



An Innovative Approach to Capacity Building For Urban Local Bodies

Case Study of CIDCO's Comprehensive Capacity Building Programme



Capacity Building

- Capacity Building is concerned with development of human resources (people), institutions (local government) and the overall policy environment.
- It includes activities that:
 - Strengthen the knowledge, abilities, skills and behaviour of individuals
 - Improve institutional structures and processes such that the organization can efficiently meet its mission and goals in a sustainable way.
- There is no single prescription - it requires a comprehensive approach.
- Capacity Building interventions work on two levels:
 - *Organisational*: Through centrally and state directed reforms and programmes
 - *Individual*: Focus on individual need for skill development and knowledge enhancement as incentives



Indicative Departments

in an Urban Local Body

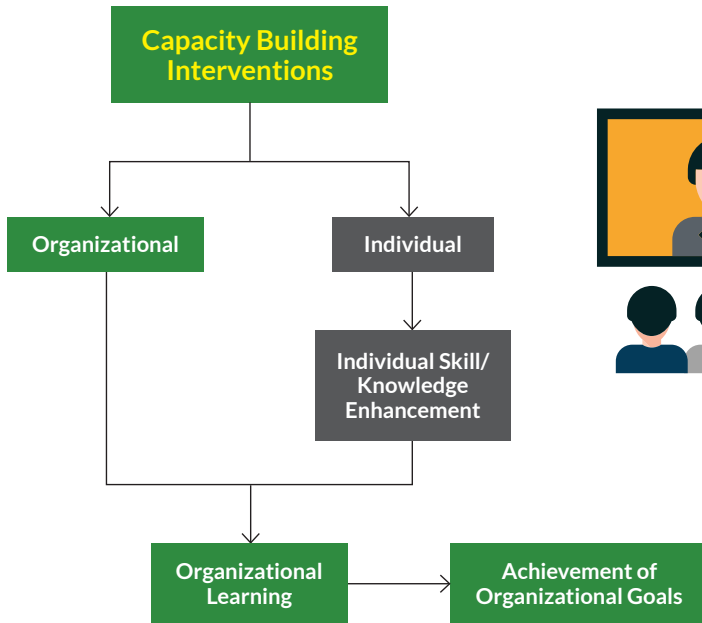
- ✓ Engineering
 - ✓ Administration
 - ✓ Architecture
 - ✓ Controller of Unauthorised Construction
 - ✓ Economics and Statistics
 - ✓ Transportation and Communication
- ✓ Planning
 - ✓ Accounts
 - ✓ Estate (Town Services)
 - ✓ Fire
 - ✓ Horticulture
 - ✓ Lands
 - ✓ Marketing
- ✓ Personnel
 - ✓ Public Health
 - ✓ Rehabilitation
 - ✓ Security
 - ✓ Data Centre
 - ✓ Social Service

Objectives

- ✓ Improve the organizational capacity through an approach that is structured, responsive, flexible and performance driven.
.....
- ✓ Ensure that no institutional barriers exist for learning, adoption and diffusion of knowledge within the ULBs by adopting of human and technological resources.
.....
- ✓ Increasingly acknowledge that innovation consists of continuous learning and organizational problem solving. To recognize that innovation is key to delivering services in a constantly changing urban landscape in India.
.....
- ✓ Promote the established theory that working relationships across individuals, hierarchies and departments are important for delivering capacity building and innovation.



Approaches to Capacity Building



Activities

- Comprehensive training needs assessment
- Development of training policy
- Establishment of a dedicated training cell
- Deployment of a customised training management system
- Development of knowledge and outreach material
- Continuous monitoring calibrated against measurable indicators over a period of time



**NIUA-CIDCO
Smart City Lab has
implemented a
strategic capacity
building programme
at CIDCO.**



**This plan complements the
organisational approach* to capacity
building by improving the incentives
to learning at an individual level.**

*National Missions like AMRUT, PMAY, etc. they target organisational approach



Training Needs Assessment

Assessment conducted over 2 months with heads of departments and senior managers in 20 departments

Face-to-Face interviews, online surveys and detailed mapping of:

- Nature of skills and tools for everyday functioning
- Motivations for job performance
- Role of training and capacity building as incentive
- Decision making processes for budget and travel approvals
- Institutions delivering training for specific skills



Findings

80% Recognise the need for Institutionalising Trainings

Personal Motivation
is as important as
Organizational Needs

7 out of **10** **Top Barriers** identified for achieving organisational goals are related to capacity building

Policy

Guiding Principles of CIDCO's Capacity Building Policy

- Minimize barriers such as number of approvals, lack of information about institutes, courses and payment terms, travel and accommodation budgets etc.
- Allow feedback and sharing of good and bad experiences about the courses
- Incorporate all stages of learning – learning to learn, learning to do and learning to evolve.
- Recognize different motivating factors for training and incorporating it into performance management
- Institutionalize a recurrent commitment rather than one-off intervention.



Highlights of CIDCO's Training Policy

- **Intensification of staff development**
 - Minimum 5 days per year and maximum 15 days in three years
 - Courses identified into managerial, technical, behavioral and induction
 - Step up performance based framework (domestic and international, short term and long term, conferences and workshops)
 - 6 month cooling off period between two trainings
- **Facilitation of Training**
 - No approvals needed. Rs 11 crore allocated per annum for training and capacity building
 - Local training cell and online training management system
 - All costs borne by CIDCO
 - Courses mapped against 5 cadres and 2 classes
 - Transparent eligibility criteria developed and communicated to all employees
- **Feedback and sharing**
 - Feedback by participants to refine the training programs
 - Sharing of training material and experiences with peers within the organization



Training Network

- Compilation of list of training institutes from across the country (from NIUA & CIDCO's network) - 999 courses across 77 institutes and 34 cities
- Vetting of the institutes and courses by Head of the Departments at CIDCO

- Distribution of Courses
 - Managerial – 325 (55% adoption)
 - Technical – 604 (44% adoption) (Organizational, reform based)
 - Behavioral – 70 (80% adoption)



Our Network





77
Institutes
& growing



999 Courses & growing

Training Management System

UJJWAL: NIUA-CIDCO's One Stop Shop for Training Management for the Organization

Employee Management

- Direct import of employee profiles from SAP system
- Manager, Peer and Head of Department Relationships
- Role and Responsibilities in the Organization

Course Management

- External Interface to the Training Institutes
- Annual Calendar
- Course Details with location, fees, brochure, registration requirement
- Keyword and Location Search

Training Management

- Eligibility Criteria based on organization training policy
- Prioritize Courses
- Customized Trainings
- Manage Stages of Training – Registration, Confirmation, Payment and Feedback
- Payment automatically integrated with the organizational SAP system

Feedback And Outreach

- Rating of Courses based on 16 criteria
- Sharing of Courses with peers and supervisors
- Posting to LinkedIn in case of certificate courses
- Monthly, quarterly and annual reports to managers and supervisors

Local Training Cell

NIUA-CIDCO Smart City Lab Training Cell

- 3 Member Team
- Skills in human resource management, public engagement, planning and data mapping
- Led by an MBA from XLRI Jamshedpur

Responsibilities

- Map course offerings to employee and organizational needs.
- **Resolve**
 - Queries related to course objectives
 - Issues related to work-training balance, lacking which results in denial/unwillingness for training
 - Financial Queries received from teams of Accounts/Audit/Institutes.
- **Embrace the training policy and commitment to training.**
 - Convince employees and heads of departments on the need for training
 - Break down the defined course objective for the employees to well understand the course details.
- **Collate employee data and update employee information**
- **Develop customized and induction training using internal organizational resources**



Numbers so far { July 2017 - August 2019 }

748 employees
logged into the system.
77% Men,
23% Women

582 employees
have participated in at least
one course.

Gender Distribution:
74% Men
26% Women

999 courses
mapped
interest expressed in
505 courses
199 courses attended

11 customised
trainings with **254**
participants

Phase I (2017-2019), **822 (50%)** of all CIDCO
employees **78% Men, 22% Women**

75% of the Men
who logged in and **87%**
of the Women who logged in
have already participated
in trainings

User
Experience
Rating (16 criteria)

94% Good or
Outstanding

Most attended
institutes are ASCI
Hyderabad, IIM Kolkata,
ESCI Hyderabad, MDI
Gurugram & CSE
New Delhi

Rs 45,000
average cost of course
participation
(not including travel)

95%
submitted
feedback

Qualitative Feedback

Programme for Young Managers| Assistant Engineer, Engineering: I am very privileged to be part of this programme. Through this programme I came to know how Managers apply their management skill to overcome the conflicts within the organization as well as outside the organization and their risk taking abilities. The programme expatiated my knowledge in many fields of management like, essentials in leadership, Ethics at workplace, Strategic management etc.

Contract Management| Executive Engineer, Engineering: Training was imparted by the well versed faculty members and practitioners. Very well planned training sessions. Sufficient time was devoted for brainstorming and exercises. It is better if CIDCO could organize such training programme for senior executives in own premises. *Thanks to CIDCO Management for providing such opportunity.*

Leadership and Change management|

Senior Planner, Planning: It was a good Refresher Leadership Programme for me. Being Case study oriented, we went through various situations across different Industries/ Businesses to understand decision making and Leadership qualities required to tackle the situations. *This brings an understanding especially for a Government employee like me. It is a really wonderful programme for Senior Management.*

Effective Land Acquisition, Rehabilitation & Resettlement| Associate Planner, Planning: Training on LARR 2013 at ASCI, Hyderabad was very informative and useful to understand this new law. Due to the enforcement of this law, various States are coming up with their own land acquisition and Rehabilitation policies, those were briefly discussed along with pros and con. The thorough knowledge of speakers on land acquisition policies was outstanding. *I am very thankful to the CIDCO for giving me this opportunity.*

Stepping into Leadership| Manager,

Estate: The Training programme SIL is major milestone in my whole life which provides me Expressway for my future & which definitely helpful for betterment of corporation. Techniques such as 3LQ,WWW,Self Deployment Inventory(SDI), work interest Schedule(WIS) learnt during programme which help corporation to grow professionally for achievement of better result.

Leadership Change Management | Manager,

Marketing: The course of Leadership and Change in Management was excellent & we learn from the course many things such as perception, inclusion, inspiring, diversity, listening, design of thinking etc., for achieving organization goal.

Traffic Engineering & Road Safety Audit

| Field Officer, Architecture: The training programme was very informative and helped in opening up a new sector of study and research for me. Overall it was a great experience getting to learn new aspects of Traffic Engineering and road safety auditing and also interacting with new people from different backgrounds and cultures of India. *I would like to thank CIDCO for giving me such an amazing opportunity to hone and fine tune*

my knowledge and skills which I look forward to implementing in CIDCO projects in the near future. Looking forward for many more such fabulous training programmes.

Effective Office Management & RTI | Assistant Development Officer, Personnel:

This training provides opportunity to me to share knowledge of officers at All India level. The topic covered [in Training] are very helpful to my day to day office work. Well experienced staff conducted [these] training by giving live and practical examples. *The training provides lots of motivation for performing smart work in limited available time. [The] training [will help] avoid mistakes in our daily office work.*



Summary of Salient Features



CIDCO's Capacity Building Programme

Comprehensive

- Variety of courses:
 - Behavioral (70), Managerial (325), Technical (604), Induction Courses
 - National and International - Online Courses, Residential Courses, Conference/Seminar/Workshop
 - Variety of course durations to choose from: 1 Day (14), 2 Days (95), 3 Days (431), 4 Days (131), 5 Days (294) & More Than 5 Days (34)
- All courses vetted by six different department heads (representing 90% of CIDCO employees)

Customised

- Dedicated handholding sessions for using the training management system for all employees (conducted for over 19 departments already)
- Special Customised trainings (254 Employee Trained – Legal, Survey, POSH (Prevention of Sexual Harrassment), Self Defence Training for Female Officers, MS Office), GEM portal, RTI/RTS and office procedures



Competence-Based

- Courses available for employees from 5 different cadres and 2 classes

Timely

- Every month has a selection of over 25 courses
- 3 Days to process approval through the online training management system instead of 2 to 3 weeks in case of manual processing
- Five stages of approval reduced to one as a result of training policy adoption and online application process
- Over 77 institutes in our growing network including: IIHS, CEPT, IIT Powai, IIM Ahmedabad, IIM Bangalore, ASCI, ESCI, CSE, IFMR, ISB, NEERI

Readiness-Based

- Committed financial resources towards training its employees: travel and participation fees – INR 60,000 per employee
- Travel policy to ensure easy access to the trainings for employees

Peer-Connected

- Employee can share courses with all CIDCO Employee (over 800) within the training system
- Facility to wish-list shared courses for participation in future
- Dedicated messaging system with SMS & Email alerts
- Monthly & quarterly reports from the training management system listing skills gained by participating employees

Assessment-Based

- Employee submits feedback on 16 parameters reviewing the content and delivery methods of the training immediately upon completion
- Training Needs assessment conducted for all 20 departments before training policy formulation

Contextualised

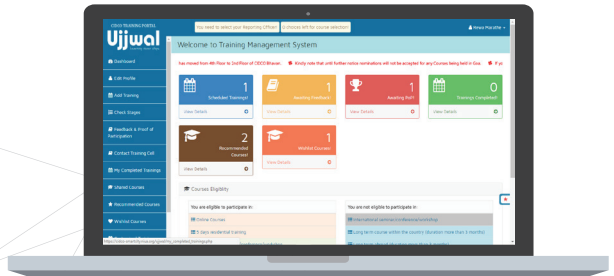
- Trainings geared towards CIDCO's overall goal of 'building cities'
- 65% (13) of departments (20) have already participated in training in first 6 months
- Demand for courses according to duration - 5 Days (30%) | 3 Days (25%) | 4 Days (18%) | 6 Days (19%) | 2 Days (8%)



Planned Enhancements



- ✓ Smart Phone Application
- ✓ Customized Trainings
- ✓ Knowledge Repository
- ✓ Integration with Performance Management System



Resource Requirements



CIDCO TRAINING PORTAL

Ujjwal

Learning never stops

If you are interested in learning more about
NIUA's training management program, please send an email to
director@niua.org

