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CAPACITY BUILDING

What is Capacity Building?

Capacity Building (CB) is a process by which individuals and organizations obtain, improve, and retain the skills, knowledge, tools, equipment and other resources needed to do their jobs competently or to a greater capacity (larger scale, larger audience, larger impact, etc). Capacity building is a conceptual approach to social, behavioural change and leads to infrastructure development. It simultaneously focuses on understanding the obstacles that inhibit people, governments, or any non-governmental organizations (NGOs), from realizing their development goals and enhancing the abilities that will allow them to achieve measurable and sustainable results.

Human resources in any organizations are a key determinant of its success and are often the “face” of the organization to its stakeholders and collaborators. Maintaining a well-trained, well-qualified human resource is a critical function of the management.

Kudumbashree also believes in capacity building of its staff for strengthening the skills, competencies and abilities of people and communities in the organisation so they can achieve their goals and potentially overcome the causes of their exclusion and suffering. Organizational capacity building is used by Kudumbashree to guide their organisational development and also personal growth of its personnel.

Capacity Building helps in

- Ensuring an organization’s clarity of mission – this involves evaluating an organization’s goals and how well those goals are understood throughout the organization.
- Developing an organization’s leadership – this involves evaluating how empowered the organization’s leadership is; how well the leadership encourages experimentation, self-reflection, changes in team structures and approaches.
- Monitoring an organization’s learning – this involves evaluating how often an organization participates in effective self-reflection, and self-assessment. It also involves how well an organization “learns from experience” and if the organization promotes the idea of learning from experience.
- Monitoring an organization’s emphasis on on-the-job-development; this involves evaluating how well an organization encourages continued learning, specifically through hands on approaches.
- Developing an organization’s monitoring processes; this involves evaluating how well an organization participates in self-monitoring. It looks at whether or not an organization encourages growth through learning from mistakes.

Methodologies of CB

Many methods of CB are available. Each has certain advantages and disadvantages. Here we list the different

methods of CB.

1. Technology-based Learning

Common methods of learning via technology include:

- Basic PC-based programs
- Interactive multimedia - using a PC-based CD-ROM
- Interactive video - using a computer in conjunction with a VCR
- Web-based training programs
- The forms of training with technology are almost unlimited. A trainer also gets more of the learner’s involvement than in any other environment and trainees have the benefit of learning at their own pace.



2. On-The-Job Training

Jumping right into work from day one can sometimes be the most effective type of training.

Here are a few examples of on-the-job training:

- Read the manual - a rather boring, but thorough way of gaining knowledge of about a task.
- A combination of observation, explanation and practice.
- Trainers go through the job description to explain duties and answer questions.
- Use the intranet so trainees can post questions concerning their jobs and experts within the company can answer them.
- On-the-job training gives employees motivation to start the job. Some reports indicate that people learn more efficiently if they learn hands-on, rather than listening to an instructor. However, this method might not be for everyone, as it could be very stressful.



3. Coaching/Mentoring

Coaching/mentoring gives employees a chance to receive training one-on-one from an experienced professional. This usually takes place after another more formal process has taken place to expand on what trainees have already learned.

Here are three examples of coaching/mentoring:

- Hire professional coaches for managers
- Set up a formal mentoring program between senior and junior managers
- Implement less formal coaching/mentoring to encourage the more experienced employees to coach the less experienced.

Coaching/mentoring gives trainees the chance to ask questions and receive thorough and honest answers - something they might not receive in a classroom with a group of people.



4. Lectures

Lectures usually take place in a classroom-format.

It seems the only advantage to a lecture is the ability to get a huge amount of information to a lot of people in a short amount of time. It has been said to be the least effective of all training methods. In many cases, lectures contain no form of interaction from the trainer to the trainee and can be quite boring. Studies show that people only retain 20 percent of what they are taught in a lecture.

5. Group Discussions & Tutorials

These most likely take place in a classroom where a group of people discuss issues.

For example, if an unfamiliar program is to be implemented, a group discussion on the new program would allow employees to ask questions and provide ideas on how the program would work best.

A better form of training than lectures, it allows all trainees to discuss issues concerning the new program. It also enables every attendee to voice different ideas and bounce them off one another.

6. Role Play

Role playing allows employees to act out issues that could occur in the workplace. Key skills often touched upon are negotiating and teamwork.

A role play could take place between two people simulating an issue that could arise in the workplace. This could occur with a group of people split into pairs, or whereby two people role play in front of the classroom. Role playing can be effective in connecting theory and practice, but may not be popular with people who don't feel comfortable performing in front of a group of people.



7. Management Games

Management games simulate real-life issues faced in the workplace. They attract all types of trainees including active, practical and reflective employees.

Some examples of management games could include:

- Computer simulations of business situations that managers 'play'.
- Board games that simulate a business situation.
- Games surrounding thought and creativity - to help managers find creative ways to solve problems in the workplace, or to implement innovative ideas.

8. Outdoor Training

A nice break from regular classroom or computer-based training, the usual purpose of outdoor training is to develop teamwork skills.

Some examples include:

- Wilderness or adventure training - participants live outdoors and engage in activities like white water rafting, sailing, and mountain climbing.
- Low-impact programming - equipment can include simple props or a permanently installed “low ropes” course.
- High-impact programming - Could include navigating a 40-foot “high ropes” course, rock climbing, or rappelling.
- Outgoing and active participants may get the most out of this form of training. One risk trainers might encounter is distraction, or people who don't like outdoor activities.



9. Films & Videos

Films and videos can be used on their own or in conjunction with other training methods.

To be truly effective, training films and videos should be geared towards a specific objective. Only if they are produced effectively, will they keep the trainees attention. They are also effective in stimulating discussion on specific issues after the film or video is finished.

Films and videos are good training tools, but have some of the same disadvantages as a lecture - i.e., no interaction from the trainees.

A few risks to think about - showing a film or video from an outside source may not touch on issues directly affecting a specific company. Trainees may find the information very interesting but irrelevant to their position in the company.

Some trainers like to show videos as a break from another training method, i.e. as a break from a lecture instead of a coffee break.

10. Case Studies

Case studies provide trainees with a chance to analyze and discuss real workplace issues. They develop analytical and problem-solving skills, and provide practical illustrations of principle or theory. They can also build a strong sense of teamwork as teams struggle together to make sense of a case.

All types of issues could be covered - i.e. how to handle a new product launch.

11. Planned Reading

Basically, planned reading is pre-stage preparation to more formal methods of training. Some trainees need to grasp specific issues before heading into the classroom or the team-building session.

Planned reading will provide employees with a better idea of what the issues are, giving them a chance to think of any questions beforehand.

Kudumbashree conducts training of its staff and other stakeholders for better output and team building for better cohesion in the work front. We conducted the following trainings under NULM for effecting the same. During these training programmes some of the above mentioned methodologies have been tried for better learning.



CB initiatives by Kudumbashree under NULM programme

1. Integrated Capacity Building Framework

Integrated Orientation Capsule 1 of the Capacity Building for Urban Development (CBUD) program under the Integrated Capacity Building Framework (ICBF) designed by the Ministry of Housing and Urban Affairs (MoHUA), Government of India. The Capsule was organized by Centre for Environment and Development, Thiruvananthapuram (CED) with support from the MoHUA and the Kudumbashree Mission, Kerala. The Capsule was conducted at the training hall of CED from 21st May 2018 to 13th June 2018 in five Batches. The participants were City Mission Managers and Multi Task Personnel of all the 93 ULBs of Kerala engaged in implementation of Deendayal Anthyodaya Yojana - National Urban Livelihood Mission (DAY-NULM). The objective of the Integrated Orientation Capsule was to familiarize the participants with the current urban development schemata and to give an overview of the various Urban Development Missions [Atal Mission for Rejuvenation and Urban Transformation (AMRUT), Smart Cities Mission (SCM), Swachh Bharat Mission (SBM), National Urban Livelihoods Mission (NULM), Pradhan Mantri Awas Yojana (PMAY), and Heritage City Development and Augmentation Yojana (HRIDAY)]. Mission based detailed trainings are envisaged in Capsule 2 and Capsule 3. The training methodology consisted of interactive sessions, expert lectures, facilitated discussions, video conferencing, video presentations

and curated group activities. For roll out of the capsule, a total of 17 experts were in the panel, all with very good experience in the related sectors.

Kudumbashree Executive Director, Sri. S. Harikishore IAS, Sri. Binu Francis, Programme Officer (Urban) and other state Mission Managers of NULM-

PMAY interacted with the trainees and get their feedback. Based on this feedback interim course corrections were made fromtime to time for imparting better training to the participants, batch by batch.

Feedback of participants on the Integrated Capacity Building Programme

TYPE	Exceeded Expectations	Met all expectations	Met some Expectation	Need Improvement	Did not meet expectations
Learning Outcomes	22%	62.53%	14.29%	1.18%	--
Contents and Training Methods	33.60%	52.55%	12%	1.73%	0.12%
Effectiveness of delivery	24.39%	59.39%	14.54%	1.20%	0.48%
Trainers	36.13%	50.98%	11.38%	1.29%	0.22%

From the chart it is evident that majority of the participants agreed that the programme was useful and met their expectations.

2. Team Building for combined team of NULM, PMAY & CDS

Kudumbashree State Mission and NULM organized two day combined workshop for the CDS, NULM and PMAY from each Urban Local Body. Chairpersons and Member Secretaries of CDS and core team of NULM and PMAY from each ULB attended the programme. The workshop was organized at Maria Rani Training Centre, Sreekariyam, and Thiruvananthapuram.

2.1 Objectives of the workshop

Overall objective of the workshop was to bring together all the key programmes rolled in under Kudumbashree in Urban Setting and workout a road map for working together. Specific objectives of the programme are:

1. To increase awareness about NULM and PMAY programmes and its components so as to better position the programme before each other
2. To create an avenue for coming together and working together through innovative team building exercises
3. To introduce the provisions for networking within the programme components, under NULM, PMAY and CDS
4. To create an understanding about team building and team-working, do's and don'ts in working together etc.
5. To introduce the concept of stakeholder management
6. To help the participants to understand different personality types and working with them
7. To further motivate the team members to create bigger impact in the society

2.3 Methodology

The programme adopted participatory workshop / training methods like group games, group discussions, presentations, role-plays, theatre and a variety of other innovative training techniques with appropriate input sessions wherever required.

2.4 Programme Management

The batches of the programmes organized are as follows:

Dates	Urban Local Bodies Covered	No. of Participants
26 – 27 June 2018	Thiruvananthapuram Corporation	28
29 – 30 June 2018	Kollam Corporation, Kottayam and Alapuzha Municipalities	32
03 – 04 July 2018	Kochi Municipal Corporation	22

2.5 Feedback from participants

Particulars	Average mark
Topics included	8.15
Methodology adopted	8.47
Resource team	8.96

The participants gave a written feedback about the programme based on the questionnaire given. Consolidation of the ratings given (out of total mark – 10) for the items specified:

2.6 Suggestions and recommendations

- A mechanism may put in place for sharing the progress of the programme on a bimonthly or quarterly basis at ULB level. CDS, NULM and PMAY may meet together and present their updates, seek support from other players
- The Managers may visit the CDS offices at least on fortnightly basis and meet the Chairperson and the team
- The Community Organizers may be given a detailed orientation programme, with immediate effect.
- The CDS chairpersons may be given a detailed orientation programme on NULM, PMAY and other Kudumbashree programmes.

3. CDS Chair Persons Training

During the combined team building workshop it was suggested that CDS chairpersons must be given training on NULM and PMAY, hence Kudumbashree State Mission and NULM organized two day workshop for the CDS Chairpersons from all the 93 ULBs in 3 batches. Chairpersons from all the ULBs attended the programme. The workshop was organized at Maria Rani Training Centre, Sreekariyam, and Thiruvananthapuram.

3.1 Objective of the workshop

Overall objective of the workshop was to give orientation to the chairpersons on NULM implementation, and PMAY. Specific objectives of the programme are:

- To increase awareness about NULM and PMAY programmes and its components so as to better position the programme
- To create an avenue for coming together and working together through innovative team building exercises
- To introduce the provisions for networking within the programme components, under NULM, PMAY and CDS
- To further motivate the team members to create bigger impact in the society

3.2 Methodology

The programme adopted participatory workshop / training methods like group games, group discussions, presentations, role-plays, and a variety of other innovative training techniques with appropriate input sessions wherever required.

The programme organized in 3 different batches of 2 days duration. Out of 124 CDS chairpersons the programme was attended by 103 chairpersons. The programme was well received by the Chairpersons. Sri. S. Harikishore, IAS, Executive Director, Kudumbashree interacted with all the participants. He gave them 5 goals to achieve during the financial year. They are as the following:

- a. Starting of all PMAY houses which got sanction under their jurisdiction
- b. Give all sorts of support to the beneficiaries of PMAY for the completion of their houses
- c. Under CLSS of PMAY mobilize support to maximum number of beneficiaries
- d. Mobilize enough number of trainees for ESTP training under NULM get them placed
- e. Mobilize aspirants for SEP from the SPARSAM campaign and support them to get support under NULM
- f. This training enabled the CDS chairpersons to understand the NULM and PMAY programme in depth and the possibilities of convergence between PMAY & NULM and other govt. programmes in the urban area. They understood the role of RO under NULM.

4. SARANSH for Strengthening Urban Team Building

A one day urban presentation competition was organised by NULM and PMAY in order to build the capacity of urban staff team and to strengthen their team spirit. Team was built by combining PMAY and NULM to form strong team fabric at the ULB level.

4.1 Objectives of the Training

Team building, cross learning and identification of hidden talents were the objectives set for the programme.

4.2 Theme

Best practice/ success story /innovations/idea, vision for future of the participating ULBs under the domain areas of housing and livelihood (PMAY and NULM) is the theme of the competition.

4.3 Mode of presentation and out come

Presentation in any format, other than power point, videos and stand up presentations will be permitted. 15 minutes for presentation and 5 minutes for preparation will be provided for each team. The programme held on 21st April 2018 at the B hub hall of Mar.Evanius complex. ex POs of Kudumbashree were invited as Judges and the teams presented their talents in front of the judges. Marks were given based on performance, innovation, and theme of the presentation. Individual and team performances were acknowledged with prizes. The outcome is that effective team building between NULM and PMAY happened. Cross learning resulted. Individual leadership and critical thinking emerged. New leadership also emerged.

5. Kudumbashree NULM team Provide resource support to other state programmes

With years of experience in the field of livelihood and social development and women empowerment, Kudumbashree is now recognised as National Resource Organisation (NRO) under NRLM and have presence in more than 13 states of the country. The NULM team has been invited by the Arunachal Govt. to train their urban team which implements NULM.

5.1 Arunachal Pradesh Team Training

As per the direction of ministry of Housing and Urban Affairs (MoHUA), Kudumbashree and the Arunachal Pradesh Urban Development Agency (APUDA) entered in to an MOU on 21 December 2017 to establish a mechanism for sharing of knowledge and leading practices and to explore the areas of cooperation benefitting both the parties. On the basis of this MoU and request from Arunachal Pradesh State Urban Livelihoods Mission two day induction workshop was organised at Itanagar on 11th& 12th of January 2018 at Itanagar.

5.1.1 Major topics covered during the Training

The sessions of the two days workshop was divided into seven session based on the following subjects.

- a. Urban Poverty and Mission Strategy: Urban poverty it causes, intensity, Government programme implemented in the past and the learnings from its implementation experience
- b. Social Mobilisation and Institution Development – Experience and strategy adopted by Kudumbashree in developing community based organisations of the poor (SHG/NHG), Capacity development of SHG/NHGs, Grading of SHGs for facilitating bank Linkage, Group conflict resolution, issues that may arise from the field while mobilising the urban poor etc. Different formats and methodology used for monitoring of SHG functioning, RO monitoring

- process, RO payment modalities, Revolving fund release, CLC etc.
- c. Self Employment Programme – Steps in development of enterprises under SEP component, role of mission functionaries in enabling poor in setting up, stabilising and expanding enterprises, variety of enterprises experimented by Kudumbashree, different loans available with the banks, interest subsidy, loan approval and subsidy release procedures etc
 - d. Employment through Skill training and Placement – Role of mission functionaries in ensuring outcome in Skill Training, Process followed in empanelment and procurement of service from Skill Training providers, Contracting and contract management, various tools used for monitoring of input standards and quality, formats for outcome tracking.
 - e. Support to urban Street vendor - Methodology and tools for street vendor survey, data analysis, approval process, issue of ID cards and vendor certificates, development of vendor markets, other programmes that can be taken up under NULM to support urban street vendors
 - f. Shelter for Urban Homeless – Methodology and tools for survey of urban homeless (need assessment), data analysis, Development of detailed Project Report for Shelters, Approval procedures, Operation and management of shelters (different models)
 - g. Innovative and Special Projects – Experience of Kudumbashree and scope in the state of AP

5.1.2 Duration of the programme

The induction workshop at Itanagar was conducted for 2 days and one day was utilised for field visit to Ziro where the community mobilisation activities are initiated in a better manner. In addition to the SHGs so far formed under NULM, the team visited other community institutions which can assist the mission in creating an enabling environment for mobilisation of the urban poor.

5.1.3 Outcome of the programme

The NULM team of Kerala has been invited by both Tripura govt and Chthisghat govt. to train their NULM teams.

Conclusion

While the importance of capacity building is widely acknowledged, more attention needs to be drawn to the identification and implementation of effective capacity building approaches. The ultimate goal of capacity building is to sustain a process of individual and organizational change and to enable organizations, groups and individuals to achieve their development objectives. Any capacity building activity needs to be carefully designed so that it contributes to this goal. In this process, it is essential that the needs of the beneficiaries as well as the already existing capacities in a country are carefully assessed and that the specific capacity building objectives are clarified. To eventually sustain a process of change, a critical mass of people is needed that shares the same values, pursues the same objectives, and is equipped with the necessary knowledge and skills.