

Training Needs Assessment of City Managers In Sustainable Urban Transportation

Project Name: Training Needs Assessment Of City Managers In Urban Transportation
(Select cities of Gujarat and Tamil Nadu)
Client Name: Shakti Foundation/Climate Works Foundation
Country: India
Length of assignment: January – September 2012

Project Brief

Due to rapidly growing cities across India, under pricing of hydro-carbon fuel and increasing economic activities in urban areas has exacerbated the issues in urban transportation and roads. The high powered expert committee (HPEC) on Indian urban infrastructure states that “the highly inadequate and poor quality of the public transport system in Indian cities not only poses a major challenge to realizing the growth potential of the economy but also has adverse impact on the health and wellbeing of the people”. In view of these issues, the Government of India approved the National Urban Transport Policy (NUTP) in April 2006. The JnNURM has also been supporting transportation sector linked investments in the areas of bus, rail and related infrastructure. The objective of transportation TNA is to assess capacity of senior and middle management staff of ULBs to understand, plan, operate and manage sustainable urban transportation systems in two of the most urbanized states of Gujarat and Tamil Nadu.



Detailed Description of the Actual Services Provided by UMC

UMC’s experience has led to conclude that capacity enhancement involves more than strengthening of individual skills and abilities. Trained individuals need an appropriate environment, and the proper mix of opportunities and incentives to use their acquired knowledge. The first two of transportation TNA were facilitated through a series of interviews (with CEO’s, mayors and municipal commissioners), focus group discussions with standing committee members, SWOT workshops with selected officials of the ULBs. The institutional assessment were facilitated across the ten ULBs with key interviews with officials responsible for capacity building followed by self assessments by Heads of Department’s (HOD) of relevant departments.



- UMC conducted documentary research of internal institution reports, annual reports, organization and staffing charts of the 10 ULBs.

- UMC had discussions with respective state level nodal agencies (GUDM and TNUFIDCO) as well as the Ministry of Urban Development, JnNURM cell and IUT to gain their perspectives on the needs for training needs assessment.
- UMC organized research on the City Development Plans prepared by these ULBs and the memorandum of agreement signed by these ULBs with the MOUD, Govt. of India for an insight into the extent of transportation projects being undertaken by the ULBs under JNNURM, reforms implementation timeline.
- UMC, in consensus with ULBs organized a detailed discussion with senior officials/department heads and middle management officials from these ULBs. Tools used for the needs assessment exercise:
 - SWOT analysis - help the organizations to appreciate the strengths of a situation, define the weaknesses, make the most of the opportunities that present themselves, and recognize the possible threats and treat them in a planned and organized way.
 - Key informant interviews with municipal commissioner, key municipal staff engaged in JNNURM activities and administration of the ULBs
 - Interviews and discussions with elected officials of the ULBs
 - Interviews with officials in-charge of training within ULBs
 - A detailed individual capacity questionnaire
 - Systems Capacity Assessment: In a public domain project, the importance of systems cannot be overemphasized as systems create an institutionalized response and create institutional identity with cost effectiveness. It also provides smooth continuation of response in times of leadership change, transfers, induction of new people in the organization which are not infrequent in urban sector institutions.
- UMC benchmarked institutions, functions and departments over various systems through an institutional capacity tool which will be self assessed by ULBs.

