Capacity Building of Stakeholders

All India institute of Local Self Government, Mumbai

18th Nov. 2018
AIILSG – in action since 1926

(www.aiilsg.org)

- Key objective is to support the Government
- Through more than 30 Regional Centres across India
- More than 1.5 million stakeholders trained on urban governance and urban service delivery
- Anchors RCUES, established by the GoI and other specialised training centres.
- Empanelled under various mission for providing capacity building and technical support to State and local govt.
### AIILSG works in...

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<th>Training and Capacity building</th>
<th>Sensitizing the ULB officials and ERs/ improving their efficiency for appropriate decision making and service delivery</th>
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<tr>
<td>Research</td>
<td>Research under various central/state missions</td>
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<tr>
<td>Policy level support</td>
<td>Preparation of guidelines/ bylaws/ GRs</td>
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<td>Assessment</td>
<td>Surveys and assessment to establish database for urban development missions</td>
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<tr>
<td>Planning</td>
<td>Preparation of technical reports, CSPs/CDPs/DPRs, making strategies/action plans for state/ULBs</td>
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<td>Advisory and Implementation support</td>
<td>Handholding support to States, ULBs for planning and implementation</td>
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<td>Documentation/ Resource Material</td>
<td>Preparation of guidelines, handbooks, training modules/ material, IEC material etc.</td>
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Capacity Building by AIILSG

Current Key Areas of Capacity Building under—

- **RCUES** - established by the now MoHUA, for capacity building of ULBs in six States (Rajasthan, Gujarat, Maharashtra, Goa, Assam, Tripura) and 3 UTs

- **AMRUT** - successfully completed for 12 States in India

- Integrated Capacity Building Programme (ICBP) - covering six Urban Development Missions- 10 States, ongoing

- **SLB** - Service Level Benchmarking

- **Sanitation and SWM** - ODF, ODF Sustainability, FSSM, Wet and dry solid waste management

- **Skill Development** under NULM - 4 States

- **ECBC** - Energy Conservation Building Code

- **SMART Cities** – with IIM and MoHUA

- Demand based training programmes

- Diploma and degree courses for SIs, Local Government Officials (1 to 2 years)

- Trainings to newly appointed COs (2 to 3 months)

- Trainings for newly elected representatives
Capacity Building by RCUES, Mumbai

- Work plan developed by the advisory committee (PS of concerned States)
- Peer learning of participants from different States - module developed accordingly
- Witnessing the change – exposure visits and outdoor sessions
- Components of UD Missions, common in all States
CB under AMRUT and ICBP

Framework developed at the national level

- Modules modified at State level
- 3 days modules: Orientation Capsule (1) → Advanced Capsules (2)
- Based on training need assessment and linked to review and monitoring

Convergence within Missions and Departments
Rounds of theme based training programmes on –

✓ Making and Sustaining cities ODF
✓ Moving towards ODF+ and ODF++ Cities

Linked to sequence of actions supported by the State

Focus on

• Encouraging innovations – for achievement of targets
• Peer learning – ODF/ODF++ ULBs to guide other ULBs
  • Sustainability - not just implementation
CB for SLB - requirement under 13th and 14th FC

Performance Assessment System (PAS) – www.pas.org.in

- Mandate
- Linked to grants

More than 100 training programmes

Support to the Government of Maharashtra for SLB Gazette
Orientation and Exposure Visits

Capacity Building in FSSM, Rajasthan

- Orientation module linked to other trainings and initiatives in Rajasthan under SCBP
- Revised as per State’s priorities
- Demand generated for city level training and assessment
- Cities identified for further FSSM interventions

• Demand generation
• Policy Development
CB and strategic support at ULB level

- Demand based
- Focused training – target is set
- Handholding
Capacity building of ULBs - What Matters...

1. Overall Framework/ Programme
2. Trainers and Trainees
3. Training Module / Tools
4. Arrangements/ Conducive Atmosphere
5. Review and Monitoring/ Way forward
What Matters ...

1. **Overall Framework**
   1. Target oriented CB - An overall framework / programme / plan / policy at the State level needs to be in place, of which Capacity Building is a part
   2. Allocation of resources
   3. Priority for authorities, their involvement and support – CB to result into achievement of targets
   4. Multiple departments / decision makers

2. **Trainers and Trainees**
   1. Trainers with experience and training skills
   2. Nomination of right participants
   3. Batch size / background / varied capacities
   4. Willingness / attendance / attention / response / transfers
   5. What are their expectations? What to expect from them?
# Training Module/ Tools

## 1. Content / Outline
- Context specific
- Limited focus areas
- Interactive sessions
- Knowledge application
- Duration of sessions
- Flow / interlinking of sessions

## 2. Training Tools
- Group exercises
- Case studies/videos,
- e-modules?
- Practical
- Energizers, games
- Competition, quiz / incentives

## 3. Resource Material
- Local language
- Essential reading and reference reading
- Formats that may be easy to read and interesting
- Soft copies/ hard copies?

## 4. Exposure Visits
- Seeing is believing
- Direct discussions within the implementers / experience sharing
- Encouragement / peer learning
What Matters ...

4. Conducive Atmosphere
   1. Location/ City/ Venue
   2. Physical aspects: Room dimensions/ lighting/ ventilation / sound
   3. Seating layout: helpful in encouraging attention and interactions?

5. Review and Monitoring/ Way forward
   1. Feedback/ further training need assessment
   2. What next? – Next level training / knowledge application in achieving targets / implementing plans
   3. Post training tests/ knowledge assessment mechanism
   4. Follow up / review meetings by authorities
FSSM CB strategy at State level

Normative framework: a common guidance framework, to be adapted by the States and training agencies

1. **Buy in** from administrative authorities as well as elected representatives through workshops, meetings and visits

2. Creating **enabling environment** for implementers – policies, GRs, operational strategy and guidelines, target setting / milestones, allocation of resources, reviewing and monitoring mechanism

3. Mechanism for **measuring/** ensuring the impact of training

4. **Pilots** to be promoted

5. Training of trainers and other **non-government stakeholders**
Thank you
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