

Implementation of the CBPR-Training Initiative Programme

Following steps are involved in the implementation of the Training Initiative to achieve the objectives of the programmes:

1. Getting the inputs for developing the working model: A critical review of the experiences of the training efforts under the UNDP intensive district training project with a view to highlight:
 - a. the main objectives of the training,
 - b. the target group,
 - c. the process of identification of the trainees and their needs,
 - d. the main pedagogical tools used and methodology for their development,
 - e. the criteria used for choosing a specific pedagogical tools vis-à-vis the learning objective,
 - f. content of the training material and its relationship with the training objective,
 - g. choice of training infrastructure,
 - h. duration of the training programme and session plans and,
 - i. the process of training the trainers and choice of the trainers.

The intent of the review is to enable the four stage I ATIs to develop a working model for testing in new settings.

2. Developing the Working Model: The working model be finalized based on a joint discussion of the Stage I ATIs with inputs from select experts and resource persons drawn from State ATIs and Adam Smith International, the Programme Management Consultants to the CBPR Programme. This would help develop a common understanding across the ATIs about the nature of the model and the testing requirements.
3. Decide the geographical and sectoral context: Each Stage I ATI would decide on the geography, sectors, and services from which trainees would be identified. The process would need to cover the following aspects:
 - a. Identification of the district which is most conducive in terms of availability of resources and willingness of the district administration to spare personnel for the required number of days for training purposes. Another criterion would be the availability of suitable and adequate training infrastructure.
 - b. Systematic identification of sectors with high potential for impact on the lives of the poor and has a direct service delivery requirement through specific human interface.

4. Identification of personnel for training: The identification of the appropriate personnel for training based on Steps 1, 2, and 3 above. Only a sample of selected cadres/stakeholders to be trained, sufficient enough establish the workability of the model. Further, sufficient variety in jobs and training requirements would have to be addressed for a meaningful test process.
5. Preparation of a training schedule
6. Implementing the training schedule: Implementing the schedule in the chosen sectors and the chosen services.
7. Development of an approach and methodology for training of trainers (TOT) at the ATI and field level, which would include the necessary tools and techniques.
8. Identify the costs associated with each component of the pilot and also arrive at the per trainee cost given the different requirements.
9. Finalizing the Model: Based on the training related data and feedback from the participants the various components of the working model will have to be discussed and detailed for finalizing the model.
10. Testing the Replicability of the Model: The model developed in Stage 1 will be tested for replicability and reliability in select districts and sectors in all remaining mainland states.

Concurrent Documentation – the overarching requirement

One of the most critical aspects of the whole exercise is the concurrent documentation of every concept, activity and process followed during implementation of the pilots beginning with the process of building the working model through to the stage of finalising a replicable model. The documentation would be the primary data used for building the final model.

Concurrent documentation is critical. *Post Facto* reconstruction of events should be avoided since many critical aspects are lost and that rationalization of events creeps in. Documentation will not be used as judgment of effort by an individual ATI, but as raw data for constructing the model. It is very important that all ATIs have the documentation person in place from the beginning itself.

Institutional Arrangements

- a. Core Incubating Group (CIG) -

This group has representation of resource person from select ATI(s) and chaired by Director (training), DoPT. It is mandated to monitor the progress of the initiative and also abstract the model from the implementation experience.

- b. National Documentation Centre- Setup in YASHADA, Pune with adequate complement of personnel and resources. NDC is mandated to build a repository of the training material developed by the partner ATIs, dissemination of good practices, and abstraction of the learning from the individual documentations of the ATIs.
- c. Technical Backstopping: Adam Smith International (ASI), the Program Management Consultants to the CBPR Program will provide technical support as and when needed.

Program Monitoring

- a. Quarterly monitoring report to be sent by the partner ATIs to DoPT.
- b. Utilisation certificate of the funds provided by Training Division, DoPT for the pilots under the Training Initiative.

Output of the initiative

The main outputs expected from the exercise include:

- i. An abstracted working model arrived at the beginning
- ii. TNA process documentation
- iii. Lessons from the testing process
- iv. A replicable Training module giving:
 - a. The main training objectives
 - b. The nature of training materials
 - Readings
 - Visuals
 - Presentations
 - Films
- v. Pedagogy and the training(learning) objective matrix
- vi. Session design and sequencing plan.
- vii. A list of pre-conditions for training at the district level.
- viii. Nature of preparedness of an ATI and methods to developing the trainers at the ATI for this kind of initiative.
- ix. A model cost-estimate for conducting such training modules for personnel at the front-line.

Terms of Engagement for the participating ATIs

- a. Objective: Develop and test a nationally replicable training model for the service delivery personnel at the cutting edge covering two identified

sectors (per ATI) based on the Intensive District Training model implemented under the UNDP Program.

- b. Guiding principle: The training initiative is not a DoPT mandate thrust on the ATIs, but rather a partnership. DOPT will endeavour to involve the ATIs and the states at every stage of the program, and establishment of the Core Incubating Group (CIG) is one way to institutionalize this participation.
- c. Framework: A generic working model will be laid out before the ATIs start the implementation process. All ATIs are expected to follow the generic working model. However within the prescribed framework the ATIs can innovate.
- d. Budget: The resources to be allocated to each ATI would be Rs. 40 lakhs
 - Preparatory activities: Rs. 5 lakhs
 - Design of Training & related activities: Rs.15 lakhs
 - Intensive Training: Rs. 15 lakhs
 - Documentation: Rs. 5 lakhs

However if situation so warrants Training Division can transfer higher or lower funds than what is indicated above.

- e. Geographic and sector context: Each ATI to choose two districts(or more as warranted) and pick up two sectors. The districts and sectors chosen by the partner ATIs is given in Annexure I.
- f. Activities: The broad indicative activities outlined are as follows:
 - i) Setting up the objectives / selection of district and sectors / services / stakeholders analysis / TNA. Reviewing the existing training experience/resources available from Intensive District Training programme.
 - ii) Assessments of user satisfaction levels through assessment surveys / finalize target group / cadres / identify training content, tools etc through surveys / discussion with participating ATIs through workshops etc.
 - iii) Designing training modules / material / audio visual inputs /printing of modules testing / finalization.
 - iv) Training of Trainers / Intensive District Training

- v) Monitoring / evaluation / documentation and preparation of national replicable model.

Terms of Engagement for the Core Incubating Group

The following is the Terms of Engagement for the Core Incubating Group, with secretariat at the National Documentation Centre at YASHADA.

- a. Suggest the long term approach for building training capacity in the area of public service delivery
- b. Identify / detail out the nature of interventions required to enhance the training capacity of the ATIs
- c. Study the training and other initiatives pertaining to service delivery for the poor
- d. Develop an inventory of various training needs to the front-line service delivery personnel
- e. Develop training programmes with reference to the programmes pertaining to the poor
- f. Act as a clearing house of ideas in the context of training under the CBPR Programme