

Manual on Training Needs Assessment for Urban Local Bodies

Project Name: Manual on Training Needs Assessment for Urban Local Bodies
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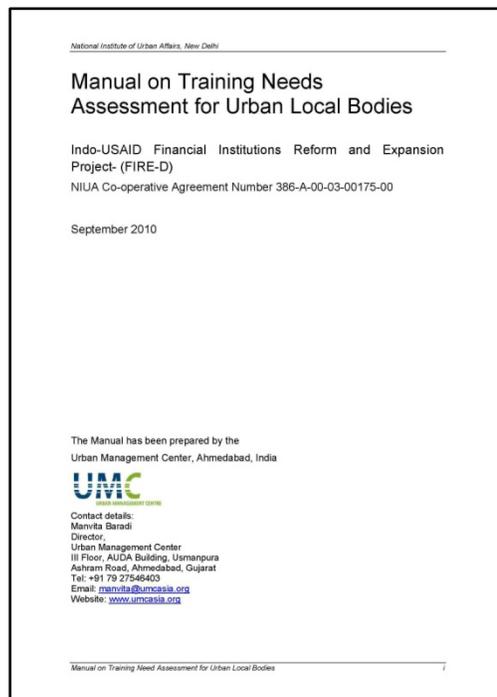
Executive Summary

Rapid urbanization and economic growth has led to an increased demand for efficient city management and planning. As urban issues are getting complex, there is an increased pressure on the ULBs to meet the challenges of city management and overall service delivery. Though the ULB's have gained the power to govern through the 74th Constitutional Amendment Act, most of them lack the required skills and resources, training and education for doing justice to their functional responsibilities. City managers need to constantly acquire knowledge, skills and expertise required to plan, manage and govern their cities. However, the present form of training in most ULBs is ad-hoc. Most of the ULBs do not have a training plan or the resources to implement it. Also, there is little incentive for regular training and the follow up activities.

This manual is a step towards systemizing and internalizing the training function within ULBs. It aims to enhance the capacity and skills of municipal staffs through a systematic process of needs assessment at all levels- that is, the organization, department/ team and the individual level. It is recommended that needs assessment should form the first step of a performance improvement initiative followed by preparation of a training plan, implementation, monitoring and review of the program, feedback and revision of the training plan. It is important to follow this cycle continuously. The ULBs can adopt the manual as a guidebook for conducting Training Needs Assessment within the organization and for developing a training plan.

The manual is organized in 3 sections:

Section A- Guidelines: It provides a brief overview of Training Needs Assessment along with the purpose and scope of the manual. It highlights the objectives and the methodology of conducting training needs assessment in a ULB. The second part provides detailed guidelines on the process of conducting TNA and developing a training plan. The approach suggests a multilevel assessment that covers the Organizational level, Department/ team level, and Individual level. The guidelines explain the six steps of conducting a TNA and plan preparation. These include -description of profile of the ULB, organizational setup of the ULB, capacity building initiatives, institutional training assessment, individual training assessment and finally development of a training plan. Each step has been detailed to include the intention of the chapter, key points, tools, outcomes and detailed information required from the ULB. This section is cross referenced with the templates provided in Section B.



Section B- Toolkit: Section B serves as the toolkit with ready to use templates for conducting the TNA. The templates can be replicated or customized as per the requirement of the ULB. The section has six chapters similar to the ones included in section A. The ULB or the agency conducting the TNA should fill in the templates using the guidelines and checklists provided in the corresponding chapter of section A. The six steps are similar to the ones described above.

Section C- Annexure: Section C forms the concluding part of the manual and includes formats for compiling information on various aspects of the needs assessment and the training plan. The formats included in the manual are questionnaires for the municipal staff and elected members, suggested list of participants for the SWOT and individual questionnaire discussion, list of training institute to be developed by the ULB, outline of training courses based on the standard modules and the compiled code list of training areas. Various training courses which are part of the standard training modules relating to Awareness, Induction, Knowledge and Skill building and Attitudinal changes have been detailed here.

This manual can be used by managers, senior officers, and trainers interested in designing, implementing and monitoring Training Needs Assessment in the ULB. Ideally, TNA should be conducted in-house by a team that is familiar with the set up of the organization. It is a sensitive process and requires proper orientation and planning. The development of this manual is inspired from the TNA study undertaken for Surat Municipal Corporation in collaboration with NIUA.