

CIG

**Capacity Building for
Poverty Reduction
- Training Initiative**

A GOI-DfID Project

CBPR

CIG



Government of India
Department of Personnel & Training



Core Incubating Group (HIPA)

GOI-DfID PROJECT ON

Capacity Building for Poverty Reduction (Training Initiative)

The broadest definition of capacity building is the strengthening of the institutional and organisational arrangements of the domain concerned towards delivering services at the required standards.

The Department of Administrative Reforms and Public Grievances (DARPG), Ministry of Personnel, of the Government of India is mandated to continuously undertake administrative reforms that would make the public service delivery systems more citizen friendly and in particular poor friendly. The Department for International Development (UK) (DfID) with this objective is supporting a capacity building programme by DARPG titled Capacity Building for Poverty Reduction (CBPR).

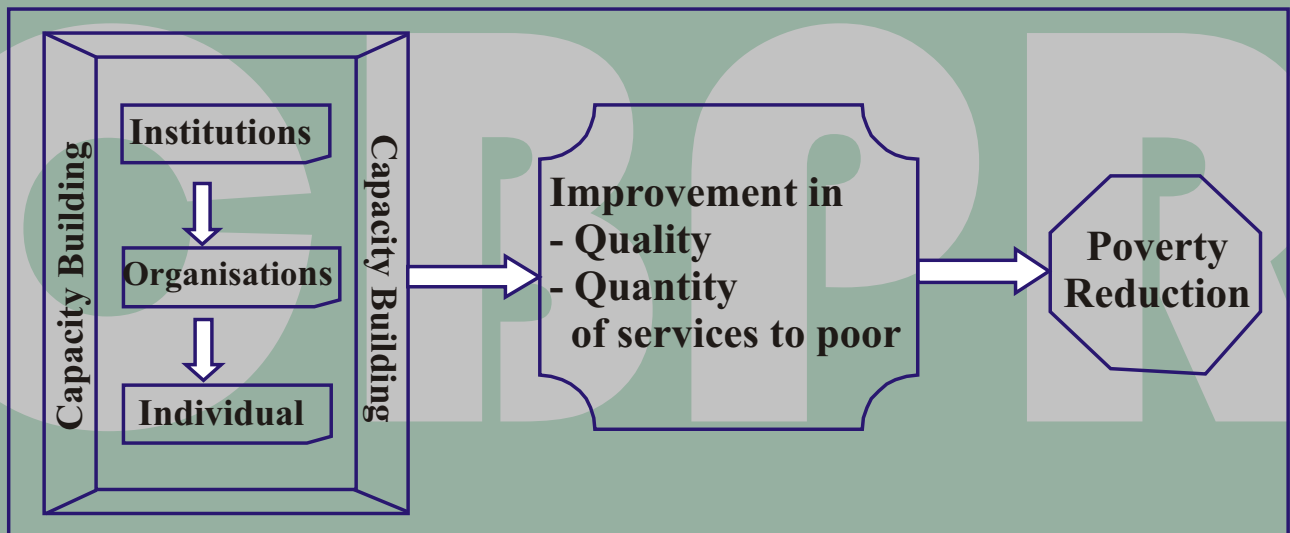
It is recognised that while poverty reduction is an end objective, it is not possible to directly work on poverty reduction without working on the intermediate variables that affect it.

The task of capacity building, therefore, must be taken up for organisations and systems that are mandated to deliver public services. Certainly, the main focus of the effort for poverty reduction would be on the various organisations and systems, which directly or indirectly impact the conditions and lives of the poor. These systems do so through the various services they deliver.

CBPR Project: Training Initiative

The public services domain belongs to certain broad categories like centrally sponsored schemes, central schemes, state schemes, etc. that is determined by the source of funding.

CBPR Framework Overview



Initiative at institutional, organisational and individual level:

- Creating Pressure: citizen empowerment- control/influence of the citizen / client over the service.
- Improving the Service Delivery Entity: Strengthen the Organisations and process related to service delivery.
- Incentivising desirable behaviour : reinforce appropriate behaviour.

The capacity building for poverty reduction programme seeks to address issues pertaining to the institutional, organisational and individual aspects of service delivery.

It is worthwhile, and necessary, therefore to build the capacity of public administration organisations and systems for impacting the poverty reduction effort of the country. The capabilities profile of various organisations that provide services to the citizens (clients), and the knowledge skills and attitudes of the service-providing civil servant or professional at each organisation is already available with State Administrative Training Institutes (ATIs).

The working model for CBPR programme developed by the Training Division of DoPT in consultation with DfID and partner ATIs has identified training and related interventions as a key input to capacity building efforts that need to be undertaken for achieving the desirable outcomes of the programme.

It is expected that over the next three years or so various actions are initiated that would offer a basket of relevant approaches, intervention tools, and techniques. These would help strengthen the training systems and processes of governments in the country.

Human Resources Centric Initiative

A very important aspect, and almost central, to any capacity building effort is the development of human resources. Even with the increasing spread of Information Technology in delivery of services, whether by the government or the market, the centrality of human interface cannot be undermined. Therefore, effective and poor-friendly service delivery at various levels of government across the country would be significantly dependent on the quality of the people across the service delivery chain. The quality of service is primarily dependent on the knowledge, attitudes, skills and habits (KASH) of the personnel at the front-line.

Operational Strategy

The department of administrative reforms and public grievances (DARPG) has taken up the task of managing and monitoring the institutional and organisation related initiatives, the department of personnel and training (DoPT) has taken up the task of leading the training related initiatives at the individual/organisational level.

- A Core team has been constituted by DoPT to implement the project initiative.
- Core funding agency is DfID and project management consultancy (PMC) is being provided by Adam Smith International, UK.
- Haryana Institute of Public Administration (HIPA), Gurgaon has been providing support to CBPR project as the Core Incubating Group (CIG) to take on the functions of CBPR National Implementing Agency (NIA).
- At the state level respective State Administrative Training Institute has been acting as State Implementing Agency (SIA)
- Dedicated core team in each ATI and district-sector specific nodal officers for implementing the pro-poor training initiatives in CBPR have been constituted.

Project Component

The pro-poor public services delivered by government agencies are more in the nature of an administrative task. Although there is realisation that this has to change in the emerging demanding public and globalisation scenario, the operationalisation of this change is dependent on capacity of the cutting-edge officials.

DoPT in consultations with CIG, ATIs and others have captured, into a working model, most of the modalities of training. The model (to see the basic elements of the working model visit <http://hipa.nic.in/workingmodel.pdf>) has two dominant parts, one is known and other is unknown. The known fact describes the state of affairs in training with respect to the selected public services in states. The components to be addressed are across the levels and constitute broad elements, such as, profile of the human resources manning the selected sector, objective and scope of training imparted to them as also the scale of training. A clear analysis of these components will lead to greater understanding and requirements for training interventions. The project components constitute the unknown fact that emerges accordingly.

The elements of the training components are so chosen that the sector- specific knowledge, skill levels, orientation and motivation of the human resources are explicitly addressed based on their *critical* importance in the *service delivery chain*. While incentives are usually used for keeping the motivation levels high, orientation and knowledge levels are managed through appropriate training interventions.

The training component of the project would thereby address many state and sector relevant parameters identified in the working model. This will be supplemented with intensive training of government functionaries in selected states/districts/sectors. Through these initiatives, CBPR programme intends to create capabilities across the country through State Training Institutes.

CBPR Project Mechanism

The primary task has been to set the agenda for training with service-delivery as the central concept. It would be necessary to expand the obtained understanding from pilot experience in four states.

DoPT, in addressing the Training Component in the first year of the programme, has initiated pilots in four state ATIs, namely, Madhya Pradesh (RCVPNAA&M, Bhopal), Maharashtra (Yashada, Pune), Tamil Nadu (AIM, Chennai) and West Bengal (WBATI, Kolkata). The pilot initiatives are based on the experience available with DoPT for undertaking intensive district training programmes in the recent past. The networking of these institutions can be viewed in the table below.

S.No.	Pilot State	SIA	Selected District	Proposed Sectors
1.	Madhya Pradesh	RCVPNAA&M, Bhopal	Betul, Hoshangabad, Raisen	Education, Water Supply & Sanitation
2.	Maharashtra	YASHADA, Pune	Pune	Revenue & Rural Development
3.	Tamil Nadu	AIM, Chennai	Viluppuram	Poverty Alleviation
4.	West Bengal	WBATI, Kolkata	North 24 Parganas	Animal Resource Development, Health Care Delivery and Agriculture.
MORE STATE ATIs ARE JOINING THE CBPR INITIATIVES ON FIRM DEMAND BASIS				

These experiences will lead to jointly determine the kind of training capacity that needs to be developed or created in the country for ensuring that the civil service officials at all levels of government and hierarchies are able to appreciate the importance of service delivery.

The challenge of training is in playing an important role in bringing about a sustainable change. But, a major concomitant change would have to be in the people who manage and deliver the services meant for the citizens in particular for the poor. CBPR concept, therefore, is crucially pivoted on the processes. These processes are being documented continuously by a dedicated team. These efforts have been further elucidated in the project documents available with CIG and the four pilot ATIs who will provide the crucial hand holding and nurturing support to all newly joining ATIs.

It is expected that the participants in the extension phase of CBPR project would help the DoPT set an agenda for training civil servants in various aspects of service delivery in pro-poor sectors.

The next phase will accordingly concentrate on the following:

The various types of front-line delivery personnel and their roles in pro-poor service-delivery.

The critical attributes that any public service provider has to possess to ensure that service-delivery is appropriate and adequate.

The role that training can play in developing such attributes in civil servants, at various levels, responsible for delivery of services to the poorer citizens of the country.

The manner in which different components of training have to be coordinated so that Training Effectiveness is ensured.

Delineating the scope and the scale of each training component in the context of service-delivery related training for civil servants at the state and local self-government levels.

Specifically identifying those andragogical (adult learning theoretical underpinnings) tools and training delivery methods that would be appropriate for low-cost delivery and on a large scale that the various governments would require.

CBPR Project Period: Three Years

CBPR Project Outputs

Instruments	Output
I. Planning for Capacity Building, Identifying Sectors, Project Implementation, Review and Monitoring	<ul style="list-style-type: none"> <input type="checkbox"/> Dedicated CBPR Team <input type="checkbox"/> CBPR Work Plan <input type="checkbox"/> PMIE: project monitoring, implementation & evaluation <input type="checkbox"/> E-Tool for Tracking and Implementation <input type="checkbox"/> E-group discussion forum
II. Training and Capacity Building	<ul style="list-style-type: none"> <input type="checkbox"/> Preparation of Training Manuals & Guides <input type="checkbox"/> Training of Sector Specific Resource Persons at State, District and Block Levels <input type="checkbox"/> Intensive training at various levels <input type="checkbox"/> Organisational Level Reengineering
III. Research & Documentation	<ul style="list-style-type: none"> <input type="checkbox"/> Document and Review pro-poor services delivery mechanism <input type="checkbox"/> Inter State/country study of pro-poor programme's delivery mechanism and training interventions <input type="checkbox"/> Documentation and Best Practices visit

Dissemination of CBPR Training Initiative

All CBPR documents can be viewed at the following web portal address :<http://hipa.nic.in/maincbpr.htm> or <http://hipa.nic.in> or <http://hipagurgaon.gov.in>

CIG, HIPA has also been moderating a yahoo discussion group at the following identification: <http://groups.yahoo.com/group/doptcbpr> . Interested members can contact the moderator on email at CIG.

KEY CONTACT: Core Incubating Group

Dr. G. Prasanna Kumar, IAS
Director General
Telephone: 91-124-2340413
E-mail: gkumarp@hotmail.com

Prof. J. George
Convener-CIG, CBPR
Chair, Faculty of Economics & Development
Planning (FEDP)
Telefax: 91-124-2343088
E-mail: jgfedp@vsnl.net

Haryana Institute of Public
Administration, HIPA
Complex, 76, Sector 18,
Gurgaon-122001.
Fax: 0124-2348452

National Executing Agency

Shri Ajay Sawhney, IAS
Joint Secretary (Training)
Tel: 011-26106314
E-mail: ajay.sawhney@nic.in

Shri Vineet Pandey
Director (Training)
Telephone: 91-11-26107960
E-mail: vineet.pandey@nic.in

Shri Jerome Minz
Under Secretary (Training)
Telephone: 91-11-26168761
E-mail: minz@nic.in

Training Division,
Department of Personnel
and Training
Block 4, Old JNU Campus
New Delhi 110 067
Fax: 011-26107962