

Capacity Enhancement Needs Assessment Study

Project Name: Capacity Enhancement Needs Assessment Study
Client Name: Gujarat Urban Development Company, Government of Gujarat
Country: India
Length of Assignment: April to October, 2007

Project Brief

The Capacity Enhancement and Needs Assessment (CENA) study covered five state level institutions, one district level institution and 10 urban local bodies. It also covered technical institutes that provide capacity building for urban local bodies. The main components of the study were to

- ✓ To assess the qualitative aspects of the urban local bodies
- ✓ To assess the current capacities and capacity building functions of urban local bodies
- ✓ To assess the institutional capacities of the urban local bodies
- ✓ To assess the human level capacities of urban local bodies
- ✓ To assess the financial and technical resources available for capacity building in the urban local bodies
- ✓ To assess the financial and technical resources available for capacity building providers

Detailed Description of Actual Services Provided by UMC

UMC conducted documentary research of internal institution reports, annual reports, correspondence, organization and staffing charts, personnel records, administrative reports, governing acts and laws etc. As a part of the study, UMC involved and reached out to other organizations such as CMAG/ SPIPA/ CEPT for conducting consultative workshops. This is a key element in the assessment process since it is entirely based on the information furnished by the various organizations and their officials. Sector experts were involved in conducting organization appraisals and SWOT exercises. The assessment drew up a strategy of “what works” and success stories from across the country and what can be applied to Gujarat. Based on assessments of various institutions, UMC prepared an Institution-specific Capacity Gaps and Needs Assessment Report.



Urban Management Centre (UMC) team carried the study by visiting fifteen institutions like three Municipal Corporations—Bhavnagar, Jamnagar, Junagadh, seven Municipalities (Patan, Veraval-Patan, Anand, Vadnagar, Gandhidham, Bharuch, Surendranagar) and five state level institutions like GUDC, Directorate of Municipalities, GMFB, TP&VD, and City Survey and by conducting series of open ended and semi structured interviews, group discussions and focus group discussions, SWOT analysis workshops,



diagnostic tools of self assessment, secondary survey of training institutions etc. The target groups comprised all urban stakeholders including elected officials, commissioner and other officials in charge for training, environment and social aspects, departmental heads and training providers etc. UMC facilitated a capacity questionnaire by 350 officials across Municipalities, Municipal Corporations and State Level organizations which had questions related to preferences of the training areas and methodologies and a feedback on past training programs. This assisted in drawing conclusions in the type of trainings required, frequency of training and the overall training methodology that needed to be adopted and a detailed training and a capacity building plan was developed.



UMC team reviewed existing training plans like those prepared by SPIPA, CMAG, GMFB, CEPT, online training programs offered by The World Bank Institute etc. The detailed review included analysis of content, targeting of participants in terms of numbers, gender, spread across departments, length, gender sensitivity, technology knowledge, skill upgradation, technical content etc. Based on UMC's network of 12 City Managers' Associations and with several other key training providers in the nation (viz, YASHDA, ASCI, KILA, IIM, CEPT, etc.), and drawing upon ICMA's resources across 40 countries, UMC provided a comprehensive list of sector specific capacity enhancement providers.



UMC, in consultation with key officials from Gujarat Government worked on preparing the "capacity enhancement implementation strategy" to consolidate the existing knowledge of officials within various urban sector organizations, and to establish a knowledge sharing process within organizations of Gujarat. The UMC collaboration provided a conduit to access existing best practices in capacity enhancement programs across the world. It coordinated and worked with the ICMA advisory team to identify and synthesize best practices from other international technical associations. This will enable Gujarat to understand and adopt relevant strategies on initiating performance based organizations, job descriptions, promotion based accreditation programs etc. Based on discussions with the Gujarat Government, GUDC etc., UMC provided a prioritized list of capacity building needs which would be useful in making quick decisions and in concentrating scarce resources on the most urgent and most important capacity building needs, while delaying needs with lower priority until more resources become available.

