



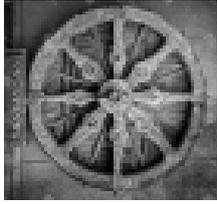
TRAINING MODULE ON ORGANISATIONAL DEVELOPMENT

*Understanding Organisational goals, objectives,
vision, policy and compliances*

POPULAR EDUCATION & ACTION CENTER (PEACE)

TRAINING MODULE ON ORGANISATIONAL DEVELOPMENT

*Understanding Organisational goals, objectives, vision,
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Published by Popular Education and Action Center (PEACE)

March 2024

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Chapter 1

Understanding Organization Development: An Introduction

Session Overview

This session serves as an introductory exploration into the field of Organization Development (OD), providing participants with foundational knowledge and understanding of its principles, theories, and practices. Participants will delve into the historical evolution of OD, its core concepts, and the role it plays in enhancing organizational effectiveness and performance. Through interactive discussions, case studies, and practical exercises, participants will gain insights into the key components of OD and its significance in today's dynamic business environments.

Session Objectives

- Define Organization Development (OD) and its scope in contemporary organizational contexts.
 - Explore the historical background and evolution of OD as a field of study and practice.
 - Understand the core principles and values that underpin OD interventions.
 - Identify the primary goals and objectives of Organization Development within organizations.
 - Examine the role of leadership in driving and facilitating OD initiatives.
 - Analyze common OD interventions and their impact on organizational culture and performance.
 - Reflect on personal insights and applications of OD principles in participants' own organizational contexts.
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1. INTRODUCTION TO ORGANIZATION DEVELOPMENT

- a. Definition and scope of Organization Development (OD)
- b. Overview of key concepts and principles in OD
- c. Importance of OD in addressing organizational challenges and driving change

2. HISTORICAL EVOLUTION OF ORGANIZATION DEVELOPMENT

- a. Origins of OD: Early theories and pioneers (e.g., Kurt Lewin, Douglas McGregor)
- b. Evolution of OD: From T-groups to contemporary approaches
- c. Milestones and key developments in the field of OD

3. CORE PRINCIPLES AND VALUES OF ORGANIZATION DEVELOPMENT

- a. Core values and assumptions guiding OD practice
- b. Principles of humanistic psychology and systems thinking in OD
- c. Ethical considerations and standards in OD interventions
- d. Goals and Objectives of Organization Development
- e. Primary objectives of OD interventions (e.g., improving performance, fostering innovation, enhancing employee satisfaction)
- f. Aligning OD goals with organizational strategies and priorities
- g. Setting SMART (Specific, Measurable, Achievable, Relevant, Time-bound) objectives for OD initiatives

4. LEADERSHIP IN ORGANIZATIONAL DEVELOPMENT

- a. Role of leadership in driving organizational change and development
- b. Characteristics of effective OD leaders
- c. Building a culture of trust, collaboration, and continuous learning
- d. Common OD Interventions
- e. Overview of common OD interventions (e.g., team building, organizational culture change, process consultation)
- f. Selecting and implementing appropriate interventions based on organizational needs and objectives
- g. Evaluating the effectiveness of OD interventions

5. APPLICATION AND REFLECTION

- Case study analysis: Applying OD principles to real-world organizational challenges
- Reflective exercises: Identifying opportunities for applying OD concepts in participants' own organizations
- Group discussions: Sharing insights and lessons learned from case studies and personal experiences

6. CONCLUSION AND KEY TAKEAWAYS

- Recap of session highlights and key learnings
- Commitment to applying OD principles and practices to drive positive change and enhance organizational effectiveness

7. ASSESSMENT:

- Participation in group discussions and activities
- Case study analysis and reflection papers
- Peer feedback and evaluation of presentations
- Individual reflection on personal insights and applications of OD principles

REFERENCES:

- Cummings, T. G., & Worley, C. G. (2014). *Organization Development and Change*. Cengage Learning.
- French, W. L., Bell Jr, C. H., & Zawacki, R. A. (2011). *Organization Development: Behavioral Science Interventions for Organization Improvement*. Prentice Hall.
- Beckhard, R., & Harris, R. T. (1987). *Organizational Transitions: Managing Complex Change*. Addison-Wesley.

This session provides participants with a solid foundation in Organization Development, equipping them with the knowledge and understanding needed to effectively contribute to organizational change and development efforts.

Chapter 2

Individual and collective vision

Session Overview

This session explores the importance of individual and collective vision in driving organizational development (OD). Participants will delve into the concept of vision, examining its role in inspiring and aligning individuals and teams towards common goals. Through interactive discussions, case studies, and reflective exercises, participants will gain insights into how to develop and communicate compelling visions that foster engagement, innovation, and organizational growth.

Session Objectives:

- A. Define individual and collective vision and their significance in organizational development.
- B. Understand the relationship between vision, mission, and strategic goals.
- C. Explore strategies for eliciting and articulating individual and collective visions within organizations.
- D. Examine the role of leadership in shaping and championing organizational vision.
- E. Analyze case studies of organizations with strong vision statements and their impact on culture and performance.
- F. Develop practical skills for aligning individual aspirations with organizational vision.
- G. Reflect on personal values and goals in relation to organizational vision and mission.

1. INTRODUCTION TO INDIVIDUAL AND COLLECTIVE VISION

- a. Definition of Vision in the context of Organizational Development
- b. Importance of Vision in guiding organizational strategy and culture

- c. Distinction between individual and collective visions

2. ARTICULATING ORGANIZATIONAL VISION

- a. Components of a compelling vision statement (e.g., clarity, inspiration, alignment)
- b. Techniques for eliciting and synthesizing individual perspectives into a collective vision
- c. Communicating vision effectively across the organization

3. LEADERSHIP AND VISIONARY ALIGNMENT

- a. Role of leaders in defining and championing organizational vision
- b. Strategies for inspiring commitment and engagement towards the vision
- c. Creating a culture of accountability and continuous improvement.

4. CASE STUDIES AND BEST PRACTICES

- a. Analysis of organizations with strong vision statements (e.g., Google, Tesla, Patagonia)
- b. Examining the impact of vision on organizational culture, innovation, and performance
- c. Lessons learned and best practices for crafting and implementing vision statements
- d. Aligning Individual Aspirations with Organizational Vision
- e. Individual goal-setting and career development in alignment with organizational vision
- f. Building a sense of ownership and commitment among employees towards the vision
- g. Addressing potential conflicts between personal and organizational goals

5. REFLECTION AND ACTION PLANNING

- a. Reflective exercises on personal values and alignment with organizational vision
- b. Developing action plans for fostering a culture of shared vision and purpose within teams and departments
- c. Identifying key steps for integrating vision into everyday practices and decision-making processes

6. CONCLUSION AND KEY TAKEAWAYS

- a. Recap of session highlights and key learnings
- b. Commitment to applying insights and strategies to drive organizational development through visionary leadership and alignment

7. ASSESSMENT:

- a. Participation in group discussions and activities
- b. Individual or group presentations on case studies or personal reflections
- c. Completion of action plans outlining strategies for aligning individual and collective vision within the organization

REFERENCES:

- Kotter, J. P. (1996). *Leading Change*. Harvard Business Review Press.
- Collins, J., & Porras, J. I. (1996). *Building Your Company's Vision*. Harvard Business Review.
- Sinek, S. (2009). *Start with Why: How Great Leaders Inspire Everyone to Take Action*. Portfolio.

This session provides participants with practical insights and tools for fostering individual and collective vision within organizations, empowering them to contribute effectively to organizational development and success.

Chapter 3

Organisational vision

Session Overview

This session focuses on the critical role of organizational vision in guiding strategic direction, fostering alignment, and inspiring collective action. Participants will explore the elements of a compelling vision, strategies for its development and communication, and the leadership behaviours necessary to bring the vision to life. Through interactive discussions, case studies, and practical exercises, participants will gain the knowledge and skills needed to craft and implement a meaningful organizational vision that drives success and sustainability.

Session Objectives

1. Define organizational vision and its importance in driving strategic alignment and engagement.
 2. Understand the characteristics of an effective organizational vision statement.
 3. Explore methods for developing a vision statement that reflects organizational values, aspirations, and strategic objectives.
 4. Examine the role of leadership in shaping and championing the organizational vision.
 5. Identify strategies for communicating the vision effectively to stakeholders at all levels of the organization.
 6. Analyze case studies of organizations with successful vision implementation and their key success factors.
 7. Develop action plans for implementing and sustaining the organizational vision within their own contexts.
-

1. INTRODUCTION TO ORGANIZATIONAL VISION

- a. Definition and significance of organizational vision
- b. Link between vision, mission, and strategic goals
- c. Importance of vision in guiding decision-making and fostering organizational culture

2. CHARACTERISTICS OF EFFECTIVE VISION STATEMENTS

- a. Clarity, simplicity, and specificity
- b. Inspirational and aspirational language
- c. Alignment with organizational values and strategic objective

3. DEVELOPING THE ORGANIZATIONAL VISION

- a. Involving stakeholders in the visioning process
- b. Techniques for brainstorming and synthesizing input
- c. Crafting a vision statement that resonates with the organization's identity and purpose.

4. LEADERSHIP AND VISIONARY ALIGNMENT

- a. Role of leaders in articulating and championing the vision
- b. Building consensus and commitment around the vision
- c. Aligning individual goals and actions with the organizational vision

5. COMMUNICATING THE VISION

- a. Strategies for effectively communicating the vision to employees at all levels
- b. Using storytelling and visual aids to make the vision compelling and memorable
- c. Soliciting feedback and fostering dialogue around the vision

6. CASE STUDIES AND BEST PRACTICES

- a. Analysis of organizations with successful vision implementation (e.g., Apple, Starbucks, Southwest Airlines)
- b. Key success factors and lessons learned from vision-driven organizations
- c. Identifying relevant insights and strategies for participants' own organizations

7. ACTION PLANNING AND IMPLEMENTATION

- a. Assessing the current state of vision alignment within the organization
- b. Developing action plans for implementing and sustaining the organizational vision.
- c. Setting measurable goals and milestones for vision implementation

8. CONCLUSION AND KEY TAKEAWAYS

- a. Recap of session highlights and key learnings
- b. Commitment to applying insights and strategies to drive organizational success through visionary leadership and alignment.

9. ASSESSMENT:

- a. Participation in group discussions and activities
- b. Individual or group presentations on vision development and implementation plans
- c. Completion of action plans outlining strategies for implementing and sustaining the organizational vision

REFERENCES:

- Collins, J., & Porras, J. I. (1996). *Building Your Company's Vision*. Harvard Business Review.
- Sinek, S. (2009). *Start with Why: How Great Leaders Inspire Everyone to Take Action*. Portfolio.
- Kotter, J. P. (1996). *Leading Change*. Harvard Business Review Press.

This session equips participants with the knowledge and tools needed to craft, communicate, and implement a compelling organizational vision that inspires action, fosters alignment, and drives sustainable success.

Chapter 4.

Understanding Impact Framework

Objective, Activities, Outputs and Outcome

Session Overview

This session provides participants with a comprehensive understanding of the Impact Framework, a powerful tool for planning, monitoring, and evaluating the effectiveness of interventions and programs. Participants will learn how to define clear objectives, design relevant activities, measure outputs, and assess outcomes within the context of organizational development. Through interactive discussions, case studies, and practical exercises, participants will gain the skills needed to apply the Impact Framework to their own projects and initiatives.

Session Objectives

1. Define the components of the Impact Framework: Objectives, Activities, Outputs, and Outcomes.
 2. Understand the relationship between objectives, activities, outputs, and outcomes in driving organizational change and development.
 3. Learn how to set SMART (Specific, Measurable, Achievable, Relevant, Time-bound) objectives that align with organizational goals.
 4. Explore strategies for designing effective activities that support the achievement of objectives.
 5. Identify methods for measuring and monitoring outputs to assess progress and performance.
-

6. Analyze the concept of outcomes and their significance in evaluating the long-term impact of interventions.
7. Develop practical skills for applying the Impact Framework to plan, implement, and evaluate organizational development initiatives.

1. INTRODUCTION TO THE IMPACT FRAMEWORK

- a. Overview of Objectives, Activities, Outputs, and Outcomes
- b. Importance of the Impact Framework in organizational development
- c. Link between the Impact Framework and program planning, monitoring, and evaluation

2. SETTING SMART OBJECTIVES

- a. Understanding the characteristics of SMART objectives
- b. Techniques for defining objectives that are specific, measurable, achievable, relevant, and time-bound
- c. Aligning objectives with organizational goals and stakeholder need.

3. DESIGNING EFFECTIVE ACTIVITIES

- a. Identifying relevant activities to achieve objectives
- b. Strategies for designing activities that are practical, relevant, and impactful
- c. Incorporating stakeholder input and feedback into activity design

4. MEASURING OUTPUTS

- a. Definition of outputs and their role in assessing program performance
- b. Methods for measuring and monitoring outputs (e.g., quantitative and qualitative indicators, performance metrics)
- c. Tools and techniques for tracking progress and making data-driven decisions
- d. Understanding Outcomes
- e. Differentiating between outputs and outcomes
- f. Types of outcomes: short-term, intermediate, and long-term
- g. Importance of outcomes in demonstrating the impact of interventions on organizational development

5. CASE STUDIES AND BEST PRACTICES

- a. Analysis of projects or interventions using the Impact Framework
- b. Examples of successful outcome-oriented initiatives and their key success factors
- c. Identifying relevant insights and lessons learned for participants' projects

6. PRACTICAL APPLICATION AND EXERCISE

- a. Applying the Impact Framework to participants' projects or initiatives
- b. Developing an Impact Framework plan including objectives, activities, outputs, and outcomes
- c. Feedback and peer review sessions to refine and improve plans

7. CONCLUSION AND KEY TAKEAWAYS

- a. Recap of session highlights and key learnings
- b. Commitment to applying the Impact Framework principles to drive organizational development and achieve desired outcomes
- c. Individual reflection on the application of Impact Framework principles to organizational development initiatives

REFERENCES:

- United Nations Development Programme (UNDP). (2009). Handbook on Planning, Monitoring and Evaluating for Development Results.
- Rossi, P. H., Lipsey, M. W., & Freeman, H. E. (2004). Evaluation: A Systematic Approach. Sage Publications.
- World Bank. (2010). Monitoring and Evaluation: Some Tools, Methods and Approaches.

This session equips participants with the knowledge and skills needed to effectively utilize the Impact Framework to plan, implement, and evaluate organizational development initiatives, thereby driving positive change and achieving sustainable outcomes

Chapter 5.

Fundamentals of Theory of Change

Session Overview

This session is designed to provide participants with a comprehensive understanding of the Theory of Change (ToC) framework and its application in organizational development. Participants will explore the key concepts, components, and steps involved in developing a Theory of Change. Through interactive discussions, case studies, and practical exercises, participants will gain the knowledge and skills needed to create, implement, and evaluate effective ToC models that drive meaningful and sustainable change within their organizations.

Session Objectives

1. Define the Theory of Change (ToC) framework and its relevance to organizational development.
 2. Understand the core components of a Theory of Change and their interrelationships.
 3. Explore the process of developing a Theory of Change, including stakeholder engagement, logic model development, and outcome mapping.
 4. Learn how to identify assumptions, inputs, activities, outputs, outcomes, and impact within a ToC framework.
 5. Examine strategies for implementing and monitoring a ToC model to achieve desired outcomes.
 6. Analyze case studies of successful ToC implementations in various organizational contexts.
 7. Develop practical skills for applying the Theory of Change framework to design and evaluate organizational development initiatives.
-

1. INTRODUCTION TO THE THEORY OF CHANGE

- a. Definition and purpose of Theory of Change in organizational development
- b. Historical background and evolution of the ToC framework
- c. Key principles and concepts underlying the Theory of Change approach

2. CORE COMPONENTS OF THEORY OF CHANGE

- a. Understanding the interconnected components of a Theory of Change (e.g., Inputs, Activities, Outputs, Outcomes, Impact)
- b. Mapping the logical pathways between inputs, activities, and outcomes to achieve the desired impact
- c. Identifying assumptions and external factors that influence the ToC process

3. DEVELOPING A THEORY OF CHANGE

- a. Stakeholder engagement and participation in ToC development
- b. Developing a logic model to visually represent the ToC framework
- c. Mapping outcomes and indicators to track progress and measure impact

4. IMPLEMENTING AND MONITORING THEORY OF CHANGE

- a. Strategies for implementing ToC models within organizations
- b. Establishing monitoring and evaluation mechanisms to track progress and outcomes
- c. Using data and evidence to adapt and refine the ToC model over time

5. CASE STUDIES AND BEST PRACTICES

- a. Analysis of successful Theory of Change implementations in diverse organizational contexts
- b. Examples of ToC models used to address complex social challenges and drive organizational change
- c. Extracting lessons learned and best practices for participants' own ToC development efforts

6. PRACTICAL APPLICATION AND EXERCISE

- a. Guided exercise to develop a Theory of Change for a hypothetical organizational development initiative
- b. Peer review and feedback session to refine and improve ToC models
- c. Reflection on the challenges and opportunities of applying the ToC framework in practice

7. CONCLUSION AND KEY TAKEAWAYS

- a. Recap of session highlights and key learnings
- b. Commitment to applying Theory of Change principles to drive organizational development and achieve desired outcomes

8. DELIVERY METHODS:

- a. Instructor-led presentations and interactive discussions
- b. Case study analysis and group activities
- c. Guided exercises and practical application sessions
- d. Peer review and feedback sessions

9. ASSESSMENT:

- a. Participation in group discussions and activities
- b. Completion of a ToC model for a hypothetical organizational development initiative
- c. Peer review and feedback on ToC models
- d. Individual reflection on the application of Theory of Change principles to organizational development efforts

REFERENCES:

- Anderson, A. A. (2015). *Measuring What Matters Most: Actionable Metrics for Social Change and Impact*. Wiley.
- Connell, J. P., Kubisch, A. C., Schorr, L. B., & Weiss, C. H. (1995). *New Approaches to Evaluating Community Initiatives: Concepts, Methods, and Contexts*. Aspen Institute.
- Weiss, C. H. (1995). *Nothing as Practical as Good Theory: Exploring Theory-Based Evaluation for Comprehensive Community Initiatives for Children and Families*. Connexions.

This session equips participants with the knowledge and skills needed to develop, implement, and evaluate Theory of Change models to drive meaningful and sustainable organizational development initiatives.

Chapter 6

Risks, challenges and good practices in Organizational Development

Session Overview

This session delves into the inherent risks and challenges faced in organizational development (OD) initiatives and explores best practices for mitigating these risks and overcoming challenges. Participants will examine common pitfalls, ethical dilemmas, and external factors that can impact the success of OD interventions. Through interactive discussions, case studies, and practical exercises, participants will gain insights into effective strategies and good practices for navigating the complexities of OD and driving positive change within their organizations.

Session Objectives

1. Identify common risks and challenges encountered in organizational development initiatives.
 2. Understand the ethical considerations and dilemmas involved in OD interventions.
 3. Explore external factors that can influence the success or failure of OD efforts.
 4. Learn best practices and strategies for mitigating risks and overcoming challenges in OD.
 5. Analyze case studies of successful OD interventions and lessons learned from failure.
 6. Develop practical skills for assessing risks, managing change, and fostering resilience in organizational development.
-

1. INTRODUCTION TO RISKS AND CHALLENGES IN ORGANIZATIONAL DEVELOPMENT

- a. Overview of common risks and challenges in OD initiatives
- b. Understanding the dynamic nature of organizational change
- c. Importance of risk management and proactive planning in OD
- d. Ethical Considerations in Organizational Development
- e. Ethical principles and values guiding OD practice
- f. Ethical dilemmas and decision-making in OD interventions
- g. Strategies for ensuring transparency, fairness, and accountability in OD

2. EXTERNAL FACTORS INFLUENCING ORGANIZATIONAL DEVELOPMENT

- a. Impact of external environment on organizational change (e.g., economic, political, technological)
- b. Stakeholder dynamics and power relations
- c. Anticipating and adapting to external disruptions and uncertainties

3. BEST PRACTICES AND STRATEGIES FOR MITIGATING RISKS

- a. Establishing clear goals, objectives, and timelines for OD initiatives
- b. Building a supportive organizational culture that fosters openness and innovation
- c. Engaging stakeholders at all levels and ensuring buy-in and commitment
- d. Case Studies of Successful OD Interventions
- e. Analysis of successful OD initiatives in various organizational context.
- f. Identification of key success factors and best practices
- g. Extracting lessons learned and insights for participants' own OD efforts
 - Practical Exercise: Risk Assessment and Action Planning

4. CONDUCTING A RISK ASSESSMENT FOR A HYPOTHETICAL OD INITIATIVE

- a. Developing a risk management plan to address identified risks and challenges
- b. Identifying proactive strategies for mitigating risks and maximizing success
- c. Reflection and Discussion
- d. Sharing insights and lessons learned from the risk assessment exercise.

- e. Reflecting on personal experiences with risks and challenges in OD
- f. Discussing strategies for fostering resilience and adaptability in the face of uncertainty

5. CONCLUSION AND KEY TAKEAWAYS

- a. Recap of session highlights and key learnings
- b. Commitment to applying best practices and strategies for managing risks and overcoming challenges in organizational development

6. DELIVERY METHODS:

- i. Instructor-led presentations and interactive discussions
- ii. Case study analysis and group activities
- iii. Practical exercises and action planning sessions
- iv. Reflective discussions and peer sharing

7. ASSESSMENT:

- a. Participation in group discussions and activities
- b. Completion of a risk assessment and action plan for a hypothetical OD initiative
- c. Peer review and feedback on risk management plans
- d. Individual reflection on personal experiences and key takeaways from the session

REFERENCES:

Cummings, T. G., & Worley, C. G. (2014). *Organization Development and Change*. Cengage Learning.

French, W. L., Bell Jr, C. H., & Zawacki, R. A. (2011). *Organization Development: Behavioral Science Interventions for Organization Improvement*. Prentice Hall.

Anderson, D. L., & Anderson, L. A. (2010). *Beyond Change Management: How to Achieve Breakthrough Results Through Conscious Change Leadership*. Jossey-Bass.

This session equips participants with the knowledge, skills, and tools needed to anticipate, mitigate, and overcome risks and challenges in organizational development initiatives, fostering resilience and driving positive change within their organizations.

Popular Education and Action Centre (PEACE) is an organization represented by committed and experienced people which is endeavoring to make the process of social change stronger at local and larger levels.

In this context, the prime concern of PEACE is to enhance the awareness and knowledge of the people's groups wrestling to save their identity and democratic values, and of individuals and communities struggling for their livelihood.

For last few years, by initiating a process of dialogue between groups and peoples' organizations with a common understanding, PEACE has been trying to strengthen the process of widespread people's movements and alliances.

Other than this booklet, we had also created and published educational learning materials on the issues that have impacts on the common man's life. Given below is a short list of some important material available with us:

- ज्ञान की पूंजी पर पूंजी का शिकंजा
- पूंजी के निशाने पर पानी
- बाजारीकरण के दस साल
- नकेल कसती जा रही है
- कहीं पर निगाहें, कहीं पर निशाना : वन अधिकार अधिनियम 2006
- परमाणु ऊर्जा : सस्ती साफ बिजली या महाविनाश को बुलावा
- जिंदगी पर मंडराते परमाणु के बादल
- आर्थिक उछाल की असलियत
- भारत राष्ट्र राज्य एवं सांस्कृतिक विविधता
- पंचायती राज और जन सहभागिता : कार्यकर्ता प्रशिक्षण (मैनुअल)
- स्थानीय कार्यकर्ताओं के लिए अपील हैंडबुक
- पूर्वाग्रह मुक्त शिक्षा और अल्पसंख्यक : शिक्षकों के लिए हैंडबुक
- पेसा कानून और जन सहभागिता : गांव विकास नियोजन पर कार्यकर्ता मैनुअल
- डूंगरपुर, राजस्थान में आयोजित गांव विकास नियोजन कार्यशालाओं की रिपोर्ट
- राजस्थान के सन्दर्भ में : पेसा कानून और गांव सभा की भूमिका



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