of mentors may be from within the department should the mentoring capacity exist.

For higher levels of work-force (above supervisors), mentoring can encompass larger themes beyond work-centric knowledge. This indicative prescription is not to preempt similar intervention for the field-level workforce. It would be desirable for studying the impact of mentoring on performance in

both contexts: emphasis on work-centric capacity enhancement and general capacity enhancement. The results can indicate reorientation of future strategy.

A.3C Eligibility of mentors and mentor identification

OIN should, as one of the first requirements of instituting the mentor-mentee relationship, prepare a list of mentors with their voluntary concurrence by taking people from both within the department and outside the department. The suggested eligibility criteria are given hereunder.

- More than five years of work experience in the field of nutrition/health/related fields
- Demonstrated good interpersonal and communication skills
- Willingness for maintaining confidentiality
- Commitment for mentoring

OIN should administer a Mentor readiness assessment through which it shall study the characteristics of interested mentors before their inclusion in the pool.

The identified pool of mentors could be called Panel of Mentors. This exercise should be completed within six months of the start of operations of OIN.

A.3D Mentors' training

OIN should arrange for training of mentors on effective mentoring skills by engaging in-house or outside professionals. This could plug the knowledge gap for mentors as to effective mentoring. This training should be imparted within three months from constitution of Panel of Mentors. Training of mentors can be repeated once a year to take care of new mentors depending on their size in the overall pool.

A.3E Mentees' selection of mentor

Selection of mentor(s) should be made by the mentee. This association could be for a short run, being not less than three months (indicative), depending on the requirements of the mentee. The selection process should be done within one month of completion of training of a mentor.

A.3F Multiple mentors for a single mentee

A mentee should be allowed to use multiple mentors depending on the skillset she/he requires and the range of skills different mentors possess. A policy ceiling on the number of mentors a mentee can choose may be laid down after knowing the size of both the pools (mentors as well as mentees).

A.3G Duration and Switch

The mentee should be permitted to switch to new mentors after three months of experimentation, if desired. This switch could bring alternative ways of thinking on a range of issues on which a mentee is keen to learn and develop. S/he also interacts with multiple persons with different personalities and could gain from honing interpersonal relations in different situations.

A.3H Periodic Assessment

After completion of each six months, OIN should assess the effectiveness of the mentoring activity by considering the impact on the mentees in terms of their development. The learning could help with a change of mentors or change of style of mentoring (short vs. long term and formal vs. unstructured) or any other reorientation needed for enhancing its effectiveness.

The summary of activities is given hereunder in a table form.

Table 5 - Mentoring Activity Summary

Activity	Who will do it?	Timeline	Process	Desirable output or outcome
Constitution of panel of mentors and mentees	Faculty Coordinator- Training and faculty members	Six months from start of operations	Fix mentor qualification Identify mentors	Instituting the process
Conducting mentors' training	Do	Three months from selection of mentors	Conduct trainings for mentors within three months	Better mentoring skills
Mentor selection	Mentees	One month from end of training	Furnish location specific mentor list to mentees	Instituting the relation
Periodic assessment	Faculty- Coordinator- Training and faculty members	At a gap of six months	Conduct assessment of mentoring impact	Information for future plan

A.3I Macro level desirable outcomes of mentoring

- Holistic development
- Career progress
- Increased commitment
- Creative thinking
- Higher confidence level

B. APPROACH & ACTIVITIES FOR RESEARCH, POLICY RESEARCH & ADVOCACY AND INNOVATIONS

B.1 Research

B.1A Focus of research

It can be reiterated that to enhance programme effectiveness, OIN will have to build micro-level credible data and research can help achieve this purpose. Apart from basic research, the field of nutrition demands applied research. Since applied research might entail experimentation based studies, it should be made mandatory that Ethical Committee shall clear all applied research proposals after scrutiny of the target, goals of the research, methodology, etc. Action research and policy research should be thrust areas of OIN.

B.1B Constitution of Research Advisory Committee (RAC)

OIN shall have a Research Advisory Committee (RAC) where the members shall be from OIN's faculty pool (Chosen by Faculty Coordinator-Research) with specialisation in nutrition, health, rural development, agriculture or related fields and outside persons of national or international repute. The head of this committee shall be the Faculty Coordinator-Research and s/he shall report to the Dean-Academics and Director of the Institute. The research committee can co-opt outside experts on an honorary basis or on paid basis with approval by the Director. Presence of national level and international level experts in this committee would play a significant role in determining the quality of research and precipitation of research ambience in the long run. Their presence would also lead to keeping abreast of latest global developments in the relevant fields. They can also act as mentors for junior researchers. Faculty Coordinator-Research should take the responsibility of constituting this committee with help from faculty members of OIN or any other person and this committee should be formally instituted with Director's approval within six months from start of operations.

B.1C Development of Research Agenda

It is important for an institute to know first what to do so that it better knows where to direct its resources to achieve the desired goals. For this, it is imperative that OIN should develop a long-term (preferably five years' road map) research plan broken into short-run plans backed with corresponding budgets having adequate provision of resources. These plans and budgets will be prepared by the internal faculty members who are a part of the Research Advisory Committee headed by Faculty Coordinator-Research. One significant component of such plans is the research agenda. To fix this agenda, state's priorities should be of paramount importance. To develop this agenda, first, broad areas of research should be identified. Indicative broad areas could be:

- Environmental trends and nutrition
- Societal trends and nutrition
- Lifecycle and malnutrition

Once broad areas of research are identified, the Research Advisory Committee should create working groups for each area for identifying focus areas under each broad area.

Working groups should have research specialists working in the area concerned. The task of each working group should be to develop focus areas under each broad area. RAC members can also be a part of the working groups if they consider appropriate. Apart from research specialists in the nutrition field, the working groups can take people from health, rural development, water and sanitation, agriculture or other related fields targeting NPOs, policy makers, companies and institutes to contribute to focus area identification. The focus of each working group should be on state's priorities, the knowledge gap that exists today, the data gap that exists for effective programme or policy formulation, future research interest areas, etc. The working group consultation process can be a web-based consultation. Once the working group develops focus areas of study, a further honing is required in terms of developing some themes under each focus area which would be in terms of an actionable research project. A research agenda should be drawn up within three months from constitution of RAC.

Some of the indicative focus areas could be (for the purpose of demonstration only)

- Reducing Chronic Malnutrition
- Reducing Acute malnutrition
- Impact of curative interventions
- Impact of preventive strategies
- Prevention of Maternal Malnutrition
- Nutrition and disease
- Infant malnutrition
- Research on Monitoring and Evaluation Effectiveness with focus on best practice identification, effective delivery of interventions

B.1D Alternative Strategies for developing Research Agenda

Apart from the aforesaid way of identifying focus areas of research, the research team can develop the research agenda by doing:

- Literature reviews
- Interviews of stakeholders from government, NPOs, Institutes, researchers, etc.
- Focus Group Discussions with nutrition specialists

B.1E Operational Strategies

OIN could do research in three ways:

- In-house research through collaboration
- In-house research through OIN faculty pool
- Out-source

Once the agenda has been prioritised, the operational strategies would be executed. To develop the capacity of OIN as a research institute and go up in the learning curve, one of the strategies to do research would be through collaborations, at least initially. For the limited purpose of this strategy, collaborations would mean sharing of resources needed for research, conducting the research jointly and, possibly, sharing the intellectual property rights over research works as per agreed terms. The collaborations could offer the following benefits.

i) Acclaimed benefits of research collaborations

- Knowledge and ideas sharing, wider skill base
- Multi-sectoral knowledge
- Access to physical and human resource pool of different organisations
- Better output possibilities
- Partnering research could leverage other services of OIN due to access to diverse knowledge pool, human resource pool, learning from others' experience and innovations

ii) Levels of collaboration

To do research in a collaborative mode, collaborations with different kinds of entities can be visualised like the ones mentioned hereunder:

- OIN-Institute (Domestic/Foreign)
- OIN-University (Domestic/Foreign)
- OIN-Individual
- OIN-Donor Organisation
- OIN-Company

The last two could be funded research for projects determined by the donor. It could mean a gain in terms of increasing research prowess and monetization of the research capacity of OIN that could reduce overheads of OIN apart from creating a brand image of the institute and development of relationships for the long run. But at no cost should it promote the interest of the donor without having a need for the state.

iii) Basic tenets of collaborations

Irrespective of the kind of entity with whom OIN will collaborate, the basic tenets to be applied to the collaborations would be all or any of the following

- Cost sharing as agreed upon
- Resource sharing (other than funds, such as human resources, infrastructure, tools, etc.)
- Task sharing for each party
- Process control (including quality check)
- Output sharing

The MOUs for these collaborations should provide for these tenets in clear terms to avoid ambiguity in the future.

iv) Strategy to create collaborations

The research committee of OIN should actively seek collaborations, preferably with reputed institutes, as in the initial years of its existence OIN would exist (presumed) without much brand appeal. The ways and means to seek this could be from the following:

- Arranging or attending conferences/seminars and build networks
- Give presentations to target an entity about OIN's strengths and capabilities
- Submit research proposals to appropriate bodies

v) Features of collaboration agreements

All collaboration agreements should, to the extent applicable, provide for the following elements:

- Scope of the project
- Ethical committee clearance
- Outputs
- Timeline
- Levels of quality checks
- Target for applied research
- Communication mechanisms
- Budget and cost sharing, fund management mechanism
- Process control mechanism
- Interim review mechanisms by individuals or team of experts (frequency, cost)
- Human resource sharing
- Responsibility of each member in the project
- Physical resource sharing
- Coordination mechanism
- Mechanism of additional funding, should the project experience cost and time overrun
- Reporting mechanism: when, to whom, at what frequency and what is to be reported, e.g. funds used vis-a-vis output, necessity of additional funds or resource sharing
- Joint IPR issues/output sharing
- Dispute settlement (arbitration mechanism with mention of jurisdiction)
- Data capture and migration mechanisms
- Publication

vi) Other types of Collaborations

Apart from collaborations to conduct research as per the research agenda, collaborations with other objectives could be also explored like the ones mentioned hereunder.

- Exchange of research information

- Sharing of research outputs
- Sharing of human resource only without claiming proprietary rights (such as knowledge enhancement platforms or incubation periods for junior researchers)
- Carrying sub-contract research on paid basis (this could imply impact on learning, capacity cost reduction through income and research culture creation)

vii) Outsourced Research

OIN may, in the initial years, outsource some of its research to other entities or persons on agreed terms and conditions with due consideration of quality assurance and cost-benefit analysis after consideration of OIN's research capacity and feasibility of outsourcing. The outsourcing should happen under a well-defined agreement. This could be combined with a collaborative way to do things in a joint manner.

B.1F Ethical Review

If research would use experimentation on living bodies, clearance by the ethical committee should be a mandatory requirement.

B.1G Technical Committee

Researchers should take the advice of a technical committee wherever there is knowledge deficit in matters related to technical aspects of the subject under study. This could be required at the stage of research proposal formulation or the conducting of research. Both at the stage of evaluation of research proposals and research completion, the technical committee shall certify that the research does not abuse technical aspects of the subject matter under study.

B.1H Engagement & Mentoring of Research Associates/Junior Researchers

To aid in research, if necessary, OIN may recruit on its payroll research associates or junior researchers proficient in data analysis tools and techniques to aid the faculty pool of OIN to conduct research. Once recruited, mentoring these people could generate future researchers.

It is desirable that OIN should institute mentoring of junior researchers for development by attaching her/him to mentors selected from a panel of research mentors to be maintained at institute level. The members could be RAC members or faculty members/researchers in any institute. OIN should identify people with willingness to engage in mentoring. OIN should make budget provisions to support this activity.

B.1I Resource Planning & Mobilisation

The research committee (constituted by Faculty Coordinator-Research taking the faculty-members who are part of RAC), a quarter prior to the onset of every year, should prepare research budget for ongoing research and start-up research as per the research agenda and research proposals. The research budget should make resource provision for timely completion of the research and a budget should be established for each research assignment.

To meet institute overheads for the research wing of the institute, to the extent possible, OIN should actively try to bring corpus fund donations and build the corpus fund. Income from such funds shall be applied exclusively for research purposes. The Society should seek adequate funds for research from Governments, Government owned departments/enterprises, donor agencies, companies, etc.

In partnership projects, as per sharing rules, resource contributions will be made.

In case of sponsored projects, sponsors should transfer funds to a research fund to be established by OIN through opening a separate bank account, which may in turn have many sub-funds for specific projects.

Budget allocation within OIN to specific projects should be made only after clearance by ethical committee with due consideration of their suggestions on methodology.

B.1J Provision of Infrastructure

The Faculty Coordinator-Research in consultation with the research project team shall identify the infrastructure needed for different research projects and if such infrastructure is not available within OIN, the committee shall try to identify institutes or organisations with the required resource base and collaborate, if possible, or look at in-house plans for infrastructure creation, providing the priority with the associated timeline would permit such deferral.

B.1K Strategies for Research Findings Dissemination

The Faculty Coordinator-Research of OIN should make strategies for dissemination of research findings in any of the following modes

- Research conferences/seminars: Apart from arranging conferences/seminars, OIN may also explore the opportunity of co-hosting these platforms with stronger brands for national and international visibility.
- Information sharing networks: OIN should create networks within institutes and nutrition and other related area communities and share its research findings either in hard or soft form.

- Publish Research Journal: e-journals can be an option in the initial days for wider reach with less cost.

B.2 Policy Research and Advocacy

Research findings might induce changes in policy and programmes. To achieve this OIN should align its research agenda with nutrition strategy of the government. The institute should have a mechanism of flagging emerging issues discernible from research at a regular interval for policy reorientation. Multi-disciplinary research including stakeholders of other departments should be conducted to trigger policy reorientation in a holistic manner.

B.3 Innovations

One of the thrust areas of OIN should be to find out new ways of doing things or doing different things. In order to innovate, continuous effort should be made to research in this direction. Once research findings suggest new ways or things, pilot runs must be made and the results must be observed and analysed. Allowing for a degree of error, if the findings suggest tangible gains in terms of efficiency and/or effectiveness, the findings may be locked in.

One of the ways to encourage innovation across the department would be to institute a suggestion box and motivate people to suggest through provision of proper recognition or award for suggesting innovations.

The table given below contains the aforesaid discussion in a summary form.

Table 6 - Research Activity Summary

Activity	Who will do it?	Timeline	Process	Desirable output or outcome
Constitution of Research Advisory Committee	Faculty Coordinator-Research	Six months from start of operations	Involve faculty members and outsiders to identify willing members of national & international repute	Provide direction
Development of Research Agenda	RAC	Three months after constitution of RAC	Identify broad areas of research with help of RAC Constitute working groups for each broad area Identify focus area	Road map for five years with short-term plans Help in budgeting

			under each broad area Prioritise themes taking state's need	
Execute operational strategy	Faculty Coordinator-Research	Continuous	Decide whether to do in-house/outsource/with collaborations Identify collaborators Enter into collaboration agreements Monitor Share output as per agreement Apply for IPR and register	Better research output
Constitution of Technical Committee	Faculty Coordinator-Research	two months from date of constitution of RAC	Identify technical people with help from RAC, Faculty members	Technical knowledge to researchers and content analysis for all materials of the institute
Mentoring of junior researchers	Researchers	Continuous	Mentoring	Future researchers
Annual budgeting Resource planning	Faculty Coordinator-Research	Before a quarter each year	Make provision of physical resource and financial resource required for each research Aggregate for macro budget in research area	Better plan execution
Research finding dissemination	Faculty Coordinator-Research	Continuous/as per collaboration agreement	Decide the media/platform, form of dissemination like journal or e-form, convert to reports/data bases or journal Share as per plan	Data creation Knowledge dissemination Policy advocacy Programme reorientation Better Education & Training Aid in IEC/BCC
Manage innovation	-do-	Continuous	Experimentation Pilot runs	Innovation

B.4 Macro Level Outcomes of Research Activity

- Data creation
- Knowledge dissemination
- Policy advocacy
- Programme reorientation
- Better Education and Training

- Aid in IEC/BCC
- Innovations

C. APPROACH & ACTIVITIES FOR KNOWLEDGE MANAGEMENT, COMMUNICATION AND EDUCATION

C.1 Knowledge Management & Communication

Knowledge management is an encompassing activity and includes a wide array of elements including research that creates new knowledge. Capture of old knowledge is also an important aspect as is facilitating institutional memory. To facilitate this, OIN should create and maintain a knowledge hub. Knowledge dissemination is as important as knowledge creation. Since research is going to be a significant thrust area of OIN, it has been discussed in a standalone manner in this document.

For technology enabled cost-efficient information sharing and knowledge dissemination, OIN will have an informative knowledge hub. The primary objective of such a knowledge hub would not be to duplicate the information contents and policy information of DWCD in the website of Government of Odisha, as such, the knowledge hub of OIN should provide linkage to the department's website. The knowledge hub of OIN would be in respect of institutional activities and outputs restricted to training, research, education, consulting, innovations, and overall knowledge management.

To cater to the needs of the masses, the knowledge hub shall be multi-lingual (Odia, English and Hindi). The knowledge hub would be a window in the overall information portal of the institute. The information portal of the institute should have the following clickable headings with the associated subheadings as given below:

A. About us

- Legal Form of OIN
- Director's message
- Vision & Mission
- Governing Board
- Key Administrators
- Governance & Executive Committees
- Infrastructure
- Library
- Policies on (as examples)
 - Sexual Harassment

- Whistle blowing
- Anti-fraud and Anti-corruption
- Office timing, holidays & working norms
- Disclosures
 - MOA, Rules of the Society
 - Financial Statements
 - Annual Report

B. Contact us

Contact details should be provided.

C. People & career

- Details of all people working in OIN with brief bio-data of faculty members and key persons
- Job vacancies

D. Event updates

This section should contain information about event calendar on trainings, conferences, seminars, functions, etc.

E. Training Programmes

- Programme details and mode of imparting for each programme
- Course details for each programme
- Target audience for each programme
- Collaborations with others

F. Capacity Building & Mentoring

This section should contain brief information about the activities & target information

G. Research & Publication

- Research Archive
- Latest research completed & ongoing research projects
- Collaborative research works
- Research projects in the pipeline
- Books
- Cases
- Conference proceedings
- Publication in journals

- Working papers

H. Nutrition Knowledge Hub

The mandate of the knowledge hub should be to collect, collate and make available resources and materials on nutrition and child development to diverse stakeholders. It shall be an interactive knowledge resource base which facilitates real quick time interaction, exchange of ideas, discussion between various stakeholders to promote better understanding between the existing and newer pieces of research and developments. To achieve this, the hub should have extremely user-friendly design attributes to direct to specific components. The knowledge hub should also have technology enabled systems in place to achieve certain outputs like SMS alerts. Each sub-heading under the knowledge hub contains either the information content or the output desired as under.

- Information on nutrition policies and schemes (Here the institute shall provide links to the website of the department containing information on various policies and schemes of Government. Department's website should cross-link for knowledge hub of OIN for education/awareness purpose).
- Information on nutrition
- FAQs on nutrition
- Myths and facts
- Text/Static Web Pages
- Voiceovers/Podcasts
- Directory Services
- Multilingual translated information
- Intelligent searches
- Short downloadable video/text education modules with clickable themes, like agriculture and nutrition, water & sanitation, nutrition, nutrition & health, etc
- Short video modules on training components for personnel of DWCD & Other departments
- Short-modules on education for mothers and school children
- Information about knowledge networks (Here information about other institutes and bodies working in the field of nutrition and child development should be given along with links to their websites).
- Interaction
 - Interactive multilingual nutrition modules

- Online tools/widgets
- Online nutrition forums/blogs

- Communication
 - Alerts/Updates/News
 - RSS feeds
 - SMS alerts (for registered users)
 - Mailing Lists

- Dissemination
 - Interactive DVDs
 - Short films/videos
 - Touch screen kiosk-based information
 - Mobile telephony or fixed phone-based information
 - Print media
 - e-suggestion box

I. Education Programmes

- Programme details and mode of imparting for each programme
- Course details for each programme
- Eligibility criteria for each programme
- Admission dates, procedures, fee structure
- Collaborations with others
- Academic awards

J. Consulting & Advisory services

Here, OIN should indicate the areas where it can render the aforesaid service, the target client groups, consulting assignments archive with brief description of each one, details of consulting assignments under way, collaboration details, etc.

Knowledge Management

The knowledge management strategy is not a standalone component amongst the various strategies the institute follows. Rather, it is an integrative one that encompasses strategies for other activities like training, research, education, etc. Therefore, the discussion under this section attempts to narrate the integrated framework to bind all those components and to some extent recapitulates earlier narratives. The various components of knowledge management are:

A. Nutrition and Health Education

There is a lack of knowledge and awareness about nutrition and its importance among the general population. Effective nutrition education can improve dietary habits and lifestyles that will improve food and nutrition security and address under-nutrition and micro-nutrient deficiencies. To achieve this objective, OIN should not only impart education for nutrition workers/professionals or future workers/professionals but try to educate large stakeholder groups like mothers, school children, teachers, other government department personnel, or citizens in general. Apart from imparting education to students enrolled under programmes, education through the knowledge hub would play a significant role. There could be knowledge dissemination in other ways, like development of videos in waiting rooms, information through kiosks, hoardings, etc. Education for general people across these kinds of variety of platforms requires research on information content that can achieve behaviour change. To impart effective education, OIN should embark on these activities:

- Review and evaluation of existing material for imparting nutrition and health education
- Preparation of appropriate and need-based publications and IEC (Information, Education and Communication) materials for service providers
- Support various agencies and state governments in publication of communication material on nutrition
- Facilitate production of audio-visual spots or films, SMS alerts on nutrition and health education, and prepare, execute and review nutrition and health education as well as communication strategies from time to time.

B. Website

The institute will develop and launch a web portal, known as “Nutrition Knowledge Hub”. A Technical Committee, comprising of nutrition and IT (Information Technology) experts will be set up and placed for day-to-day management. The committee will also be responsible for the development, launch and regular updating of the website. Any knowledge centric content can be hosted only with clearance of the aforesaid committee.

C. Moderated Email Discussions

The website shall initiate thematic email discussions on specific topics from time to time and this will be moderated with the help of the Technical Committee. Opinion of people on a particular topic posted in the discussion forum will be examined by the Technical Committee and the correct answers/information will be posted on the web portal for the audience. The composition of this technical committee will be decided by the Director, Dean-Academics and Faculty Council of OIN. Subject experts from outside shall be nominated if OIN does not have the required expert knowledge for the time being. Efforts would be made to include at least one subject expert related to specific topics discussed in the forum. Provision shall be made for posting technical/program implementation related questions and seeking answers/solutions online to a web post box, which will be answered by experts periodically.

D. Mobile Telephony (SMS, IVRS & Helpline)

Since the reach of internet is limited at this stage and mobile telephony has reach in all villages of the country, an effort will be made to link with the mobile phone infrastructure and this will enable us to reach the audience with appropriate messages by using SMS and Voice blast in a language understandable to them. This will considerably reduce the communication gap between policy planners, researchers, programme implementers and other stakeholders. This will also enable the institute to broadcast messages of public importance to programme implementers in a cost effective way. Moreover, this system will be backed by an Interactive Voice Response System (IVRS) and helpline, which will enable two way communications to feed any information. An effort will also be made to place existing MIS related to nutrition on IVRS platform to enable speedy data collection, analysis, sharing and, of course, reduce carbon footprint by reducing use of paper.

E. Behavior Change Communication/IEC Material Development

Behavior change communication will be one major activity of Odisha Institute of Nutrition. The Technical Expert Committee will assess the need for BCC activities as per the requirements of DWCD and design the need based behavior change activities. The partner institutions will support in designing the BCC activities for frontline workers, supervisors, block & district level officials. IEC materials in the form of handbills, posters, pamphlets and other audio visual materials have a very important role in information dissemination on a subject like nutrition. The institute shall support all the line departments in development and dissemination of various IEC materials for this purpose. Provision can be made for demonstration of an IEC & BCC material catalogue on the web portal.

F. Journal

There shall be a quarterly e-journal to disseminate knowledge and information on nutrition and related issues, known as “Better Nutrition for all”. All the articles developed for this journal will be verified by technical experts in the particular subject concerned. For this, OIN should set-up an Editorial Board with academicians, professionals/technical experts and researchers. Initially, the e-journal can be used as a stepping stone for production of hard-form journals and later on with the institutionalisation of a journal publishing culture.

C.2 Education

C.2A What education?

Preferably toward the end of fourth year of its existence, OIN could embark on education in the nutrition field for a wide target group. The word ‘education’ in the field of nutrition can have a generic meaning to include training and education of a wide group of stakeholders through effective communication on nutrition. As a service output of OIN in the context of the scope, education, initially, will have a limited meaning that will include long-term or short-term courses, primarily geared to impart knowledge and the award of a diploma or certificate. Its ambit can also include education for the general masses and specific groups, such as women.

The programme portfolio under the education banner of OIN could include:

a) Short-term certificate courses on

- Nutrition
- Programme management
- Inferential Statistics: different modules for different levels of practitioners
- Social Research Methodology
- Programme monitoring & evaluation

- Communication skills

b) Diploma on Nutrition

c) Executive development programmes for clients

C.2B Target

The target group for education should be

- DWCD personnel for career progress
- People who want to start a career in nutrition & health
- Different department personnel working under GoO
- Neighbouring state governments' personnel
- NPOs working on nutrition related field
- School teachers and children
- Citizens (education through free classroom or through knowledge hub)

C.3C Faculty Council's Approval

Faculty Council of the institute must approve introduction or withdrawal of education programmes and the Dean-Academics shall be responsible for management of all programmes with the help of Faculty Coordinator-Education.

C.3D Constitution of Board of Studies

For launching good programmes, any educational institute requires the wisdom of academics and practitioners' latest knowledge. For this, the need of a quality Board of Studies cannot be undermined. Since Nutrition is a practical field, the Board of Studies (BOS) should attract people from academia, researchers and practitioners. The Dean-Academics shall help constitute this board with the help of the Director and Faculty members. It shall be instituted by approval of the Governing Board with recommendation of Director. The size of the Board shall be six to eight. One third of the members shall be from the practice field. The Board of Studies shall be in charge of approving all curricula, syllabi and pedagogy. The Board shall, to the extent possible, draw persons of eminence in relevant fields to increase brand visibility of the institute. The Board should be in place one year prior to the launch of any education programme to advise on curriculum and syllabi. This Board shall meet at least once during a year to review things.

It is suggested that the Dean-Academics of OIN should be the chairman of the Board of Studies.

C.2E Mode of imparting education

The modes of imparting education could be

In-class education: pedagogy could be lecture, panel of experts or discussion or simulation

Distance learning: certain parts of some programmes or some programmes in entirety can be offered through CD-ROM, Material Workbooks, e-learning, etc.

Under e-learning mode, classes can be conducted through interactive video modules with satellite linkage.

In the larger context of education, some programmes like general knowledge for women or citizens can be imparted free of cost. For working executives, a mix of in-class, distance mode, e-learning mode can be used depending on the location and need of the target groups.

All programmes, to the extent possible, shall institute the latest pedagogy as per best practices around the globe and use case-based teaching, if applicable.

Education programmes shall use data generated from research for bringing local or national level context, as the nutrition field is a highly local context centric subject.

OIN should have a case lab manned by its faculty to generate cases for use in the courses.

Environmental modes: for education of citizens in general and increasing societal awareness, OIN should develop education material, such as:

- Waiting room videos
- Bulletin boards
- Posters & pamphlets
- Music

C.2F Mix of in-house faculty and external faculty

OIN shall use the strategy of identifying a panel of eminent faculty in the relevant fields and use them for full courses or part of a few courses where the rest is handled by the in-house faculty. Courses which use more practice knowledge should, as a matter of principle, be given to an outside faculty on visiting/adjunct contract basis. This could also help OIN to manage costs and resources more efficiently.

C.2G Student & Faculty Exchange Programmes

OIN should enter into collaboration agreements for faculty resource sharing and student-exchange programmes to enhance brand visibility, improve knowledge creation, and increase exposure of students and faculty.

C.2H Sponsored Chairs/Centre of Excellence/labs/activity cells

OIN with the help of its Governing Board, Faculty members, Director and Deans, will try actively to set up the sponsored chairs/Centre of Excellence/labs/activity cells. The sponsors could be industry, NPOs,

donor agencies or any other entity. This could increase stakeholder integration, programme innovation, visibility, cost reduction, etc.

C.2I Miscellaneous issues

The faculty shall be given autonomy to design the course content subject to approved syllabi striking a balance between knowledge and skill.

All syllabi shall be uploaded onto the website of the institute.

Formal student feedback mechanisms must be instituted.

A well-defined manual of policies for students should be developed for all programmes.

A summary picture of the activities is given as below.

Table 7 - Knowledge Management, Communication & Education Activity Summary

Activity	Who will do it?	Timeline	Process	Desirable output or outcome
Creation of knowledge hub	Faculty Coordinator- Knowledge Hub with help of IT personnel, Faculty Members & Technical Committee	One year from date of establishment of OIN	Develop layout Develop multi-lingual content Upload Maintain & Upgrade continuously	Informative knowledge hub to facilitate knowledge management
Constitution of Faculty Council	Director with help of Dean-Academics	Concurrent with appointment of faculty members	By charter	Academic decisions
Constitution of Board of Studies	Dean-Academics	Before one year from launch of any certificate/diploma course	Taking academicians of repute in the relevant field	Expert advice on Curriculum and syllabi of all courses
Impart education	Dean-Academics with faculty members and visiting faculty members	Continuous	Conduct classes Assess performance Institute certificate /diploma	Education for career/career progress

C.2J Macro Level Desirable Outcomes of Knowledge Management, Communication & Education

- Increased access to data & information to be used as input for other activities
- Education of a wide group of stakeholders
- Awareness about nutrition related issues

D. APPROACH & ACTIVITIES FOR CONSULTANCY & ADVISORY SERVICES IN THE FIELD OF NUTRITION OR RELATED FIELDS

All consulting and advisory services should be coordinated through Faculty Coordinator-Consulting who shall report to the Dean-Academics for administrative, financial and quality control. He should also concurrently report to the Director.

D.1 Understanding recent trends in the consulting world

In the last decade or so, the consulting world has seen more of convergence between advisory business and execution of the strategies. Therefore, OIN should build its execution capacity over a period of time for handling consulting assignments. The consulting world is too competitive and dominated by many dominant or mid-sized firms; in addition, consulting assignments are too price-sensitive. To make inroads into this highly competitive world dominated by the private sector with its operational freedoms, OIN should try to position itself in a market where it is likely to gain acceptance and scuttle competition or move from competition to cooperation through collaboration.

D.2 Prerequisites

The consulting business is often dependent on brand visibility. So, OIN will have to make its visibility felt in the market through its quality education, research and training first and then leverage relations created and client confidence, to bag consulting assignments of high value. Creating networks and maintaining relations is an important prerequisite for bagging consulting assignments. Networks also help to create collaborations where OIN can combine with other consulting firms and work on revenue sharing. This lessens competition, helps it to be on the learning curve, enhances organisational profile for future assignments, creates networks and shares knowledge and skills others possess. Therefore, OIN should actively create networks. For client confidence, any consulting organisation requires quality human resources with the latest knowledge and skillset. OIN should, therefore, uncompromisingly pursue an agenda of recruiting and retaining quality human resources.

D.3 Positioning

Consulting often comes with experience and visibility. To gain experience, one needs to start. OIN may, therefore, look at low value small assignments to start with and move to bigger assignments over a period of time. The assignments could be surveys, programme evaluations, etc. OIN may position itself as an advisor to NPOs for programme management, planning, capacity building, target donor organisations for programme evaluation, take assignments of DWCD involving studies or surveys, and then target other departments' similar assignments. A quality job in these areas would create a ripple effect for client confidence.

D.4 Collaborations

OIN should try to collaborate with bigger firms targeting high value assignments in Odisha, to start with, by offering specific services. Mere collaborations for physical infrastructure sharing should not be encouraged. Collaborations always enhance eligibility and increase chances of getting the assignment.

D.5 Fee strategy

To foster client confidence, OIN should follow a mixed strategy of fee quotation for the client where part payment is on a time and resource basis and the rest is a success fee.

D.6 Execution Strategy

Like a select few top-notch management consulting firms of the world, OIN could bring in a unique proposition of handholding internal personnel of the client and get many components of the assignment implemented by them to help them learn along with execution of the assignment. This helps with knowledge transfer and to build capacity of internal people by the time the advisor entity exits. The internal people are, as a matter of policy, freed from their organisational duties and deputed to the consulting firm in order to work in a team.

D.7 Partnering with resource persons

OIN should partner with resource persons of other organisations to bolster its profile and compete with other firms. Some contracts can have an exclusivity feature of association with a select few.

4.8 Operational freedom to consulting cell

Conscious power delegation with a lot of operational freedom and budget support should be given to the consulting cell of OIN. Consulting assignments, unlike other services of OIN, might not come for quite a period of time.

Table 8 - Consulting Activity Summary

Activity	Who will do it?	Timeline	Process	Desirable output or outcome
Preparation of Institution CV	Faculty Coordinator-Consultancy	Towards the end of 4 th year from start of operation	Collate experience of Faculty members and resource persons identified and institutional activities so far	CV for prospective clients
Explore tie-ups with consulting firms in the relevant field	-do-	-do	Websites, databases, references	Strategic tie-ups with consulting firms
Respond to EoI calls	-do-	Continuous	Follow tendering process	Bag consulting assignments
Work as sub-	-do-	Continuous	Discuss with consulting firms on	-do-

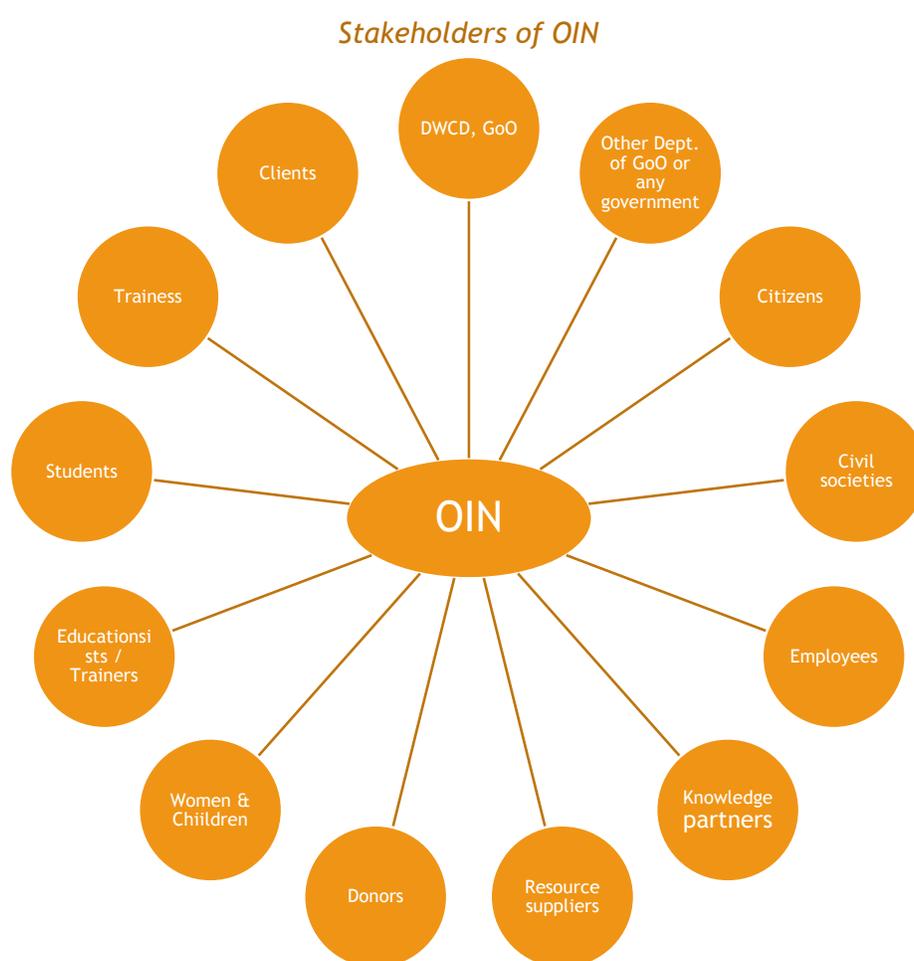
contractors			subcontracting scope on win-win points	
			Enter into agreements	

D.9 Macro level desirable outcomes of Consulting & Advisory Service

- Client satisfaction & repeat orders
- Supplement revenue generation and increase sustenance
- Brand creation

STAKEHOLDERS OF OIN

Considering the rationale behind OIN's creation and its proposed scope scale, the identifiable stakeholders of OIN can be depicted as under. The stakeholders can be broadly categorised into two types i) Internal Stakeholders, like employees ii) External stakeholders, like other departments (other than DWCD) of GoO. At a macro level, society at large would be the stakeholder of OIN much like for any other entity that takes inputs from society and generates output for society. Here, constituents of society who are supplying input directly or indirectly and recipients of its service directly or indirectly are given for a bird's eye view.



OIN's relation with the aforesaid stakeholders vis-à-vis the input/output framework is given hereunder to explain as to how OIN is proposing to satisfy stakeholders' needs.

Table 9 - Stakeholders' Roles and Needs

Stakeholder	What role the stakeholder plays for OIN or what interest the stakeholder has in OIN?	How does OIN propose to cater to the needs of the stakeholder?
DWCD	<p>Promotion</p> <p>Resource support for infrastructure and recurring expenses</p> <p>Captive customer (supply for training, capacity building, mentoring)</p>	<p>Training, Capacity Building, Mentoring of personnel</p> <p>Education for personnel</p> <p>Research data sharing</p> <p>Information availability</p> <p>Innovations</p> <p>Policy change facilitation</p> <p>Advisory service</p>
Other departments of GoO and other states	Customer supply in the form of trainees, provide multi-sectoral data and knowledge, policy research findings and resources	Convergence trainees, data, research findings, etc
Citizens	Information demand on nutrition and wellbeing	Education directly (through knowledge hub, kiosks, waiting room videos, education for mothers & school children) or indirectly (through school teachers)
Civil Societies	<ul style="list-style-type: none"> ➤ Proactive information supply for policy/programme change ➤ Raise information demand for holding government accountable ➤ May provide information or supplement research efforts of OIN 	<p>Complement effort through research</p> <p>Supply information</p> <p>Sensitise through education</p>
Employees	Supply knowledge, skill, labour	<p>Reward through remuneration</p> <p>Facilitate knowledge & skill enhancement & career progress</p>
Knowledge partners	Supply and share resource/knowledge	Mutual sharing of resource/knowledge
Resource Suppliers	Supply of goods and service, human resource, infrastructure supply	Payment at market price

Stakeholder	What role the stakeholder plays for OIN or what interest the stakeholder has in OIN?	How does OIN propose to cater to the needs of the stakeholder?
Donor	<ul style="list-style-type: none"> ➤ Financial contribution for establishment or expansion or diversification ➤ Research or any defined purpose 	Output as per purpose
Women	Knowledge about nutrition and wellbeing	Direct Education Indirectly through DWCD through more effective policies
Educationists/ Trainers	Awareness or knowledge on nutrition	Education for educationists or trainers
Students	Degrees/Diplomas/Knowledge	Education
Trainees	Training on skills, knowledge Honing of attitude	Training, Capacity Building, Mentoring
Clients	Advice on defined issues	Consulting & advisory service at market price for defined purpose

To add further perspective to the above discussion on generic categories of stakeholders of OIN, some specific stakeholders who are either involved in its conceptualisation or play a significant role for its promotion or possibly could forge a tangible relation in future are discussed under.

Table 10 - Specific Stakeholders' Roles

Stakeholders	Stakeholders' Roles
DFID	Providing financial support for setting up the institute
National Health Mission (NHM)	Working in convergence with the departments and extending all support
National Informatics Centre (NIC)	NIC will provide the necessary security framework within their Data centre to host the IT infrastructure based on set standards as required by the Govt. of Odisha.
Indian Council of Medical Research (ICMR)	Being a State knowledge body and a contributor towards research, may provide assistance in Research Studies
UNICEF , WHO	Providing technical support for OIN scope and strategy

COLLABORATIONS AND PARTNERSHIPS

Collaborations or partnerships can facilitate or ensure knowledge and ideas sharing, wider skill base, multi-sectoral knowledge access, access to physical and human resource pool of different organisations, better output possibilities, and learning from others’ experience and innovations. Collaborations can provide platforms for faculty and student exchange in the long run. This could also be desirable from the point of affiliations. Collaborations in the knowledge world impact brand image of the institute also. Being a start-up institute, collaborations can help OIN to go up the learning curve and get guidance to emerge as a matured institute.

Collaborations can be with a diverse group of entities like institutes, other organisations, individuals, companies or other bodies, donors, etc.

Some of the institutional collaborations possible are described below. Inclusion of these institute names is neither to limit the search nor to suggest that these institutes are open for collaborations.

OIN has to actively scout for such collaborations once it gets into its operational phase with the help of the governing Board members or faculty members or any other stakeholder. The following table highlights some institutes’ thrust areas. While seeking collaborations, OIN should identify the unique strengths of each institute in terms of its capabilities and weakness and then collaborate with a win-win strategy.

Table 11 - Proposed Collaborators and Areas of Collaboration

NIN (National Institute of Nutrition) Food analysis Food fortification , Research on Nutritional disorders , Operational research Intervention studies	NNMB (National Nutrition monitoring Bureau) collect data on nutrition patterns, Periodic evaluation	NIPCCD (National Institute of public cooperation and Child Development) Training, Action Research, Field demonstrations , Material Development (IEC/ BCC), and Documentation	PHFI (Public Health Foundation India) Teaching, Training, and Research in public health area	SHSRC (State Health Technical resource centre under NHHM) Policy level planning, and Resource support, Research, Documentation	IFPRI (International food policy research institute) Research, and policy formulation	FNB (Food And Nutrition Board) Developing protocols, BCC
↓	↓	↓	↓	↓	↓	↓

Research	Monitoring & Evaluation	IEC & BCC	Training & Research	Human resource sharing	Policy research	BCC
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It is expected that collaborations and partnerships in specific areas of strength of these types of institutes would help in better achievement of the objectives of OIN.

FORM OF ORGANISATION

The form of organisation that is suggested for the institute is a Society as per Society Registration Act, 1860.

The form of the organisation was decided to be a society after careful review of five institutes of the state namely SIRD, GAA, MDRAFM, NCDS and SIHFW. Out of these five, SIRD, MDRAFM and GAA are operating as departmental extensions in terms of legal structure and depend on the parent department to a large extent, though the Director of the institute enjoys financial powers as per her/his rank in the Government. The other two, namely, NCDS and SIHFW exist in the form of Society. A mention may be made that there is a consideration under way to convert GAA to a society as per explanation given to us. It seems there is a long standing proposal to convert SIRD to a society. The predominant motive for creation of a society is to enjoy more operational freedom in terms of financial decisions and day to day management.

The predominant considerations that emerged from the existing institutes of Government of Odisha (taking a sample of five institutes), though different institutes showed different degrees of flexibility or experience of operational constraints, including:

1. Society has better flexibility in terms of taking operational decisions
2. Society can lay down its own norms to supplement Government rules and regulations

Even though, apparently a society looks like having better operational freedom, in general the way these institutes have been structured from a governance point of view and the degree of autonomy that the charters confer on the entity, several serious constraints do exist even for the societies.

Some of the findings that emerged from our study are the following:

1. Capital expenditure plans have to be approved by the parent department and execution decisions are not in the hands of the entity.
2. In general, recruitment of people and the power to remunerate them with the ease and parity of the private sector in order to attract and retain quality manpower is not there.
3. Most of the significant powers for day to day management are centralised and follow the prescribed procedure of government.
4. Human development plans are sometimes beyond the jurisdiction of the institutes. (e.g. sending a faculty member for a foreign conference)

6. The power to decide about the use of infrastructure and assets is sometimes not in the hands of the institute.

7. Freedom to partner with different organisations is restricted.

8. Freedom to offer services to private sector is not there/restricted.

The aforesaid constraints and several others at micro-levels of operation can hinder the development of a knowledge centre because these institutes do not follow the principle of shared governance that has been proclaimed globally as the framework for creating and sustaining knowledge institutes. Devolution of power is a necessary consequence of following this principle. To enjoy operational freedom that is a prerequisite to precipitate the culture of free pursuit of academic interests subject to macro level policies on accountability, it is but desired that OIN should try to create a structure that would be conducive for this purpose. The suggested governance structure and mechanism, and memorandum of association for the creation of the society, and rules of the society that are given hereunder intend to achieve this primary goal.

GOVERNANCE STRUCTURE & MECHANISM

In the context of a knowledge institute like OIN, governance could mean both formal and informal arrangements to take decisions and initiate actions to cater to the interests of all stakeholders in a balanced way.

The formal arrangements are the structure, lines of authority established, degree of authority vested and accountability attached at different levels, control mechanisms, mechanism to avoid conflict of interest and maintain independence and transparency demanded from the institute.

The informal mechanisms could refer to things like the degree of academic freedom, culture of research, type of peer relations, student-teacher relations, etc.

The governance mechanism suggested hereunder has attempted to consider the aforesaid issues and has tried to balance authority with freedom, couple action with accountability, increase transparency and protect stakeholders' interest.

Shared governance (devolving decisions to those who are most competent to take them) has been the thrust to the extent possible. Therefore, the proposed structure has consciously attempted to give authority to determine academic policies, develop curriculum, and appoint faculty members and academic associates like research associates, to the faculty body and director of the institute.

One prime concern of academic institutes all over the world has been the presence of outsiders without exposure or experience of academic institutes that more than often has damaged them or has failed to bring in academic culture with the required freedom for pursuit of excellence. Therefore, the Director of the institute has been consciously proposed to be primarily an academician with experience of academic administration. The Dean-Administration should also be a person with more than five years of academic institute administration (Desirable).

The ensuing governance issues/structure and mechanism is discussed under relevant heads as under.

A. Governing Board (GB) Diversity

Diversity is required to protect different stakeholders' interest and often these interests can be conflicting. A balanced view has been taken in proposing the structure.

The governing board shall have at least three academic institute representatives. The institute should be of national/international repute in the field of nutrition and health. The representatives may be faculty members of those institutes having adequate knowledge and experience.

Faculty Coordinator-Research shall be on the Board to represent the faculty members of OIN. Her/his inclusion along with other academic institutes' representatives is to protect the interest of the academic community of OIN and aid decisions required for any resource provision for academic activities. The informal governance arrangement of the Society under the leadership of the President shall attempt to define the boundaries of accountability within which the academic community of the institute should have enough freedom for pursuing academic interests. Out of all faculty coordinators, Coordinator-Research has been included with an underlying assumed rationale that research would deal with the most intangible output as compared to other outputs like education, training, consulting, etc.

One member of the GB shall be from a donor agency.

Three members shall be from other related departments of the Government of Odisha, like Health & Family Welfare, Rural Development, Agriculture, etc.

Development-Commissioner, Government of Odisha shall be the President of the Society.

Secretary, DWCD, Government of Odisha shall be the vice-president and Director, Social Welfare, GoO, shall be the Member-Secretary of the Society.

To the extent possible, wherever available, it shall be the endeavour of the Society to draw people from different professions and domain knowledge. The desirable knowledge diversity may be Nutrition, Health, Rural Development, Water & Sanitation, Agriculture, Finance, Accounting, Public relations, Technology/IT and Management. Considering the core focus of the institute, at least two members shall be nutrition specialists and one member shall be a health specialist.

All members shall have at least five years of post-qualification experience in their relevant fields to qualify as a member. It should be ensured that no member shall be member in the Governing Board of more than five other societies/bodies. This restriction has been proposed to allow the members devote more meaningful time for steering the Society.

It is desirable that the Governing Board should have at least one fourth women members and at least two members representing minorities. This principle should be adhered to wherever the scope exists in terms of availability with the requisite knowledge or experience discussed here.

B. Separate Roles

To maintain independence, separate roles for some key positions have been prescribed.

At no point of time shall the Director of the Institute (OIN), apart from being a member of the GB, hold any other capacity in the Governing Board, Finance Committee, Audit Committee or Recruitment & Compensation Committee of OIN. He shall not be a member of the Performance Review Committee

which is meant for evaluating performance of the Institute. However, he may be part of the performance appraisal committee meant for evaluation of performance of employees of the Institute.

Dean-Academics may act as Director in absence of the Director. Dean-Academics shall hold office for no more than three years and it shall be a rotational position amongst the faculty members of the institute. Upon expiry of the term of three years, s/he is eligible for reappointment as Dean-Academics, provided a formal appraisal of her/his performance has been made and the Governing Board is of the opinion that the performance is satisfactory which shall be recorded in writing.

Dean-Academics shall not be any functional coordinator.

None of the committees shall have a common chairman at any point in time. Common membership within committees is possible only to the extent expressly mentioned in this document to balance independence and bring the desired level of coordination.

C. Rotational Positions

Dean-Academics, Faculty Coordinator-Training, Faculty Coordinator-Education, Faculty Coordinator-Research, Faculty Coordinator-Consulting, Faculty Coordinator-Knowledge Hub shall be rotational positions amongst faculty members with a maximum tenure of three years. However, Faculty Coordinator-Knowledge Hub shall be subject to the restriction that the incumbent must have technical prowess in the field of IT. While executing the rotation policy, the Director shall have full autonomy to decide who shall be in charge of which activity and for how long, not exceeding three years. If the Director is of the opinion that a person can continue for another term in the same position, he shall record the reason in writing and communicate that to the Governing Board. The person can continue with concurrence of the GB.

D. Special Meeting Rights

Any three members of the Governing Board can call for a meeting of the GB and upon such request being made in writing to the Member Secretary, a meeting shall be called within next twenty-five days with proper notice for the meeting as per the Rules of the Society. Shorter notice not being less than fourteen days is possible with consent of all members.

Faculty members, Instructors, Functional Deans and CFO, being not less than one third of the total number of faculty members, Instructors, Deans and the CFO may call a meeting of the Governing Board with a request to the Governing Board members. Any such request shall be accompanied with an agenda and explanatory note on the agenda items including the reason for proposing such an item. Upon such request, the Member Secretary shall call for a meeting within next twenty-five days with proper notice for the meeting as per the Rules of the Society. Such meetings shall include any three persons nominated by the requisitionists for discussion and deliberation on the matters. If the

requisitionists are not present within half an hour of the appointed time for the meeting, the meeting shall stand dissolved and for the next year a meeting cannot be called upon any such requisition.

E. Power of Faculty Council for Calling Governing Board Meeting

The Faculty Council of the institute with majority decision may request the President for the Governing Board's meetings if the Faculty Board is of the opinion that the Director is incapable of resolving the matter for conflict of interest or any other reason or the administrative decisions of the Director are detrimental to the interest of the institute. If such request is made, the President shall order to convene a meeting of the Governing Board no later than twenty five days of receipt of such a request. In such a meeting, the Director's presence and vote shall not be counted.

F. Governing Board Members' Right to Receive Information Earlier Before Meeting

No Governing Board meeting can be called without giving fourteen clear days' notice to all members, along with explanatory statement as per the Rules of the Society, except in case of emergency as mentioned in the Rules. For all meetings of the Society, notice and explanatory statements can be sent through e-mail. It is desirable that for internal correspondence, the Society should use its own server. Upon receipt of the explanatory statement, a member can ask for additional details as to any agenda item through mail not later than seven days before the meeting, and the Member Secretary shall furnish such additional information before three days of the meeting. The additional information so sought and the information given by the Member Secretary shall be brought to the notice of all members of the Governing Board without default so as to bring it to the knowledge of all members for informed deliberation on the matter under contemplation. The Governing Board members may exchange information, queries or opinions amongst themselves before the meeting with a copy to the President and Member Secretary. Such information shall be a part of official records in the archive in soft form (to reduce the carbon footprint of the Society)

G. Contact of Governing Board Members with Stakeholders

The Governing Board of the society shall make provision for meeting all functional Deans and Coordinators, and at least five percent of the total number of other employees chosen by the Recruitment & Compensation Committee (RCC), representatives of all partners/collaborators inclusive of other beneficiary departments or bodies who are direct service providers/recipients in any manner with the institute, in at least one of its meetings in every year. The time allocated for such stakeholder interaction shall be at least one hour in each such meeting or such minimum time as indicated by the aforesaid committee.

One meeting shall make exclusive provision for meeting with representatives of partners/collaborators, other beneficiary departments or bodies for not less than one hour in a year.

If the RCC is of the opinion (upon representation being made by all or some partners/collaborators) that a separate exclusive meeting for the aforesaid purposes is necessary because of the nature of the matters to be discussed, the Governing Board shall meet for such longer duration not later than one month from communication of such a decision from the committee.

H. Governing Board Meeting with Time for Executive Meeting

At least one of the meetings of the Governing Board in a year shall have provision for an executive meeting to be incorporated, of at least one hour duration where the Dean-Academics, Dean-Administration, CFO, and all functional coordinators shall meet and discuss matters related to the institute and developments in their functional areas or emerging issues in the market. Any such discussion may include discussions on new programmes or projects, activities, cost thereof, risks, managerial issues, problems of the institute, progress of activities, etc.

I. Chairman of Audit Committee (AUC), Recruitment & Compensation Committee (RCC) and Performance Review Committee (PRC)

General Restrictions for all Committees' Chairman

Once the person acts as Chairman of any of the aforesaid committees of the Society, the organisation in which s/he works or worked in the past or is an owner or occupies a managerial position, any organisation that is formed by way of restructuring it in any manner, any sister concern of that organisation that existed or is formed in the future, or any of her/his relatives or the organisations in which they are owner/managerial person or employee or sister concerns of such organisations that exist or will be formed in future, cannot have any financial or any other transaction with the Society for at least ten years from the date of such appointment.

li. Chairman of Audit Committee

Chairman of the Audit Committee shall be an independent person with adequate domain knowledge and experience of more than ten years in accounting and financial management/a Chartered Accountant or a Cost Accountant with more than ten years of experience in any organisation including an Audit Firm. S/he shall not be above sixty-five years of age. S/he shall not be a member of the Governing Board and be nominated by the Governing Board out of three names suggested by the Recruitment & Compensation Committee and shall hold office for not more than three years. S/he is eligible for reappointment for one more term of three years provided her/his name is recommended by

the Governing Board and the Performance Review Committee (PRC) concurs as to effective discharge of functions by the Audit Committee as per the last performance review. S/he can be removed from office any time before expiry of the tenure provided PRC concurs with such decision of the Governing Board and the reason of his removal is recorded in writing by the Governing Board. He shall be responsible for oversight of effective functioning of the Audit Committee.

lii. Chairman of Recruitment & Compensation Committee

Chairman of the Recruitment & Compensation Committee shall be an independent person with adequate domain knowledge and experience of more than ten years in Human Resource Management or Administration. S/he can be a faculty member of any of the reputed institutes of management in India or a retired administrator not above the age of sixty-five years. S/he shall not be a member of the Governing Board and be nominated by the Governing Board out of three members of the committee (refer to committee structure). S/he shall hold office for not more than three years and is eligible for another term of three years provided her/his name is recommended by Governing Board and the Performance Review Committee concurs as to effective discharge of functions by the RCC. S/he can be removed from office any time before expiry of her/his tenure, provided PRC concurs with such a decision of the Governing Board and the reason for her/his removal is recorded in writing by the Governing Board. S/he shall be responsible for oversight of effective functioning of the RCC.

liii. Chairman of Performance Review Committee

Chairman of the Performance Review Committee (PRC) shall be an independent person with adequate domain knowledge and experience of more than ten years in senior management level of any organisation of repute at state or national level or administration. S/he can be a faculty member of any of the reputed institutes of management in India or a retired administrator not above the age of sixty-five years. S/he shall not be a member of the Governing Board and be nominated by Government of Odisha. S/he shall hold office for no more than three years. S/he is eligible for another term of three years provided her/his name is again recommended by Government of Odisha considering satisfactory discharge of functions by the PRC. S/he can be removed from office any time before expiry of the tenure by Government provided the reason for her/his removal is recorded in writing. S/he shall be responsible for oversight of effective functioning of the PRC.

J. Performance Review Committee

The Society shall have a performance review committee for OIN. OIN's performance shall be reviewed once a year by this committee through a physical meeting. The PRC shall comprise of three members having knowledge/expertise in any field like nutrition, health, economics, finance, rural development, agriculture, management and administration. One member shall have adequate knowledge and experience in the field of nutrition. One member shall have domain knowledge of

finance and professional experience of organisational performance evaluation. The other member may be from any other discipline.

The members shall be nominated by Government of Odisha.

The tenure of any committee member shall be of three years and any retiring member shall be eligible for reappointment no more than once.

None of the committee members or his/her relatives shall have any interest, financial or non-financial, directly or indirectly, at any point of time in the Society.

The performance review committee shall develop the performance measurement scale (a Balanced Scorecard) after interaction with stakeholders including the Director, incorporating multi-dimensional aspects of performance and communicate the same before three-months from onset of any year to the Governing Board of the Society. If the scale is not acceptable to the Society, the Society must communicate it to the Committee in writing not later than one month from receipt of the same. After considering the objections, if any, of the Society, the PRC shall finalise the scale and communicate the same to the Society within fifteen days of receiving the objections.

The performance review process shall take into account the reports, financial statements, budgets and any other internal document of the Society along with explanation of any Governing Board Member or executive of the Society, which shall be recorded in writing. PRC shall have complete freedom and authority to seek any information it deems fair from any person working in the institute or associated with the institute for any purpose.

The report shall include the scores on the scale adopted for the year and appropriate narratives and PRC shall give its opinion whether the performance is very satisfactory, satisfactory or not satisfactory.

The performance review report of the PRC shall be given to the Chief Secretary, Government of Odisha and all members of the Governing Board of the Society.

K. Audit Committee Structure, Member Roles & Responsibilities

The roles and responsibilities of the audit committee have been conceptualized, keeping in mind the size and objectives of the Society, its operational jurisdiction, diversity of revenue pool, level of complexity involved in the financial statements and the desired impact on the governance of the

Society. The primary function of the audit committee is an oversight function over the quality of financial reporting and disclosure. However the primary responsibility for these things lies with the executives and the Governing Board of the Society.

Ki. STRUCTURE OF AUDIT COMMITTEE

The committee shall have three members. One member shall be designated as the chairman of the committee by the Governing Board. Two members shall be independent persons not being part of the GB. One of the members other than the chairman shall be a member of the Governing Board, not being the director or any employee of the institute, President, Vice-president or Member Secretary. The other non-chairman member shall be a member of the finance committee. The member of the Governing Board, who shall be a member of the audit committee, has to be nominated by the Governing Board.

At least one member shall be a person with adequate knowledge in accounting and finance matters with at least ten years of post-qualification experience in the field of accounting and finance.

All members of the committee shall be subject to a maximum tenure of three years from the date of appointment.

No member of the Audit Committee shall be a relative of any Governing Board member or Director, Deans or Functional Coordinators or CFO or any member of any other committee.

Kii. MEETINGS OF AUDIT COMMITTEE

The Audit Committee shall meet at least twice physically in a year and may decide to meet more often either physically or otherwise. The committee can pass resolutions in circulation. The committee may decide to have separate meetings with the Director and Deans or functional coordinators.

Kiii. RESPONSIBILITIES OF AUDIT COMMITTEE

The Audit Committee Shall be responsible for oversight on

- i) True and fair presentation of the financial position and performance of the society in the Financial Statements
- ii) Adequate disclosure of all relevant information about the financial position and performance to all stakeholders
- iii) Assessment of external auditor's qualification, independence and effectiveness of audit
- iv) Regulatory compliance
- v) Effectiveness of internal audit and control over financial reporting

Kiv. ROLES OF AUDIT COMMITTEE

To discharge the responsibilities, the audit committee shall have the roles as described hereunder under three distinct heads.

- i) Audit Committee Procedures
- ii) Financial Reporting Oversight
- iii) Audit Functions Oversight

The specific set of roles under each head is described as under

i) Audit Committee Procedures

The committee shall lay down its own procedures and activity calendar for being effective. While developing these, the audit committee shall in particular bear in mind the following set of processes it needs to undertake.

- Develop an audit committee charter
- Develop a calendar in tandem with Governing Board annual calendar
- Conduct audit committee meetings with proper agenda
- Document Audit Committee meetings' minutes with due approval
- Lay down timeframe, formats, information contents of reports to be collected from the Governing Board, CFO, Director, Functional Deans and others
- Furnish reports to the Governing Board Members
- Plan and execute financial trainings/educate Governing Board members on financial matters or understanding financial statements
- Prepare Annual Audit Committee report
- Lay down processes for error and fraud detection, detection of internal control system violation, regulatory violation and illegal acts, special investigations, whistle-blowing & other communication methods including hotline
- Review of all statutory reports
- Review of internal audit reports

ii) Financial Reporting Oversight

For establishing an effective financial reporting oversight, the audit committee shall plan for the following:

- Review of accounting policies and practices
- Review of adjustment entries in the books of accounts
- Review of nature and impact of all extraordinary transactions and their reporting
- Review of contracts and their impact on the society
- Identification of onerous contracts
- Review of all accounting estimates
- Investigate any variance from budget both in terms of cost/revenue along with the outcomes and seek explanation from Director/CFO/Functional Deans
- Seek explanation from Governing Board members and Auditors as to significant transactions and reporting in financial statements
- Judge adequacy of internal control system
- Review Governing Board/Director's response to Audit observations
- Meetings with Governing Board, CFO, Director, Functional Deans/Coordinators/other executives as is necessary

iii) Audit Functions Oversight

- Any professional service from the auditors other than audit through the auditor's firm or its related parties, has to be pre-approved by the audit committee
- Establish rotation policy of auditors at a gap of three years
- Look into process of appointment and removal of external/internal auditor
- Approve appointment of internal auditor
- Review audit plan and scope of each audit together with appointment letter
- Evaluate effectiveness of all audits
- Oversee financial risk management practices
- Oversee enterprise risk management practices adopted by the Governing Board or Director

L. Recruitment & Compensation Committee

The most valuable asset of the institute is human resource and the Institute should have all strategies in place to attract and retain quality manpower at all times. To safeguard this interest and maintain independence, the society shall have a Recruitment & Compensation Committee. The primary responsibility of this committee shall be to search and short-list candidates for the post of faculty members and director of the institute. The search shall follow all procedural or other requirements applicable to universities as per UGC norms as to open advertisement, educational qualification, scale of pay, etc. The responsibility of the committee is to develop a rating scale and shortlist candidates on the basis of the merit scale. The merit scale adopted should be approved by the Governing Board and put in the website of the institute for open scrutiny. Considering the qualification and experience, the committee shall recommend the compensation package for all short-listed candidates as per UGC norms and such recommendation shall be final as to remuneration. Once the names are short-listed, the President and/or Director shall arrange for the recruitment process as per norms of UGC. The panel of experts for conducting interview shall be constituted by the Recruitment & Compensation Committee. The committee may engage any person for assisting it in execution of its work on temporary basis not exceeding one month in a year with prior consent of the Society. Her/his remuneration shall be paid by the Society as agreed upon after completion of the specific assignment(s). For posts other than Faculty members and Director, RCC shall give its opinion to the Governing Board as to adequacy of knowledge and skill of the person concerned for the post under contemplation and the Governing Board shall take into account such opinion.

The committee shall comprise of three members drawn from three separate academic institutes.

- i) Coordinator-Human Resource Management Area of any reputed B-School of the country
- ii) Two Directors of institutes of national repute

None of the members shall be above the age of sixty-five years.

M. Performance Evaluation of OIN through Survey

The Governing Board may institute a performance evaluation mechanism through survey amongst stakeholders with proper weight assigned to scores given by trainees, students, clients, collaborating institutes and other department heads associated with OIN. The Governing Board may reconsider policies of the institute for increasing its effectiveness based on results of such surveys. This survey would help the society capture the perception in the mind of stakeholders.

N. Governing Board Members' Education Programme

The Society should develop a calendar for education on nutrition, health, sanitation, rural development, anti-corruption, ethics, management, financial management, risk or any other related fields from time to time and allocate fund for conducting such programme. The programmes may be conducted in-house engaging experts from relevant fields or may develop polices for reimbursing cost of attending such training programmes outside the organisation.

O. Disclosure

The following matters shall be disclosed in the website of the institute under appropriate heads for free access by any stakeholder.

The Institute shall follow all mandatory disclosure norms applicable to technical education institutes as per AICTE regulations.

In particular, the institute shall disclose its annual reports (including financial statements and audit report) in its website.

The MOA and Rules of the Society shall also be displayed.

Policies on ethics of the institute in all facets of its functions shall be disclosed.

All employees' brief details including educational qualification and experience shall be disclosed in the website.

It shall disclose all important policies of the institute including policies on Anti-Fraud, Anti-Corruption, Sexual harassment, Grievance handing mechanism, Plagiarism, Intellectual property rights, Social media policy for executives, as well as Governing Board members and whistle blowing policy.

Governance Structure

The institute's governance mechanism would involve three committees (as discussed earlier), namely:

- i) Performance Review Committee (PRC)
- ii) Recruitment & Compensation Committee (RCC)
- iii) Audit Committee (AUC)

The organisational position of these committees has been depicted as below which intends to explain the relations of these committees with rest of the organisation.



Dean-Academics: Dean-Teaching, Research, Education, Consulting & Knowledge Hub

DRAFT MEMORANDUM OF ASSOCIATION

1. Name of the Society

The name of the Society shall be "Odisha Institute of Nutrition" hereinafter referred to as the "Institute". The abbreviated name of the institute shall be OIN for administrative convenience.

2. Area of operation

The area of operation of the Society shall be whole of the State of Odisha.

3. Location

The Society shall have its office at HETC building, Jharpada, Bhubaneswar in the State of Odisha.

4. Objectives of Society

The Society shall have the following objectives:

- 4.1 To aid, promote, undertake, coordinate or provide technical and managerial assistance through training, education, capacity building programmes or mentoring or otherwise to the personnel of Department for Women & Child Development (DWCD), Government of Odisha and other government departments/directorates/corporations or Government owned (either fully or partly) enterprises, Non-Government organisations/institutions/enterprises/individuals in the areas of nutrition or related areas through multi-sectoral approach for convergence
- 4.2 To carry out nutrition related research, surveys, studies, policy research, action research or similar activities and influence policy and programme interventions of any government or organisation or assist any other institute or body or person to carry out such activities, work for convergence through multi-sectoral approach
- 4.3 To collect, compile and disseminate information on nutrition status, policy matters/programmes, programme outcomes, research findings, any data or information related to but not limited to agriculture, education, health, water supply and sanitation affecting food and nutrition security, share data or information with others free of cost or on payment basis, acquire data from primary or secondary sources through purchase or otherwise either on its own or on sharing basis with others, develop web-enabled database, archives or information portals through help of technology, provide online access to such data or information to such stakeholders as would be decided from time to time through means like journals, e-journals or other publications, e-mails, web-based access, mass media and telecast/broadcast of nutrition related audio-video spots

through Doordarsan or any other channel, All India Radio sponsored programs, develop and communicate through IEC/BCC materials, etc.

4.4 Launch self-finance/sponsored diploma/certificate courses of various durations on nutrition, health or related issues at basic or advanced levels with or without collaborations, design courses for target groups or sectors, publish material/literature required for or in connection with education, training, communication, advocacy, research, consulting or other such similar activities

4.5 Provide consultancy or advisory service to government or non-government clients in respect of matters like but not limited to nutritional monitoring & evaluation, surveys/survey research, project planning & management, economic analysis and operations research, etc.

5. Scope of functions

In order to achieve the above objectives, the Society shall direct its resources, policies, activities and personnel towards performance of the following key tasks:

5.1 Create partnerships/collaborations of any form with other institutions/enterprises/organisations though financial or non-financial assistance of any nature including sharing of resources, tangible or intangible including manpower, on such defined terms as may be decided by the Governing Board of the Society

5.2 Promote any other centre(s) within or outside the society or organisation(s) of any legal form (herein after referred to as Sister Concern(s)) on its own or with support of any nature with others and manage and control such entities so promoted to such extent as may be decided by the Governing Body of the Society

5.3 Organise trainings, meetings, seminars, conferences, symposium, policy review studies/surveys/research activities, workshops and inter-State exchange visits, foreign visits etc. for deriving inputs for improving the implementation of various programs of the Department relating to women, children, old or physically challenged people and destitute people or in furtherance of any objective of the Society

5.4 Collect, compile and keep records and dates relating to research findings, survey findings and other data relating to nutrition and related fields in the State of Odisha or other states of India and other countries or regions in electronic form or otherwise

5.5 Develop, print and disseminate various IEC materials and undertake BCC activities through various

means including but not limited to mobile telephony and other IT interventions

- 5.6 Establish intellectual property rights (IPRs) over any proprietary knowledge created by the Society in its own name or jointly with others
- 5.7 Receive, manage (including disbursement to implementing agencies) and account for the funds received in money or kind in the form of grants/donations/fees/remuneration or otherwise received from the Department of Women and Child Development, Government of Odisha (GoO), Ministry of Women and Child Development, Government of India (GoI), and other departments of Government of Odisha or India and others, including private sector individuals, companies or other body corporates, firms, trusts, societies, individuals or any other person
- 5.8 Purchase/construct, lease, hire purchase or otherwise acquire any movable or immovable asset or property of any description deemed necessary for functioning of the society on such terms as may be decided by the Governing Body with the exception that the annual approved budget may grant budgeted limits subject to which the Director of the institute may exercise all such powers on his own
- 5.9 Mobilise financial and non-financial resources for complementing/supplementing various activities of the Society through any person associated with the society
- 5.10 Open and manage funds through savings bank or current account, term or recurring deposits of any nature in any nationalised bank in India
- 5.11 Invest surplus fund of the society in any deposit schemes of nationalised banks or any securities issued or guaranteed by Government for such term as may be decided from time to time by the Governing Body
- 5.12 Recruit, retain, remunerate or otherwise reward faculty members with recommendation of the Recruitment & Compensation Committee, hire services of other individual experts and reputed institutions or organisations from public sector, as well as private sector in the field of nutrition or related fields for efficient functioning of the society as may be necessary as per judgment of the Director of the Institute on such terms subject to financial outlays as per approved budget by Governing Body of the Society
- 5.13 Pay/give grants/donate/institute scholarships/remunerate/reward individuals including

employees, institutions or organisations on such conditions and in such manner as may be decided by the Governing body for furtherance of any objective of the Society

5.14 Constitute and/or consult committees/ groups with delegated authority for such activities as may be defined by the Governing Body

5.15 Borrow or repay loans taken from public sector financial institutions or banks for the Society or its Sister concerns on such terms as may be approved by the governing Body which is necessary for furtherance of the objectives of the society

5.16 Undertake such other incidental or ancillary activities necessary for functioning and management of the Society as may be identified from time to time

5.17 To formulate policies as per best practice on matters pertaining to but not limited to human resource, financial management, control systems, workplace related issues, administration, governance and such other matter as deemed fit by the Institute

For performing the above tasks, the Institute shall

- Establish its Secretariat which will carry out the administrative and managerial function of the Institute
- Constitute Faculty Council, Board of Studies, Editorial Boards, advisory boards and such other committees or panel of experts or resource persons on defined terms for discharging functions of the Institute as may be deemed necessary from time to time
- Constitute Governance Committees like Performance Review Committee, Compensation & Recruitment Committee and Audit Committee as per Rules of the Institute
- Constitute Executive Committees like Finance Committee, Ethical Committee, Technical Committee, or such other committee subject to Rules of the Institute
- Create administrative, technical and other posts in the Secretariat of the Institute as deemed necessary
- Establish its own compensation package including incentives and employ, retain or dismiss personnel as per the rules of the Institute
- Establish own managerial, financial, and procurement policies and procedures and follow the same for accounting and procurement of goods and services, creation and control of assets or properties

- Make rules and bylaws for the conduct of the activities or vary those from time to time, as deemed necessary.

6. Members of the Governing Board

The names, addresses, occupations and designations of the members (Board Members) of the Governing Board of the Society to whom by the rules and regulations of the Society, the management of the affairs of the Society is entrusted as per the requirement under section 2 of the Societies Registration Act. 1860 (No. XXI of 1860) are as follows:

Table 12 - Members of the Governing Board

Sl No.	Designation	Status
1	Development Commissioner- Government of Odisha	President
2.	Commissioner cum Secretary, Department of Women and Child Development, GoO	Vice-President
3	Director, Social Welfare, Department of Women and Child Development, GoO	Member Secretary
4	Director, Odisha Institute of Nutrition	Member
5	Secretary, Rural Development, GoO	Member
6	Mission Director, NHM, Odisha	Member
7	Director, SIHFW, Odisha	Member
8	Director, SC&ST, Odisha	Member
9	Secretary, Agriculture, GoO	Member
10	Faculty Representative from Academic Institute	Member
11	Faculty Representative from Academic Institute	Member
12	Faculty Representative from Academic Institute	Member
13	Faculty Coordinator-Research, OIN	Member
14	Representative of Donor agency	Member
15	Representative of Civil Society	Member

(12: Non-Govt. member to be nominated by the Governing Board of the Institute in Annual General Meeting)

A copy of the rules of the Society certified to be a correct copy, by three members of the Governing Body is filed along with this Memorandum of Association.

7. Authority to Correspond

The Member Secretary of the Society shall be the authority to correspond on behalf of the Institute.

8. Declaration

We, the several persons whose names and addresses are given below having associated ourselves for the purpose described in this Memorandum of Association and set our several and respective hands hereunto and form ourselves into a Society namely “**Odisha State Institute of Nutrition**” hereinafter referred to as the "Institute" under the Societies Registration Act 1860 (Act. No. XXI of 1860) this _____ day of 2014 at _____.

1	Development Commissioner- Government of Odisha	President
2.	Commissioner cum Secretary, Department of Women and Child Development, GoO	Vice-President
2	Director, Social Welfare, Department of Women and Child Development.	Member Secretary
3	Secretary, Rural Development, GoO	Member
4	Mission Director, NHM, Odisha	Member
5	Director, SIHFW, Odisha	Member
6	Director, SC&ST, Odisha	Member
7	Secretary, Agriculture, GoO	Member

We the following signatories certify that we know the above-mentioned persons and they have signed in our presence.

1. (Witness 1)

2. (Witness 2)

Certificate

- i) *Certified that there is no other registered society in the same name at the same place*
- ii) *Certified that this is the true and correct copy of the Memorandum of Association*
- iii) *Certified that all the legal matters shall be guided under the provisions of Societies Registration Act XXI-1860 read with its Amendment 1969*

Development Commissioner, GoO, President	Commissioner-cum Secretary, Women & Child Development Department, Vice- President
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Dated : _____

DRAFT RULES & REGULATIONS

1. SHORT TITLE

- 1.1. These Rules and Regulations shall be called 'The Rules and Regulations of the Odisha Institute of Nutrition'.
- 1.2. These Rules shall come into force with effect from the date of registration of the Society by the Registrar of Societies.

2. DEFINITIONS

In the interpretation of these Rules and Regulations, the following expressions shall have the following meaning unless inconsistent with subject or context:

'Act' means Societies Registration Act, 1860.

'Governing Board' means the General body of the Society constituted under Rule-5, which shall exercise full powers on behalf of the Society.

'Government' means Government of India or Government of Odisha.

'Member' means the Member of the Governing Board of the Society.

'Member Secretary' means the Secretary of the Society, i.e. The Director, Social Welfare, Government of Odisha'.

'President' means the President of the Society, Viz. Development Commissioner, Government of Odisha.

'Rules' means these Rules and Regulations registered along with the Memorandum of Association and as may be amended by the Governing Board of the Institute from time to time.

'Secretariat' means the Secretariat of the Institute.

'Society' means the Odisha Institute of Nutrition'.

'State Government' means Government of Odisha.

'Vice-President' means Vice President of the Institute, viz. Secretary cum-Commissioner, Department of Women and Child Development, Government of Odisha.

'Year' means the financial year of Government of Odisha which comprises of 12 months starting from 1st April and ending on 31st March next.

3. OFFICE

- 3.1 Registered office of the Society shall be situated in the premises of HETC building, Jharpada, Bhubaneswar.
- 3.2 The Society may set up its branch offices in district headquarters or elsewhere in the State if it so

desires.

4. OFFICE BEARERS OF THE SOCIETY

The following members shall have the authority to act on behalf of the society.

President or Development Commissioner, Government of Odisha

Vice-President or Secretary cum-Commissioner, Department of Women and Child Development, Government of Odisha

Member secretary or Director, Social Welfare, Government of Odisha

5. COMPOSITION OF GOVERNING BOARD

5.1 The following persons shall be the members of the Society and form Governing Board of the Society.

Table 13 - Members of the Governing Board

Sl No.	Designation	Status
1	Development Commissioner- Government of Odisha	President
2.	Commissioner cum Secretary, Department of Women and Child Development, Government of Odisha	Vice-President
3	Director, Social Welfare, Department of Women and Child Development, Government of Odisha	Member Secretary
4	Director, Odisha Institute of Nutrition	Member
5	Secretary, Rural Development, Government of Odisha	Member
6	Mission Director, NHM, Odisha	Member
7	Director, SIHFW, Odisha	Member
8	Director, SC&ST, Odisha	Member
9	Secretary, Agriculture, Government of Odisha	Member
10	Faculty Representative from Academic Institute	Member
11	Faculty Representative from Academic Institute	Member
12	Faculty Representative from Academic Institute	Member
13	Faculty Coordinator-Research, OIN	Member
14	Representative of Donor agency	Member
15	Representative of Civil Society	Member

5.2 The Governing Board shall nominate any non-official member whose contribution will further the cause of the society and they shall be Professors/Associate Professors in academic institutions of repute/researchers in the field of nutrition or related fields or representatives of donors of national or international repute working in the field of nutrition or representatives of civil society of repute as the case may be.

6. TERM OF OFFICE OF MEMEBERS OF THE GOVERNING BOARD

6.1 The term of office of an ex-officio member shall continue as long as he/she holds the designated post.

6.2 The members other than the ex-officio members shall be nominated by the Governing Board and they shall continue as long as they represent the organisations which were considered for nomination and work in the field of academics or nutrition or related fields or represent donor organisation or civil society as the case may be till such time they desire to remain as member provided that Governing Board by majority vote has not decided to terminate the term of any non-official member.

6.3 The nominated/representative member may resign from her/his office by giving notice to the members of the Governing Board in writing. Notice through email would be considered as notice in writing.

6.4 Vacancies arising out of such resignation shall be filled up by the Governing Board not later than the next Governing Board meeting.

7. POWERS AND FUNCTIONS OF GOVERNING BOARD

7.1 Subject to the Memorandum of Association, these rules and regulations as may be framed from time to time under these rules, the Governing Board shall have full control of the affairs of the Society and will have authority to exercise and perform all the powers, acts and deeds of the Society consistent with the aims and objects of the Society.

7.2 The Governing Board shall exercise all such powers at a meeting of the members unless it is expressly mentioned that a particular power may be exercised through resolution in circulation in which case the member secretary shall circulate the agenda along with explanatory statement on the matter proposed and the members may cast their votes through e-mail. Resolutions passed through circulation shall be considered as resolutions passed at a meeting of the Governing

Board.

7.3 In particular and without prejudice to the generality of foregoing provision, the Governing Board may:

- Amend the provision of the memorandum of association and the rules and regulation of the society by passing a resolution with three-fourth majority of the members at a meeting of the Governing Board.
- Consider and approve the annual budget and the annual action plan, its subsequent alternations placed before it by the Member Secretary with help of the Director of the Institute from time to time and to pass it with such modifications as the Governing Board may think fit at a meeting of the Governing Board or through resolution in circulation
- Create and maintain such academic, research, administrative and other posts as may be required by the Institute from time to time on its own with a condition that this will be subject to approval by the Government if the said post would be remunerated from government budget allocation
- Define the powers and responsibilities of persons appointed
- Develop, adopt and amend its own rules and regulations for recruitment and appointment of experts and administrative/technical staff and set its own compensation package for such experts/staff to be recruited from the open market (other than personnel on deputation basis). Power to appoint and remunerate personnel of requisite qualification/expertise from non-government funds of the society or its own income shall be at the sole discretion of the Governing Board and shall not require Government's approval. No such appointment shall be made if the person concerned is a relative of any board member or as per the opinion of the Recruitment & Compensation Committee, the person concerned does not possess the knowledge and skill commensurate with the proposed post.
- Monitor the financial position of the Society in such manner as may be decided from time to time and communicated to the Director
- Institute such control systems and procedures for procurement within or outside the country, arrange finance and resources for the society including loans or deferred payments on such terms as may be deemed fit at a meeting of the Governing Board or resolution in circulation
- Accept or give grants, donations and endowments, administer sinking funds for asset creation or loan repayment, upon such terms as it deems fit at a meeting of the Governing Board
- Approve on its own collaborations, partnerships, creation of specialised centres or cells, with or without delegation of power, creation or institution of specific funds on such terms as may be decided for activities of the society or get into agreements for sharing of resources of the society with other departments/institutions/organisations/bodies or their resources for the

society on terms as agreed upon, promotion of separate institutions/organisations, with or without partnership, which will further the objectives of the society if such activity does not at any point of time use grants, budget allocations or resources of the DWCD or any other Government department, or else with their concurrence

- Shall have complete power on its own to decide at a meeting of the Governing Board the use of funds received from non-government agencies or surplus thereof as per terms of the donor or in absence thereof, in a manner deemed fit by it provided any such use is in furtherance of objectives of the society without prior approval of the Government
- Delegate its powers in writing to the Director or other authorities of the Society as it may deem fit
- Appoint committees, sub-committees and boards etc. for such purpose and on such terms as it may deem fit, and to dissolve/remove any of them.
- For governance of the Society, the Society shall have the following three committees with their constitution, roles and responsibilities as defined under

i) Performance Review Committee (PRC)

This committee shall have three members nominated by Government of Odisha. One of the members shall be the chairman of the committee. No member shall be above the age of sixty-five years. The committee's objective would be to review the performance of the Institute once in a year through physical meeting by employing a balanced scorecard concept. For such purpose, performance review process shall take into account the reports, financial statements, budgets and any other internal document of the Society along with explanation of any Governing Board Member or executive of the Society, which shall be recorded in writing. PRC shall have complete freedom and authority to seek any information it deems fair from any person working in the institute or associated with the institute for any purpose.

The PRC members should possess knowledge/expertise in any field like nutrition, health, economics, finance, rural development, agriculture, management and administration. One member shall have adequate knowledge and experience in the field of nutrition. One member shall have domain knowledge of finance and professional experience of organisational performance evaluation. The other member may be from any other discipline. The tenure of any committee member shall be of three years and any retiring member shall be eligible for reappointment not more than once. None of the committee members or his/her relative shall have any interest, financial or non-financial, directly or indirectly, at

any point of time in the Society. The performance review report of the PRC shall be given to the Chief Secretary, Government of Odisha and all members of the Governing Board of the Society.

Chairman of the Performance Review Committee (PRC) shall be an independent person with adequate domain knowledge and experience of more than ten years in senior management level of any organisation of repute at state or national level or administration. S/he can be a faculty member of any of the reputed institutes of management in India or a retired administrator. S/he shall not be a member of the Governing Board and be nominated by Government of Odisha. S/he shall hold office for no more than three years and is eligible for another term of three years provided his name is again recommended by Government of Odisha considering satisfactory discharge of functions by the PRC. S/he can be removed from office any time before expiry of the tenure by Government provided reason of her/his removal is recorded in writing. S/he shall be responsible for oversight of effective functioning of the PRC.

ii) Recruitment & Compensation Committee (RCC)

The primary responsibility of this committee shall be to search and short-list candidates for the post of faculty members and director of the institute. The search shall follow all procedural or other requirements applicable to universities as per UGC norms as to open advertisement, educational qualification, scale of pay, etc. The committee shall develop a rating scale and shortlist candidates on the basis of the merit scale. The merit scale adopted should be approved by the Governing Board and put on the website of the institute for open scrutiny. Considering the qualification and experience, the committee shall recommend the compensation package for all short-listed candidates as per UGC norms and such recommendation shall be final as to remuneration. The panel of experts for conducting interview shall be constituted by the Recruitment & Compensation Committee. The committee may engage any person for assisting it in execution of its work on temporary basis not exceeding one month in a year with prior consent of the Society. Her/his remuneration shall be paid by the Society as agreed upon after completion of the specific assignment(s).

For posts other than Faculty members and Director, RCC shall give its opinion to the Governing Board as to adequacy of knowledge and skill of the person concerned for the post under contemplation and the Governing Board shall take into account such opinion.

The committee shall comprise of three members drawn from three separate academic institutes that should include i) Coordinator-Human Resource Management Area of any reputed B-School of the country, and ii) Two Directors of institutes of national repute. The members shall not be above the age of sixty-five years.

Chairman of the Recruitment & Compensation Committee shall be an independent person with adequate domain knowledge and experience of more than ten years in Human Resource Management or Administration. S/he can be a faculty member of any of the reputed institutes of management in India or a retired administrator. S/he shall not be a member of the Governing Board and be nominated by the Governing Board out of three members of the committee. S/he shall hold office for not more than three years and is eligible for another term of three years provided her/his name is recommended by Governing Board and the Performance Review Committee concurs as to effective discharge of functions by the RCC. S/he can be removed from office any time before expiry of her/his tenure provided PRC concurs with such decision of the Governing Board and the reason of his removal is recorded in writing by the Governing Board. S/he shall be responsible for oversight of effective functioning of the RCC.

iii) **Audit Committee**

The society shall have an audit committee. The committee shall have three members. One member shall be designated as the chairman of the committee by the Governing Board. Two members shall be independent persons. One of the members other than the chairman shall be a member of the Governing Board, not being the director or any employee of the institute, President, Vice-president or Member Secretary. The other non-chairman member shall be a member of the finance committee. The member of the Governing Board, who shall be a member of the audit committee, has to be nominated by the Governing Board. At least one member shall be a person with adequate knowledge in accounting and finance matters with at least ten years of post-qualification experience in the field of accounting and finance. All members of the committee shall be subject to a maximum tenure of three years from the date of appointment. No member of the Audit Committee shall be a relative of any Governing Board member or Director, Deans or Functional Coordinators or CFO or any member of any other committee.

The Audit Committee shall meet at least twice physically in a year and may decide to meet more often either physically or otherwise. The committee can pass resolutions in circulation. The committee may decide to have separate meetings with the Director and Deans or functional Coordinators.

The Audit Committee Shall be responsible for oversight in respect of

- i) True and fair presentation of the financial position and performance of the society in the Financial Statements
- ii) Adequate disclosure of all relevant information about the financial position and performance to all stakeholders

- iii) Assessment of external auditor's qualification, independence and effectiveness of audit
- iv) Regulatory compliance
- v) Effectiveness of internal audit and control over financial reporting

To discharge the responsibilities, the audit committee shall have the roles as described below under three distinct heads.

- i) Audit Committee Procedures
- ii) Financial Reporting Oversight
- iii) Audit Functions Oversight

i) Audit Committee Procedures

The committee shall lay down its own procedures and activity calendar for being effective. While developing these, the audit committee shall in particular bear in mind the following set of processes it needs to undertake: Develop an audit committee charter, develop a calendar in tandem with Governing Board annual calendar, conduct audit committee meetings with proper agenda, document Audit Committee meetings' minutes with due approval, lay down timeframe, formats, information contents of reports to be collected from the Governing Board, CFO, Director, Functional Deans and others, furnish reports to the Governing Board Members, plan & execute financial trainings/ educate Governing Board members on financial matters or understanding financial statements, prepare Annual Audit Committee report, lay down processes for error & fraud detection, detection of internal control system violation, regulatory violation and illegal acts, special investigations, whistle-blowing & other communication methods including hotline, review of all statutory reports and review of internal audit reports

ii) Financial Reporting Oversight

For establishing an effective financial reporting oversight, the audit committee shall plan for review of accounting policies and practices, review of adjustment entries in the books of accounts, review of nature and impact of all extraordinary transactions and their reporting, review of contracts and their impact on the society, identification of onerous contracts, review of all accounting estimates, investigate any variance from budget both in terms of cost/revenue along with the outcomes and seek explanation from Director/CFO/Functional Deans, seek explanation from Governing Board members and Auditors as to significant transactions and reporting in financial statements, judge adequacy of internal control system, review Governing Board/Director's response to Audit observations, meetings with Governing Board, CFO, Director, Functional Deans/Coordinators/other executives as is necessary

iii) Audit Functions Oversight

For effective audit functions oversight the Audit Committee shall ensure that any professional service from the auditors other than audit through the auditor's firm or its related parties (as per AS of ICAI), has to be pre-approved by the audit committee and the committee has to establish rotation policy of auditors at a gap of three years, look into process of appointment and removal of external/internal auditor, approve appointment of internal auditor, review audit plan and scope of each audit together with appointment letter, evaluate effectiveness of all audits, oversee financial risk management practices, oversee enterprise risk management practices adopted by the Governing Board or Director

Chairman of the Audit Committee shall be an independent person with adequate domain knowledge and experience of more than ten years in accounting and financial management/a Chartered Accountant or a Cost Accountant with more than ten years of experience in any organisation including an Audit Firm. S/he shall not be above sixty-five years of age. S/he shall not be a member of the Governing Board and be nominated by the Governing Board out of three names suggested by the Recruitment & Compensation Committee and shall hold office for not more than three years. S/he is eligible for reappointment for one more term of three years provided her/his name is recommended by Governing Board and the Performance Review Committee (PRC) concurs as to effective discharge of functions by the Audit Committee as per the last performance review. S/he can be removed from office any time before expiry of the tenure provided PRC concurs with such decision of the Governing Board and the reason of her/his removal is recorded in writing by the Governing Board. S/he shall be responsible for oversight of effective functioning of the Audit Committee.

- 7.4 The Society shall constitute such executive committees or advisory boards like Board of Studies for design or review of syllabus and advise on introduction of new courses/programmes, Ethical Committee for scrutiny of research proposals and works, Technical Committee for giving technical input for all knowledge works wherever it is necessary, Finance Committee for laying down financial and procurement policies and overseeing finance function of the institute, Editorial Board for publication of any journal of the institute, different panels of experts as may be required from time to time for achieving its objectives. The Board shall provide details of powers, roles and responsibilities of such committees or panels or delegate the matter to the Director.
- 7.5 Develop and adopt its own policies for investment of surplus funds in such avenues as may be decided at a meeting of the Governing Board
- 7.6 Develop and adopt its rules and guidelines for the efficient management of the society
- 7.7 Authorise the Director to execute such contracts including contracts for resource persons on such

- terms on behalf of the Society as it may deem fit in the conduct of the business of the Society.
- 7.8 Adopt the annual accounts of the society together with the audit report and appoint auditors of the society for any purpose with remuneration at a meeting of the Governing Board.
- 7.9 Do generally all such acts and things, as may be necessary or incidental to carrying out any objective of the Society.

8. POWER AND FUNCTIONS OF THE OFFICE BEARERS OF THE SOCIETY

8.1 President of the Society

- The President shall have the powers to call for and preside over all meetings of the Governing Board.
- The President may himself/herself call, or by a requisition in writing signed by him/her, may require the Member Secretary to call, a meeting of the Governing Board at any time and on the receipt of such requisition, the Member Secretary shall forthwith call such a meeting.
- The President shall enjoy such powers as may be delegated to him by the Governing Board.
- The President shall have the authority to review periodically the work and progress of the Society and to order inquiries into the affairs of the Society and to pass orders on the recommendations of the reviewing or inquiry Committee.
- Nothing in these Rules shall prevent the President from exercising any or all the powers of the Governing Board in case of emergencies in furtherance of the objects of the Society. However, the action taken by the President on such occasions shall be reported to the Governing Board subsequently for ratification.

8.2 Vice-President

- Vice-president shall assist the President in discharging her/his function effectively
- In absence of the president, vice-president shall act as President of the Society and do all such acts and deed which the President should have done

8.3 Member Secretary

- Member Secretary shall be responsible for executive and legal affairs of the society except to the extent such powers are delegated to the Director by the Governing Board or as granted by the Memorandum of Association or these rules.
- Convene the meeting of the Governing Board on the request of the President or any three members of the Governing Board, prepare minutes of meetings of the Governing Board
- S/he shall be responsible for filing the annual audited financial statements with the Registrar of Societies every financial year within due date.
- Exercise such powers as may be delegated to her/him by the Governing Board
- S/he will delegate the power to any member to perform the function of the member secretary

in case of absence, emergency or required for best interest of the society.

9. MEETING OF THE GOVERNING BOARD

- 9.1 The Governing Board shall meet as often as may be considered necessary for the transaction of the business of the society but not less than once in every three months.
- 9.2 Meeting of the Governing Board shall be held at such places and on such date and time as may be fixed by the Member Secretary in consultation with the President/Vice-President.
- 9.3 Notice of clear fourteen days shall be given to each member for a meeting of the Governing Board. Shorter notice may be provided if all members agree to such shorter notice provided all members of the Governing Board are of the view that the matter is urgent considering the emergency. In case of emergency, a meeting may be called at a short notice of twenty four hours with the consent of all the members.
- 9.4 A notice for the meeting along with agenda for the meeting may be served either personally or by post or by e-mail. The agenda shall also accompany explanatory statements about the business to be transacted unless the matter is adoption of annual accounts, if the agenda is incapable of explaining the matter with facts required for due deliberation on the said matter. For adoption of the annual accounts, the audited financial statements together with the annual report shall be circulated through e-mail to all members together with the notice.
- 9.5 Meeting shall be chaired by the President of the Society and in his/her absence, Vice-President shall chair the meeting and have the full power in respect of conduct of the meeting.
- 9.6 All business of the Governing Board shall be by three-fourth majority (any fraction rounded off to one) votes cast in favour of the resolution unless the society has expressly resolved for higher majority including unanimous consent for specific matters. Each member present shall have one non-transferable vote.
- 9.7 All meetings of the society shall be conducted during business hours of the society.
- 9.8 All meetings shall have the quorum which shall be at least equal to half the size of the Governing Board. For this purpose, any fraction shall be counted as one.

- 9.9 The proceedings of all meetings shall be recorded in the minutes book of meetings of the Governing Board by the Member Secretary. The minutes of the meeting shall be circulated to each member of the Board in physical form or electronic form. The minutes shall be signed by the Chairperson of the meeting. A member may demand in writing that her/his views on a particular matter may be recorded and upon such request, the minutes must make reference to such recordings which shall be well documented and preserved and circulated amongst all the members. The minutes book shall be for legal purpose a hard bound book with pages serially numbered and under the custody of the Member Secretary.
- 9.10 The persons as described herein shall have right to request/call for Governing Body meeting. Any three members of the Governing Board can call for meeting of the GB and upon such request being made in writing to the Member Secretary, a meeting shall be called within next twenty-five days with proper notice for the meeting as per the Rules of the Society. Shorter Notice than fourteen days is possible with consent of all members in case of emergency as per these rules. Faculty members, Instructors, Functional Deans and CFO, being not less than one third of the total number of Faculty members, Instructors, Deans and the CFO may request for a meeting of the Governing Board with a request to the Governing Board members. Any such request shall be accompanied with an agenda and explanatory note on the agenda items including the reason for proposing such an item. Upon such request, the Member Secretary shall call for a meeting within next twenty-five days with proper notice for the meeting as per the Rules of the Society. Such meetings shall include any three persons nominated by the requisitionists, out of them, for discussion and deliberation on the matters. If the requisitionists are not present within half an hour of the appointed time for the meeting, the meeting shall stand dissolved and for the next one year a meeting cannot be called upon any such requisition.
- 9.12 The Faculty Council of the institute with majority decision may request the President for Governing Board's meetings if the Faculty Council is of the opinion that the Director is incapable of resolving the matter for conflict of interest or any other reason or the administrative decisions of the Director are detrimental to the interest of the institute. If such request is made, the President shall order to convene a meeting of the Governing Board no later than twenty-five days of such a request. In such a meeting, the Director's presence and vote shall not be counted.

10. SEPARATE ROLES

- 10.1 Director of the Institute (OIN) apart from being a member of the Governing Board, shall not hold any other capacity in the Governing Board, Finance Committee, Audit Committee or Recruitment & Compensation Committee of OIN. He shall not also be a member of the Performance Review Committee which is meant for evaluating the Institute's performance. However, he may be part of

performance appraisal committee meant for evaluation of performance of employees of the Institute.

10.2 Dean-Training, Research, Education, Consulting & Knowledge Hub (Dean-Academics) may act as Director in absence of the Director. He shall not be any functional coordinator. Dean-Academics shall hold office for not more than three years and shall be a rotational position amongst the faculty members of the institute. Upon expiry of the term of three years, s/he is eligible for reappointment as Dean-Academics provided a formal appraisal of her/his performance has been made by the Director and the Governing Board is of the opinion that the performance is satisfactory which shall be recorded in writing.

10.3 None of the committees shall have common chairman at any point of time. Common membership within committees is possible only to the extent expressly mentioned in this document to balance independence and bring the desired level of coordination.

11. ROTATIONAL POSITIONS

Dean-Academics, Faculty Coordinator-Training, Faculty Coordinator-Education, Faculty Coordinator-Research, Faculty Coordinator-Consulting, Faculty Coordinator-Knowledge Hub shall be rotational positions amongst faculty members with a maximum tenure of three years. Rotation of Faculty Coordinator-Knowledge Hub is subject to the condition that the incumbent shall have adequate technical knowledge of IT. While executing the rotation policy, the Director shall have full autonomy to decide who shall be in charge of which activity and for how long, not exceeding three years. If the Director is of the opinion that a person can continue for another term in the same position, he shall record the reason in writing and communicate that to the Governing Board. The person can continue with concurrence of the Governing Board.

12. REMUNERATION OF PRESIDENT AND EX-OFFICIO MEMBERS

The President and other ex-officio members of the Governing Board of the Society shall not be entitled to any allowances or other remunerations.

13. DIRECTOR'S APPOINTMENT, ROLES & POWERS

The first director or any subsequent director of the Institute shall be appointed with recommendation of the RCC, by the Society by conducting an interview as per UGC norms. S/he shall be eligible to be a Professor as per the norms of the UGC and possess the qualifications and experience applicable to the head of academic institutes as per norms of UGC. The appointment shall be for a tenure of five years and can be extended for further term of five years at a time. The Governing Board can terminate her/his appointment with reasons to be recorded in writing with opportunity of being heard given to her/him. The Dean-Academics shall act as the Director

in her/his absence from office due to leave or any other reason. The Director shall be a whole-time faculty of the institute and shall be its chief executive. His powers, roles and responsibilities shall be as per these rules or as may be decided by amending these rules from time to time or by issuing such orders by the Governing Board as deemed fit by it. S/he shall be accountable for general superintendence, direction and control of all activities of the institute and legal compliance of the institute. S/he shall act as per the Directives of the Governing Board and these Rules. He shall submit to the Governing Board activity calendar and outcome budget of the institute before three months from the end of the year for the next year. The Director shall be responsible for the following:

- i) S/he is to assure availability of basic infrastructure for the activities of the Society provided the Society has the infrastructure, make timely and effective decision for solving operational problems, assure utilisation of resources available for the programmed activities as per the approved budget and activity calendar
- ii) S/he will be responsible for the opening of and operation of Society's bank account
- iii) S/he will be responsible for the proper maintenance of the accounts and records, documents, etc. together with the Treasurer of the Society (Treasurer of the Society will be the Chief Finance Officer (CFO) of the Institute)
- iv) S/he shall update the President and Vice-president as to the progress of the society from time to time by furnishing a quarterly unaudited budget realisation statement in terms of financials and programme achievements in the format as may be prescribed by the Governing Board not later than fifteen days from the end of the respective quarter. The Director shall formally report to the Board every quarter in terms of outcomes achieved, financial results, resource utilisation, new plans and developments across the value chain and such other matters as may be relevant for better decision-making by the Board.
- v) S/he will supervise the work of the secretariat of the Institute for smooth management of the function of the Institute and shall have the power to assign/reassign/modify/add or curtail executive powers of personnel of the Institute or reshuffle personnel within respective levels of authority or function.
- vi) Constitute committees for any training, academic or research purpose and specify the scope and function of the committee, consider the reports of the committee for taking decisions

- vii) Planning and implementing research, training, teaching, consulting and similar activities with the help of Dean-Academics and Dean-Administration and Faculty Coordinators, and review progress of all such things
- viii) Chair Faculty Council meetings to discuss all matters related to Academics and provide leadership role for directing those matters
- ix) Ensuring management of funds as per budget, policies and procedures through Dean-Administration assisted by CFO
- x) Recruit personnel as per the plan approved by the Governing Board
- xi) Take such actions to implement the directives of the Governing Board
- xii) Authorise use of assets or infrastructure of the institute by outsiders with such terms and conditions as would benefit the institute as per her/his judgment
- xiii) Recommend to the Board for change in remuneration of different personnel subject to formal performance evaluation being made
- xiv) Recruit and remunerate people out of non-government fund including fund generated from education, consulting, donations, etc. without the Governing Board's approval for achievement of goals of the institute, provided such power has been delegated to her/him by the Governing Board
- xv) Execute all deeds, MOUs or similar documents with outsiders including visiting/adjunct faculty members for smooth conduct of business of the Society without approval of the Governing Board, provided the value of each such contract is not more than Rs.1,00,000/- and is as per the approved budget
- xvi) Overall management of the institute

14. FUNDS OF THE SOCIETY

The Society shall mobilise funds in cash or kind form from following sources:

- Grants from Government or government owned enterprises or companies

- Donation/grant received from any other source including individuals, firms, companies or other body corporate, societies, trusts, international agencies or bodies
- Fees for training, capacity building or mentoring programmes, education programmes, consulting or advisory services or research activities or sharing of data or information
- Funds generated by the society by way of interest on bank deposit or rents of properties of Society or fee for use of its resources like assets and manpower, income from investments of society's funds, income and sale of discarded old assets which are no longer capable of being transferred to similar societies as per the Societies Registration Act, 1860
- Any other activity in furtherance of the objects of the Society

15. ACCOUNTS AND AUDIT

15.1 All monies to be credited to the funds of the society shall be deposited in a nationalised bank in a savings bank account in the name of the Society to be opened and operated jointly by the Director and CFO of the society. Withdrawal of money shall be done only by cheque/EFT/transfer under RTGS. Cheques shall be signed by both Director and the CFO.

15.2 The society shall prepare budget and get it approved in the meeting of the Governing Board and all the expenditure shall be made according to the budget. Any revision of the budget can be made by the Governing Board.

15.3 The society shall maintain proper books of accounts and other relevant operational and statutory records as will be able to give a true and fair view with sufficient explanation of asset, liabilities, receipts, payments, incomes and expenses of the society and its legal compliance.

15.4 The society shall follow double entry system of accounts and shall follow accrual system of accounting.

15.5 It shall prepare annual financial statements viz. receipt and payment account, income and expenditure account and balance sheet and get the statements audited by 30th April of the following financial year for each year.

15.6 Audit of the financial statements shall be made whether or not the required Government Audit

has been made by such time. Completion of such annual audit within due time shall be the joint responsibility of the Director and the CFO of the Society.

15.7 The accounts of the society shall be subject to annual audit by C&AG empanelled Chartered Accountant firm and also subject to the audit by C&AG of India. The Governing Board may make provision for the internal audit or concurrent audit of the accounts and system of the society.

15.8 The sanctioning power as prescribed by the Finance Department of Government of Odisha for Heads of Departments will be applicable to the Society. All expenditure to be incurred will be governed by such prescribed rules as applicable for expenditures related to the Directorate of Social Welfare, Department of Women and Child Development wherever the utilisation or outlay is out of funds provided from Government provided the society does not have its own rules framed in this respect with due approval of the Governing Board. However, no such rule shall derogate any rule applicable to the Directorate.

15.9 The society may have its own rules in respect of funds generated from any non-government source.

15.10 A monthly statement of account showing details of receipts and payments under each item of budget shall be prepared by the CFO of the society and submitted to the Director. At the close of the quarter, a consolidated account showing the total receipts and payments during the period under several heads of accounts with opening and closing balance (budget realisation statement and programme achievement statement) shall be prepared and submitted to the President, Governing Board and the State Government.

15.11 A copy of the audit report signed by the auditor along with the audited annual accounts of the society shall be furnished to the Governing Board and Government of Odisha latest by 31st May, for the preceding financial year.

15.12 Fixed assets held by the society shall be physically verified by a team appointed by the Director at the end of each year and a statement of physically verified assets shall be sent to the Department of Women and Child Development, Government of Odisha. Depreciation shall be charged as per the rates adopted by the Society. The condemnation of the stocks, stores and assets in possession of the society will be done by the Director, Social Welfare, Department of Women and Child Development, Government of Odisha after getting due approval from the Governing Board.

15.13 Utilisation certificate(s) for the grants received from the Government of India shall be sent to the Ministry of Women and Child Development, Government of India or to any other donor Ministry in the prescribed format. Similarly necessary utilisation certificates will be issued to any such agency who has donated funds to the society.

15.14 All orders and decisions of the Governing Board shall be authenticated by the signature of the President.

16 CONTRACTS

16.1 All contracts and other instruments for and on behalf of the Society shall be subject to the provisions of the Act, be expressed to be made in the name of the Society and shall be executed by the Director or such other persons authorised by the Governing Board.

16.2 No contracts for the sale, purchase or supply of any goods and material shall be made for and on behalf of the Society with any member of the Society or his/her relative or entity in which such member or his/her relative is a partner or shareholder or a managerial person or with any other partner or shareholder or managerial person of an entity in which the said member or her/his relative is a partner or shareholder or managerial person. For this purpose, relative shall have the meaning ascribed to it under the Companies Act.

17 COMMON SEAL

The Society shall have a common seal of such make and design as the Governing Body may approve. All contracts made by the society shall be affixed with such common seal. It shall be under the custody of the Member Secretary.

18 COMPLIANCE OF STATUTORY REQUIREMENTS

The Society shall register itself with relevant government agencies for the purpose of complying with the statutory requirements including regulations governing deduction of tax at source relating to the staff, consultants and experts employed by it and/or consultancies/contracts awarded by it in the course of performance of its tasks, matters related to service tax or any other law.

19. DISSOLUTION

Upon dissolution of the Society, its assets will be handed over to the Women and Child Development Department or any agency under the same after satisfaction of all debts and liabilities and shall not be distributed to its members. The Society can only be dissolved if 3/4th of the Governing Board members express the wish for such dissolution, or Government of Odisha takes a decision in this regard which will be final and binding.

20. The Society shall sue and be sued in the name of the Member Secretary. The jurisdiction of any legal dispute shall be Bhubaneswar, Odisha.

We, the undersigned being three members of the Governing Body of the Odisha Institute of Nutrition certify that the above is a correct copy of the Rules and Regulation of the said Society.

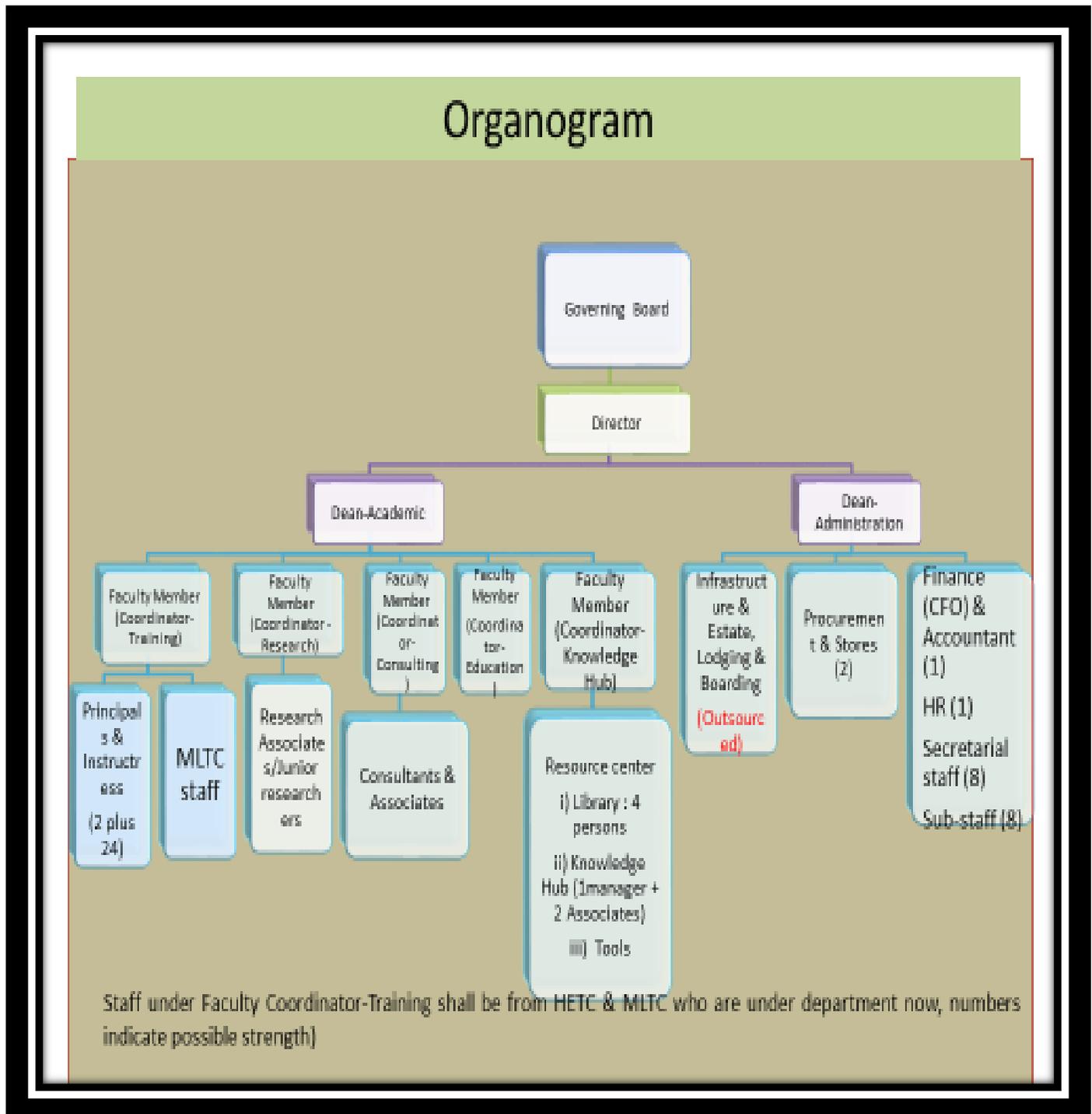
**Development Commissioner,
GoO
President**

**Commissioner-cum-Secretary,
Women and Child
Development Department,
GoO, Vice-President**

**Director, Social Welfare, GoO
Member Secretary**

Dated : _____

STRUCTURE, AUTHORITY & MANAGEMENT



Organogram 1

The proposed structure for OIN is a flat one. A flat structure has been advised to facilitate faster decision-making and keep the chief executive officer (CEO) of the institute (in this case the Director) in direct contact with ground developments in each functional domain. The organogram of OIN is given above for showing the authority structure and the reporting relations.

The overall authority for the institute as per charter will be in the hand of the Governing Board.

A. Governing Board

The Governing Board shall derive its power from the Governing Act, i.e., the Societies Registration Act, 1860 and the Memorandum of Association (MOA) and Rules of the Society registered for promotion of OIN. For details of powers of the Board, reference can be made to the MOA and the Rules (construed as charter).

The Governing Board may constitute committees/sub-committees for discharging any duty for smooth conduct of business of the institute.

They may delegate such power to the Director as deemed fit. However they should not curtail the powers vested in the hand of Director as per the charter of the institute. It is desirable that the Board should provide enough flexibility and facilitate delegation of power based on the principle of shared governance.

Board functions shall be facilitated by President, Vice-President and Member Secretary. Member Secretary shall act as convener of Board meetings. The powers of these three board members have been spelt out in the Rules of the society. These powers are reproduced here again for reference.

B. Powers of President of the Society

- The President shall have the powers to call for and preside over all meeting of the Governing Board.
- The President may himself/herself call, or by a requisition in writing signed by him/her, may require the Member Secretary to call, a meeting of the Governing Board at any time and on the receipt of such requisition, the Member Secretary shall forthwith call such a meeting.
- The President shall enjoy such powers as may be delegated to her/him by the Governing Board.
- The President shall have the authority to review periodically the work and progress of the Society and to order inquiries into the affairs of the Society and to pass orders on the recommendations of the reviewing or inquiry Committee.
- Nothing in these Rules shall prevent the President from exercising any or all the powers of the Governing Board in case of emergencies in furtherance of the objects of the Society. However, the action taken by the President on such occasions shall be reported to the Governing Board

subsequently for ratification.

C. Powers of Vice-President

- Vice-president shall assist the President in discharging her/his function effectively
- In absence of the president, vice-president shall act as President of the Society and do all such acts and deed which the President should have done

D. Powers of Member Secretary

- Member Secretary shall have executive and financial powers of the society and shall be responsible for affairs of the society except to the extent such powers are delegated to the Director by the Governing Board or as granted by the Memorandum of Association or these rules.
- Convene the meeting of the Governing Board on the request of the President or any three members of the Governing Board, preparation of minutes of meetings of the Governing Board
- S/he will be responsible for the proper maintenance of the accounts and records, documents, etc. together with the Treasurer of the Society (Treasurer of the Society will be the Chief Finance Officer(CFO) of the Institute)
- S/he shall be responsible for filing the annual audited financial statements with the Registrar of Societies every financial year within due date.
- Exercise such powers as may be delegated to her/him by the Governing Board
- S/he will delegate the power to any member to perform the function of the member secretary in case of absence, emergency or required for best interest of the society.

The powers and functions of some key executive positions of the institute are given below.

E. Director

Director of the institute shall report to the Board in respect of all matters. Director shall be in whole-time employment of the institute and shall be responsible for achievement of the objectives of the institute in an ethical and legal manner. He shall furnish all relevant information to the Board for better decision making. S/he shall also enjoy powers delegated to her/him by the Board. As per Rules of the Society, the Director's responsibilities are:

- i) S/he is to assure availability of basic infrastructure for the activities of the Society, make timely and effective decision for solving operational problems, and ensure utilisation of resources available for the programmed activities as per the approved budget
- ii) S/he will be responsible for the opening of and operation of Society's bank account

- iii) S/he shall update the President as to the progress of the society from time to time by furnishing a quarterly unaudited budget realisation statement in terms of financials and programme in the format as may be prescribed by the Governing Board not later than fifteen days from the end of the respective quarter. The Director shall formally report to Board every quarter in terms of outcomes achieved, financial results, resource utilization, new plans and developments across the value chain and such other matter as may be relevant for better decision making by the Board.
- iv) S/he will supervise the work of the secretariat of the Institute for smooth management of the function of the Institute and shall have the power to assign/reassign/modify/add or curtail executive powers of personnel of the Institute or reshuffle personnel within respective levels of authority or function.
- v) Constitute committees for any training, academic or research purpose and specify the scope and function of the committee, consider the reports of the committee for taking decisions
- vi) Planning and implementing research, training, teaching, consulting and similar activities with the help of Dean-Academics and Dean-Administration and Faculty Coordinators, and review progress of all such things
- vii) Chair Faculty Council Meetings to discuss all matters related to Academics and provide a leadership role for directing those matters
- viii) Ensuring management of the fund as per budget, policies and procedures through Dean-Administration assisted by CFO
- ix) Recruit personnel as per plan approved by the Governing Board
- x) Take such actions to implement the directives of the Governing Board
- xi) Authorise use of assets or infrastructure of the institute by outsiders with such terms and conditions as would benefit the institute as per her/his judgment
- xii) Recommend to the Board for change in remuneration of different personnel subject to formal performance evaluation being made
- ix) Recruit and remunerate people out of non-government funds including funds generated from education, consulting, donations, etc without the Governing Board's approval for achievement of the goals of the institute.
- x) Execute all deeds, MOUs or similar documents with outsiders including visiting/adjunct faculty members for smooth conduct of business of the Society without approval of the Governing Board provided the value of each such contract is not more than Rs.1,00,000/- and is as per the approved budget
- xi) Overall management of the institute

Director shall be assisted by Dean-Academics and Dean-Administration. In a nutshell, the Director's responsibilities can be summarised under four broad areas as under:

- Administrative Management (both academic & non-academic) with assistance from both the Deans
- Financial Management with the help of CFO and Dean-Administration
- Programme Management through the help of Dean-Academics and Faculty Coordinators
- Act as institute and external world interface

F. Dean-Academics

Dean-Teaching, Research, Education, Consulting & Knowledge Hub (Dean-Academics) shall look after the academic administration of the institute. Dean-Academic's responsibilities include:

- Report to the Director in respect of all academic matters and academic administration
- Supervise all matters relating to curriculum and conduct of classes/instruction in the institute including distance education courses, online courses
- Preparation of academic calendar & scheduling
- Assist Director in faculty and academic staff recruitment and development activities
- Chair Board of Studies meetings and develop curriculum and syllabi
- Act as chief liaison between OIN and academic regulatory agencies
- Oversee development and implementation of academic strategic planning
- Work with Faculty Coordinators to monitor and evaluate students/trainees, assess teaching effectiveness, ensure that consulting assignments progress as per plan, steer research projects, plan for faculty development plans
- Conduct examinations/assessment tests
- Coordinate periodic academic program review and
- Work with Faculty Coordinators in the review, study, and development of curriculum and in the improvement of instruction
- Assist Director in drawing up all academic collaboration projects, monitor such collaborative efforts as per the agreement
- Perform administrative tasks such as budget control related to training, education, research, knowledge hub and consulting
- Perform other duties as assigned by the Director

G. Dean-Administration

Dean-Administration shall look after all non-academic administration. He will be responsible for

- Management of the estate
- Procurement and maintenance of assets of OIN
- Financial management with assistance from Chief Finance Officer
- Procurement of materials and services related to non-academic matters or asset procurement with the help of finance committee
- Management of stores and human resource management

He shall be the chairperson of the Finance Committee. CFO and all non-academic unit heads like HR manager, Estate Manager, etc. shall report to him.

The Institute will have the following executive councils or committees/advisory boards for smooth operation and better governance.

H. Faculty Council

OIN will have a faculty council comprising of all full-time and adjunct faculty members.

The Director shall preside over the Faculty Council Meetings and Dean-Academics is the convener of such meeting.

Faculty council shall be responsible for

- Laying down all educational policies
- Formulation of regulations concerning student activities
- Laying down norm for academic requirements for admission and grant of diploma/degree
- Introduction of new programmes
- Constitution of panel of trainers/visiting faculty members

I. Board of Studies

(Repeated under 'Strategy for Education' portion of this report)

It is desirable that any knowledge institute that imparts education for the award of certificates and diplomas should have a Board of Studies. For launching good programmes, any educational institute requires the wisdom of academics and practitioners' latest market knowledge. For this the need of a quality Board of Studies cannot be undermined. Nutrition being a practical field, the Board of Studies (BOS) should attract people from Academia, Researchers and Practitioners. It shall be instituted by approval of the Governing Board with recommendation of a Director. The Dean-Academics shall

constitute this Board with the help of the Director and Faculty members. The size of the Board shall be six to eight. One third of the members shall be from the practice field. The Board of Studies shall be in charge of approving all curricula, syllabi and pedagogy. The board shall to the extent possible draw persons of eminence in relevant fields to increase brand visibility of the institute. The board should be in place before one year from launch of any education programme to advise on curriculum and syllabi. Dean-Academics shall take steps for constitution of this board. This Board shall meet at least once during a year to review the syllabi.

It is suggested that the Dean-Academics of OIN should be the chairman of the Board of studies.

J. Research Advisory Committee (RAC)

OIN shall have a Research Advisory Committee (RAC) where the members shall be from OIN's faculty pool (chosen by Faculty Coordinator-Research) with specialisation in nutrition, health, rural development, agriculture or related fields and outside persons of national or international repute. The head of this committee shall be the Faculty Coordinator-Research and s/he shall report to the Dean-Academics and Director of the Institute. The research committee can co-opt outside experts on an honorary or paid basis with approval by the Director. Presence of national level and international level experts in this committee would play a significant role in determining the quality of research and precipitation of research ambience in the long run. Their presence would also lead to keeping abreast of latest global developments in the relevant fields. They can also act as mentors for junior researchers. Faculty Coordinator-Research should take the responsibility of constituting this committee with help from faculty members of OIN or any other person and this committee should be formally instituted with Director's approval within six months from start of operations.

K. Ethical Committee

OIN should have an Ethical Committee. This committee will be constituted by the Governing Board by taking persons from legal background, subject experts, administrators, faculty members of OIN and other fields as deemed appropriate. Faculty Coordinator-Research shall be a member of this committee.

If research would use experimentation on living bodies, clearance by the ethical committee should be a mandatory requirement. As a matter of rule, all research projects and new training programmes or education related materials to be placed on any media including the knowledge hub of the institute have to be reviewed by the ethical committee for granting concurrence. For fostering ethical knowledge within the institute or amongst research community in general, seminars for researchers on ethics should be conducted as per advice of this institute.

The remuneration of the Ethical Committee members should be on the basis of retainer fee under a long term contract.

L. Technical Committee

The Research Advisory Committee with the help of faculty members of OIN shall constitute a panel of academically and professionally qualified people with adequate knowledge, experience and technical skills to advise or provide the researchers on technical matters wherever required. This committee should be formed within two months from date of constitution of RAC with administrative concurrence of Faculty Coordinator-Research and Director. The remuneration of the Technical Committee members should be on the basis of retainer fee under a long term contract and beyond a defined level of engagement it should be variable fee on the basis of level of engagement. Technical committee may co-opt members with concurrence of RAC, Faculty Coordinator-Research and Director. The chairman of this committee shall be the Faculty-Coordinator-Research. This committee shall meet as and when required.

M. Finance Committee

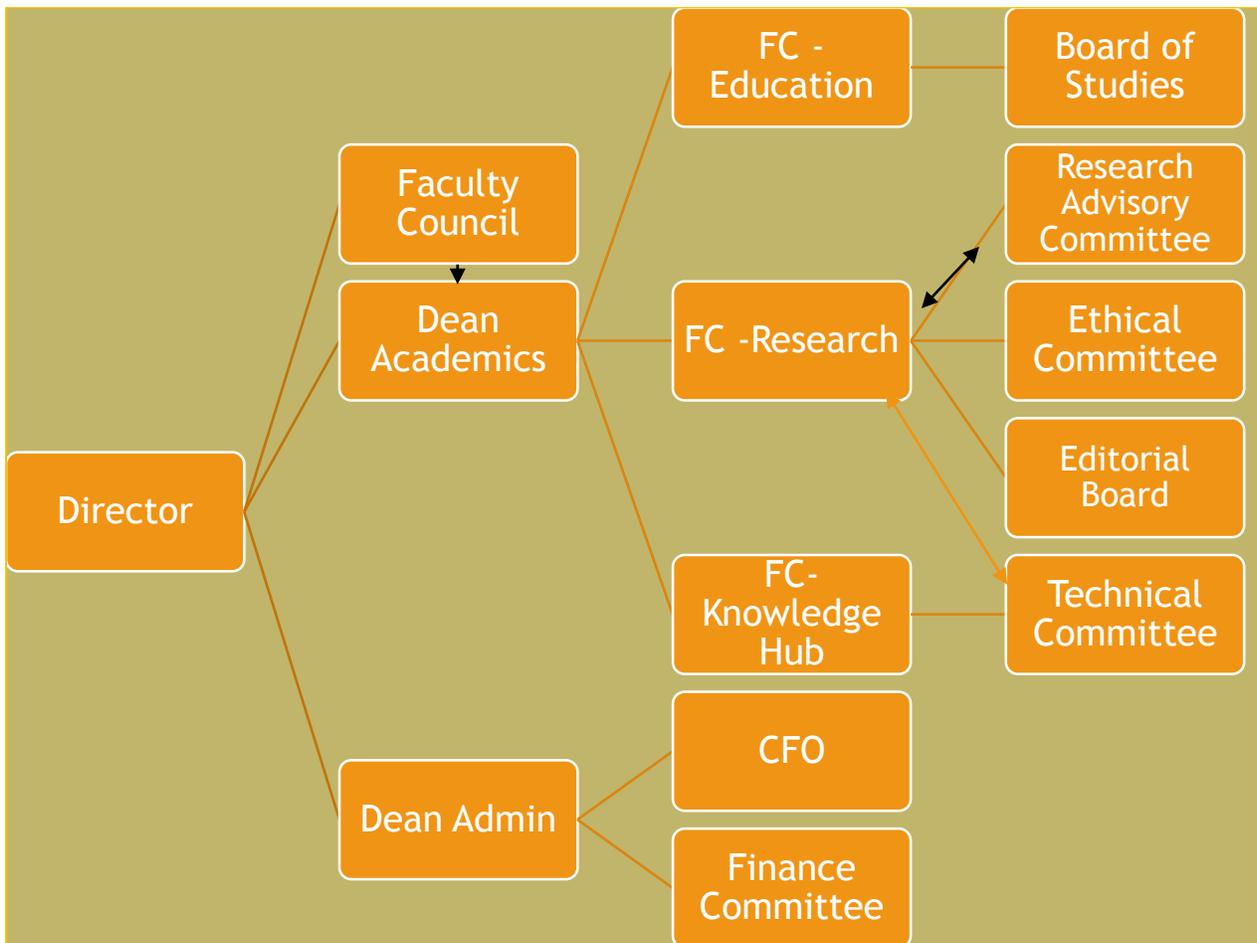
The Governing Board shall form a Finance Committee consisting of three members, one of which shall be a member of the Audit Committee. Dean-Administration shall be the chairman of this committee. Chief Finance Officer of the Society shall be a member and act as the nodal person to furnish information to the committee and execute all financial plans and policies of the institute. The committee shall meet at least once every quarter. The committee's responsibilities include:

- Establishing financial policies for the institute with concurrence of the Governing Board
- Preparation of Annual/Interim budgets
- Oversee preparation of Annual/Quarterly/Interim financial statements by the CFO
- Prepare periodic budget variance statement with the help of CFO and report variances to the Governing Board each quarter within ten days from end of each quarter
- Advise the Governing Board on important financial decisions
- Oversee financial record keeping, documentation, policy for document preservation
- Lay down procedure for identifying transactions involving conflict of interest
- Advise the Governing Board members on investment/loan decisions
- Oversee the procedures and processes for collection and disbursement of resources, administration of specific funds, creation and management of endowments, financial control and reporting in partnerships or collaborations
- Define risk management practices and assign tasks within the Institute

- Look into whistleblowers' red flags and report the matter to the Director and Governing Board members

The organisational position of all these executive councils or committees/advisory boards have been shown under in an integrated manner to reveal the overall management structure of the organisation.

Management Structure (contains only the levels where an executive committee or advisory committee is involved; the remaining portion of the organogram has been left out here)



N. Summary of reporting relationships

The Director shall report to the Governing Board. Both the deans shall report to the director. Dean-Academics will be assisted by five faculty coordinators for five functional areas of the institute namely, Training, Research, Education, Consulting and Knowledge Hub. This structure has been prescribed keeping in view the full-fledged operational phase of the institute. All functional coordinators shall report to Dean-Academics. Personnel of library, knowledge hub and tools section shall report to FC-Knowledge Hub. Non-academic unit heads like Human Resource Manager, Estate Manager, CFO, Stores

Executives, Purchase Officer, and all executives working in these sections should report to the Dean-Administration.

FINANCIALS

A. Cost of the project

A detailed project cost estimation has been made taking into account the cost of the building as per DPR and the cost of upgradation plans for HETC-BBSR and HETC-Barpali. The total cost of the project is Rs. 1411 lakhs as detailed in Annexure-1. Each component included in Annexure-1 except item number 3 to item number 7 is detailed in the schedules attached with Annexure-1 (Refer to Schedules 1 to 5). This cost does not include the existing asset base of both the aforesaid HETCs as that would not be financed as of now. This estimation has been done as per the DPR, sanction letters for upgradation plans and market estimation of Electrical fittings & Equipment, Furniture & Fixtures and IT systems & equipment. The estimation of IT systems is fraught with risk of estimation due to rapid change in cost of IT related components.

B. Means of financing

As of now, capital expenditure cost of Rs.1183 lakhs out of the aforesaid amount of Rs.1411 lakhs has been allocated out of NOP fund supported by DFID. At this stage, it is presumed that the balance fund requirement shall be met out of the same fund.

C. Sinking Fund Creation

The annual depreciation & amortisation amounts to Rs.72.68 lakhs (Refer to Annexure-1). The details of assumed residual value of different assets, estimated useful life and depreciable amounts are in the said annexure. Straight line method of depreciation has been followed for calculation of depreciation. Start-up cost, being an intangible, has been amortised and clubbed along with depreciation.

It has been presumed that for the five years of operations, the institute will not be able to generate surplus funds over and above its cash operating expenses to facilitate asset replacement at the end of useful life of IT systems related components for which the estimated useful life has been taken as five years. This rationale has been, at this stage, extended to other assets also. Thus, a sinking fund creation has been contemplated wherein an amount matching the depreciation and amortisation amount of Rs.72.68 lakhs will be invested to facilitate asset replacement in future. This amount has been included in the annual operating expense calculation in Annexure-2.

D. Operating Expense Estimation

An attempt has been made to estimate the operating expense of the institute, which as per Annexure-2 works out to Rs.557 lakhs in the first year. This base expense has been (except depreciation and

amortisation) inflation-adjusted to arrive at expenses of the other years. The assumed inflation rate vis-à-vis all components of the expenses except the depreciation and amortisation is indicated in the said annexure. Details of each component of operating expense are in Schedule-6 to Schedule-12. Schedule 13 contains the estimated electrical units for electrical equipment which has helped us to estimate the electricity expenses per annum.

This estimated operating expense does not include the existing personnel cost of the HETCs proposed to be integrated with OIN. We have estimated the incremental cost only.

ACTIVITY PLAN

Table 14 - Activity Plan

ACTIVITY AREA	TARGETS	IMPLEMENTATION STEPS	RESPONSIBILITY	RESOURCES REQUIRED	TIMELINE (Year)					BUDGET OUTLAY
	What to achieve?	What to do?	Who will do it?	Men/Material/ Money	1 st	2 nd	3 rd	4 th	5 th	Amount in lakhs unless mentioned otherwise (Rs.)
Promotion of Society	Legal birth of the institute	Finalise MOA and Rules & Regulations of the society	DWCD, GoO	Legal experts/Legal Documents/ Rs.10,000	End of 2nd quarter					0.10
		Apply for registration								
		Compliance of legal procedure for registration								
Construction of Institute Building with electrification	Facility for operations	Execute construction plan as per DPR	DWCD, GoO	Outsourced to IDCO/As per DPR/Rs.1130 lakhs [Includes electrical works,		End of 1 st . quarter				1130.00

				sanitary fittings, boundary wall and allocation for both HETCs for these items]						
Facility creation	Facility for operations	Electrical fittings & installations	DWCD, GoO with Technical expert advice	Technical expert team constituted by DWCD/As per Capex estimation/Rs. 276 lakhs		End of 2 nd . quarter				276.00
		Creation of IT backbone (includes computer lab, server provision, network, software, back-up)- should have scope for expansion								
		Purchase of Furniture & Fittings, Electrical fittings, IT systems & Equipment & installation								

Inauguration ceremony	-do-	Holding inauguration function	-do-	DWCD/XXXXX/ Rs.0.50 lakhs		End of 2 nd year					0.50
Constitution of Recruitment & Compensation Committee (RCC)	Institution of RCC	Choose institutes of national repute and select keeping in mind operational ease	Governing Board of OIN/XXXXX/Nil		End of 2 nd quarter						Nil
Phase one recruitment	Recruitment of Faculty-Coordinator Training, Faculty-Coordinator - Knowledge Hub and Faculty Coordinator-Research, Recruitment of one research associate, two secretaries to faculty, Recruitment of Knowledge Hub Manager (IT person), IT Technical Assistants - two numbers,	Open advertisement in print-media for recruitment & DWCD website	Governing Board with the help of DWCD, GoO	RCC & Selection panel constituted by RCC/Advertisement in website & national & state level dailies/Rs.3 lakhs	End of 3 rd quarter						3.00
		Short-listing of candidates by RCC as per Rating scale developed									
		Constitution of Selection panel									
		Conduct interview									
		Appointment of selected personnel									

	Recruitment of Dean-Administration & Secretary to Dean-Admin, Deputation of CFO from Government									
Transfer of HETC facility, and personnel to OIN Vest all assets in OIN's hand Transfer all personnel of HETC to OIN along with administrative control under Faculty Coordinator-Training	Prepare Balance Sheet as on date at depreciated replacement cost (Historical cost may not be available)	Governing Board with help of DWCD, GoO	DWCD Staff & GB/XXXX/XXX X	1 st quarter						XXXXXX
	Transfer all people with administrative control									
	Pre-close all contracts of HETCs, Create new contracts for ongoing matters									
CONDUCT TRAINING	Regular ongoing trainings and 10% of backlog training for AWWs, 20% for	Determine capacity availability for training	Faculty Coordinator - Training	Internal & External trainers/Training materials/Rs.5	Continuou s	Contin uous	Con tinuous	Cont inuous	Conti nuous	50.00* per annum

	supervisors	Create Panel of resource persons with approval by faculty members		0 lakhs (*only for the incremental backlog training & convergence training)						
		Plan for backlog clearance								
		Trigger relevant training activity steps (Pl refer to Training Activity Summary)								
CONDUCT RESEARCH	Complete two research projects on evidence based basic research through in-house faculty	Constitute Research Advisory Committee	Faculty Coordinator - Research	Faculty members & Research Associate/Use of database & research tools/Rs.77 lakhs	End of first quarter to end of the year	Continuou	Co	tinu	ous	Cont
		Develop Research agenda								
		Form Technical Committee								
		Form ethical committee								
		Subscribe to at least one research database, five scholarly journals for the library/Subscribe								

		to research tools									per annum for Ethical Committee , Rs. 3 lakhs per annum for Technical committee
		Conduct research (Trigger rest of the relevant steps from Research Activity summary)									
DEVELOP PORTAL FOR OIN	Host Portal (includes knowledge hub)	Finalise design & layout of the portal for OIN	Faculty Coordinator-Knowledge Hub	FC-Knowledge Hub, Manager-IT, Technical Staff for IT/Digitised material		End of 1 st quarter	Continuous	continuous	Continuous	Rs.10.00 recurring for conversion of materials into digital form (includes training materials)	
		Develop content of all static pages of the portal									
		Host the website									
		Develop knowledge hub taking existing data and information									
		Dynamic contents on a continuous basis as and when new data are generated from research or any								Rs.12.00 lakhs per annum for leased line for internet	
											Rs.2 lakhs for antivirus and warranty,

		credible source									Rs. 1 lakh towards R& M of systems
RECRUITMENT PHASE-2	Recruit Director, two more faculty members, two research associates, one library assistant, librarian, asst. librarian, one secretary to faculty	Open advertisement in print-media for recruitment & OIN website	Governing Board with help of RCC/Faculty Coordinator-Training	RCC & selection panel /Advertisement material/Rs.2 lakhs		End of first quarter					2.00 lakhs
		Short-listing of candidates by RCC as per Rating scale developed									
		Constitution of Selection panel									
		Conduct interview									
		Appointment of selected personnel									
CONSTITUTION OF PERFORMANCE REVIEW COMMITTEE & CONDUCTING	Instituting PRC Conduct annual review	GB to request appropriate authority of GoO to nominate the members	Governing Board members	Governing Board members/XXX X/ For all governance committees'		End of 1 st . quarter	Annual evaluation	Annual evaluation	Annual evaluation	Rs.40,000 per annum for annual review	

PERFORMANCE REVIEW EVERY YEAR				formation Rs.5000 & Rs. 40,000 for conducting annual review						
CONSTITUTION OF AUDIT COMMITTEE & AUC OVERSIGHT FUNCTION	Instituting AUC Functioning of AUC	GB to nominate members	Governing Board	AUC members/All internal records & decisions/ Rs.10000 per annum		Beginn ing of 1 ST .qu arter	Co ntin uous fun ctio nin g	Con tinu ous func tionin g	Cont inuou s funct ionin g	Rs.10,000 /- for meetings
AUDIT FOR FY 2014-15	Adoption of audited financial statements, annual report as per timeline of Rules of society	GB to appoint auditors	Governing Board with recommendati on of Audit Committee		Beginn ing of 1st quarte r	-do-	co ntin uous	con tinu ous	conti nuous	As per contract
CONSTITUTION OF FINANCE COMMITTEE & OPEARTION	Constitute Finance Committee Operation of Finance Committee	GB to constitute Finance Committee	Formulation of Financial Policies		Begin ning of 1st quarte r	Conti nuous functi oning	Co ntin uous fun ctio nin g	Con tinu ous func tionin g	Cont inuou s funct ionin g	XXXXX

Appointment of DEAN-ACADEMIC from faculty members of OIN	Appoint Dean-Academic	Director to appoint	Director of OIN	Order of Director		End of 1 st . quarter				XXXXX
FORM RESEARCH COLLABORATIONS & MANAGE	Three research projects through collaboration & four research projects through in-house faculty members	Networking through seminars (conduct two national/international level seminars), Consultation with strong research institutions and forming research collaboration agreements with at least two institutes of national/international repute	Faculty Coordinator - Research, Dean-Academic, Director	Faculty members & personnel of collaborators/ Research database & tools/Rs.1 or 2 lakhs per annum for management, Rs.50.00 lakhs per annum for conducting research included in research section			End of 4 th quarter			Rs. 1.00 lakhs per annum till third year/Rs. 2 lakhs per annum thereafter Research cost included in Rs.50.00 lakhs per annum mentioned under research head above
Capacity Building & Mentoring	Capacity Building of 10 AWCs on pilot basis and then scale up	Follow the steps mentioned under Capacity Building Activity Summary	Faculty Coordinator- Training	Panel of mentors & trainers/Training		End of 2 nd . quarter	continuous	Continuous	Continuous	23.00

	Mentoring of 200 AWWs, 80 supervisors, 20 CDPOs in the first phase on pilot basis and then scale up	Follow the steps mentioned under Mentoring Activity Summary		materials/Rs.1 1.25 lakhs for mentoring & Rs.12.00 lakhs for capacity building			Dec			
	5% of AWCs staff, CDPOs, DSWOs each year selected by OIN	Managing scaled up intervention								
RESEARCH KNOWLEDGE DISSEMINATION	E-Journal, information in knowledge hub, education materials, training materials, across departments for policy advocacy, etc. Conducting seminars/conference/workshops (overlapping with research collaboration)	Constitute Editorial Board	Dean-Research with help of faculty members & editorial board	Editorial board & faculty members of OIN/Research articles or reports/Rs.500 00/- per annum			End of 3 rd . quarter	Con tinuous	Conti nuous	Rs4 lakhs for editorial board, Rs.10 lakhs for seminars/ conferences/worksh ops
		Invite research papers								
		Paper selection								
		Compilation and dissemination								

TRAINING MATERIAL DEVELOPMENT	Standardised training materials	Constitute panels for training material development	Faculty Coordinator- Training & Faculty Coordinator- Knowledge hub	Faculty members/Resource persons identified by Faculty Coordinator- Training with Director's sanction		Continuous	Continuous	Continuous	Continuous	Cost included in knowledge hub material development of Rs.10 lakhs
	Convert training to soft forms (text, online voice modules, etc)	Take help of Faculty Coordinator- Knowledge hub & Manager-IT								
		Print/Host in portal								
Knowledge dissemination	Develop videos, sms alerts, interactive voice chats facility, waiting room videos, online material for women, school teachers, etc.	Take help of faculty members, IT-Manager and technical committee members	Faculty coordinator- Knowledge hub, IT-Manager	Faculty Coordinator- Knowledge Hub	Continuous	Continuous	Continuous	Continuous	Continuous	-do-
Convergence trainings	Trainings for 5 other departments	Consult and coordinate with other departments	Faculty-Coordinator- Training	Faculty members/Resource persons Training materials/ Cost included in						Included in training budget

				training budget of Rs.5 lakhs						
		Constitute panel of resource persons to develop material					Beginning of 1 st quarter			
		Develop standardised training materials for convergence trainings					End of 2 nd quarter			
	5 convergence training programmes	Make calendar, contract resource persons with approval from faculty council, conduct trainings with help of other departments					End of 4 th quarter	End of 4 th quarter	End of 4 th quarter	
	Minimum 5 convergence training programmes each year	Make calendar, contract resource persons with approval from faculty council, conduct trainings								

		with help of other departments								
Department personnel (Non-ICDS) trainings	Regular trainings	-do-	Faculty Coordinator-Training	Faculty members/Resource persons Training materials Cost included in overall training budget		Continuous	Continuous	Continuous	Continuous	-do-
Education	Launching 3 certificate courses	Constitute Board of Studies	Dean-Academics	XXXX			End of 2 nd quarter			XXXX
		Design curriculum and syllabi & review	BOS members	BOS members						Rs.50000/- per annum
		Take approval of faculty council	Dean-Academics					End of 1 st quarter		XXXX
		Take approval of GB	Director					Beginning of 2 nd		XXXX

								quarter		
		Advertise and target students	Faculty Coordinator-Education							2.00
		Admit students						End of 2 nd quarter		
		Conduct classes, exams and award of certificate	FC-Education, DEAN-ACADEMIC					End of first quarter each year		Operational cost has not been mentioned as it would run as a profit centre and cost would be taken care of by revenue
	Launching one-year diploma course on Nutrition	Repeat as per above steps	FC-Education, DEAN-ACADEMIC					End of 1 st quarter		-do-
Consulting	2 consulting projects	Follow the process steps described under Activity	Faculty Coordinator-Consulting					Mar		Rs.50,000 per annum cost

		Summary for consulting								Operational cost has not been taken as it would be a profit centre concept like education
	Scale up thereafter	Same as above								-do-
GB MEETINGS	One meeting per quarter	Call meetings	President & Member Secretary	GB Members/Material as per agenda/Rs.4 lakhs per year	Every quarter of each year					4.00

RISK & MITIGATION PLAN

At this stage, a first stage assessment of the risks perceived to be associated with the institution as a facility for undertaking the activities proposed as per the scope and the suggested processes and approaches for undertaking those activities has been made.

The associated risks with a brief description of each risk and the corresponding mitigation mechanism for each type of possible risk are given hereunder in a tabular form for quick grasp.

Table 15 - Risk Table

Sl. No.	Category of risk	Description of risk	Mitigation plan
1	Availability risk	Possibility of output not meeting the requirements of the department	Secretary of DWCD & some other departments & Director, Social Welfare to be in the governing board to influence strategic and operating decisions Capex planning to meet the scale of output planned Quality checks built into operational processes Quality manpower recruitment Scope for expansion (exists with assumption that finance is not a constraint)
2	Cost overrun risk	During design and construction phase, project delay might happen leading to cost overrun	Fixed price construction contracts to the execution party
3	Design risk	Possibility that the design of the facility may not meet the output specifications	Service recipient and technical team involved in chalking out DPR

			Phase II capex visualised at this stage to incorporate modifications
4	Environmental risk	Sewage and waste contamination Disposal of IT systems	Sewage and waste management as per DPR Disposal as per safety standards
5	Calamity Risk	Destruction of property and assets due to natural calamities	Insurance
6	Fire risk	Destruction of property and assets due to fire	Fire safety provision Insurance
7	Inflation risk	Inflation might lead to opex cost escalation making it unviable	Cost projections inflation adjusted by 5%/2% for appropriate budget provision in the future
8	Maintenance risk	Risk of cost overrun Risk of non-maintenance	Risk of cost overrun has been inflation adjusted as mentioned above Adequate AMCs and monitoring of AMC contracts
9	Demand risk	Market demand for the service may not be there	Department with massive workforce is a captive customer that provides commitment
10	Operating risk	Opex cost overrun Quality of service Employee fraud	Inflation adjusted budgetary provision Output standardisation and clearance by advisory bodies with technical knowledge Stakeholder feedback about service quality institutionalised Anti-fraud policies formulation Layers of checks and balances

			inbuilt into different layers of the organisation
11	Residual value risk	The residual value of the assets assumed for calculation of opex might be different	Very conservative estimation has been made
12	Asset replacement risk	Due to non-availability of budget support for capex, replacement might not happen jeopardising the service	Sinking fund contribution matching the depreciation on assets inbuilt into opex for investment in income yielding safe assets to ensure fund for asset replacement Alternative: Corpus fund creation to generate opex inclusive of the aforesaid contribution
13	Financial risk	Fund inflow may not match the cost of operation	Adequate budget provision Prioritisation of scope
14	Resource risk	Inadequate supply Inferior quality supply	Robust planning for fairly large resource base Quality checks built into operational processes
15	Subcontractor risk	Outsourced services not as per plan	Selection of branded players with national or international repute and adequate technological prowess Performance based contracts Replacement party provision in the contract
16	Technology risk	Obsolescence of IT technology	Latest models to be procured Standard technology at par with what is required for knowledge platforms

			Plan beyond five years to incorporate futuristic technologies like cloud computing
17	Governance risk	Governance structures and mechanisms may be weak leading to organisational decay & closure	<p>Provision for independent watch bodies</p> <p>Disclosure pressures inbuilt to bring information symmetry</p> <p>Several provisions of governance mechanisms like no dual position, no conflict of interest, rotational positions, etc. made</p>