



CAPACITY BUILDING AND JNNURM



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Capacity Building and NURM

- ◆ NURM proposes country wide paradigm shift of political, economic and social values and norms.
- ◆ For local governments, these changes will create the potential to pursue new opportunities
- ◆ All this has implications for the training at all levels of governance to expose urban managers about the parameters for promoting vibrant institutions of local self- governance.
- ◆ Capacity building program need to help gain insights and skills in a few targeted reform areas so as to increase the effectiveness, responsiveness and accountability of local government organization.
- ◆ The primary aim is to create a dedicated and suitable capacity to prioritize, conceptualize, develop and manage the NURM supported reforms so as to ensure sustainability – managerial and institutional.



Major Constraints in Capacity Building

- Lack of skilled manpower
- Low level of performance
- Weakness in implementation of Programs and Policies
- Misuse of existing resources
- Weak implementation of action plans
- Too long and inefficient service delivery



Main Areas of Capacity Building

- ◆ Broadening awareness of the latest trends in policy approach in urban sector
- ◆ Understanding the legislative framework within which ULBs function
- ◆ Deepening managerial, technical and analytical skills for improving urban administration
- ◆ Developing leadership skills required for working with various stakeholders – namely elected representatives, media, employee unions etc., with the objective of providing a citizen centered governance
- ◆ Providing opportunity to learn from alternative systems of public management based on comparative studies of various cities in India



Main Areas of Capacity

- ◆ Offering courses and workshops coordinated with issues being tackled by the selected cities, i.e., financial management and accounting reforms, resource mobilization, or water and sanitation service delivery improvements;
- ◆ Developing practical, hands-on training sessions based on case studies of the experience of other cities in India; and
- ◆ Addressing gender issues, sensitivity to the poor, and working with CBOs.



Focus of Capacity Building



- ◆ Training activities will target three distinct, but interrelated audiences.
- ◆ Local government and authorities responsible for carrying out public functions and services at the community level
- ◆ State level departments and agencies charged with local government responsibilities
- ◆ Training institutions with the mandate to serve local government efforts



Training Needs Assessment

NIUA conducted a study on *Training Needs Assessment Study* for Surat Municipal Corporation. The overall objective of the training needs assessment exercise was to identify training needs of existing manpower of the SMC and to identify specific training modules.

SWOT tool and comprehensive individual questionnaire was used.



Findings:

- ◆ A detailed analysis into the trainings provisions reveal that although it is commendable that the SMC has separate training budget provisions for each department, the overall training budget is only 0.01% of the total revenue expenditure.
 - ◆ Maximum trainings have been provided in the area of legal understanding (mostly RTI related) followed by computer trainings and disaster management.
 - ◆ no cross-sectoral training for efficient coordination and project management was provided.
 - ◆ ratio of staff per sq. km has gone down considerably from 154 in the year 1998-99 to merely 59 in 2007-08.
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Main training provision recommendations

- ◆ *Formation of a dedicated training department*
- ◆ *Mandatory induction training*
- ◆ *Pre-retirement training*
- ◆ *Yearly calendar for training*
- ◆ *Prioritized Sectors for training (priority sectors are important for successful implementation of JNNURM projects and to ensure sustainability of initiatives)*
- ◆ *Training to be a pre-requisite to promotion*
- ◆ *Internal staff newsletters*
- ◆ *Merit based competitive open selection for long-term professional development programmes*

Main training provision recommendations

- ◆ *Announcement for courses/training programs*
- ◆ *Feedback to parent department*
- ◆ *partnership with training organizations to ensure that training is demand driven and specific*
- ◆ *Methodologies for provision of training must have a balance of these tools along with standard methodologies like class room trainings, Group work and exercises, Case studies, Films and audio visual aids and oration and presentation*



The Way Forward...

- ◆ Strategy development that comprises:
 - Proposing training programs for each target group
 - Identifying modules for each program, state objectives, contents and methods
 - Preparing training and budget plans
 - Training programs that takes into account the expressed training needs, training options, and the profile of target groups have to be developed



NIUA: Supporting Reform Agenda

- ◆ Facilitate Ministry of Urban Development, GoI in first and second generation urban reforms across states and ULBs.
- ◆ Support MOUD with focus on:
 - Municipal Legislative Reforms
 - Reforms in Accounting, Budgeting, Information and Data Management
 - E-Governance in Municipalities
 - Promoting Public Private Partnership in Water and Sanitation
 - Project Development
 - Community Mobilization and Resource Management

NIUA: Supporting Reform Agenda

◆ FIRE-D Project

- Training Networks
- CMAs
- Website, Urban Finance Newsletter

◆ PEARL programme

cross learning and knowledge sharing amongst cities in sectors of urban reforms and city governance

- Knowledge Managers
- Network conveners
- Website
- PEARL Update Newsletter

PEARL NETWORK			
Group	Cities	Knowledge Manager	Network Convener
Mega cities	Delhi, Greater Mumbai, Ahmedabad, Bangalore, Chennai, Kolkata, Hyderabad, Pune, Surat	Mega Cities Association (MCA), Kolkata	Ahmedabad
Industrial Mega cities	Faridabad, Ludhiana, Cochin, Vishakapatnam, Kanpur, Coimbarore, Jamshedpur, Asansol, Dhanbad, Indore, Nashik, Vadodara, Nagpur, Rajkot	All India Institute of Local Self-Government (AILSG), Mumbai	Nagpur
Mixed Economy cities	Patna, Bhopal, Jaipur, Lucknow, Meerut, Jabalpur, Vijayawada, Guwahati, Jammu, Raipur, Ranchi, Thiruvananthapuram, Bhubaneswar, Chandigarh	City Managers Association of MP (CMAMP), Bhopal	Bhopal
Cultural/Religious cities	Madurai, Varanasi, Agra, Amritsar, Allahabad, Panaji, Bodhgaya, Ujjain, Puri, Ajmer-Pushkar, Mysore, Pondicherry, Mathura, Haridwar, Nanded	Centre for Environmental Planning and Technology (CEPT), Ahmedabad	Agra
Hill cities	Itanagar, Imphal, Shillong, Aizawl, Srinagar, Kohima, Gangtok, Agartala, Dehradun, Nainital, Shimla	Uttaranchal Academy of Administration (UAA), Nainital	-

Thank you

