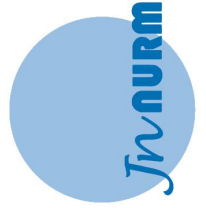


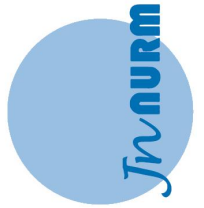
**Change Management
through
Capacity Building &
Knowledge Management**

Contents



- ❑ Change Management
- ❑ Components of Change Management
- ❑ Key Challenges of Capacity Building
- ❑ Stakeholders
- ❑ Framework Objectives
- ❑ Implementation Approach
- ❑ Knowledge Management

Need for Change Management



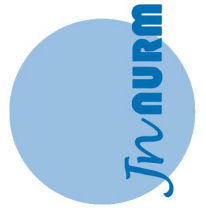
Why Change Management ?

- To manage large scale programme
- To manage Complexities of new environment

Need:

Implementation of e-Governance in the long run requires a focused Change Management Strategy that defines the nature, sequential order of specific activities and creation of the appropriate infrastructure required to facilitate the change process.

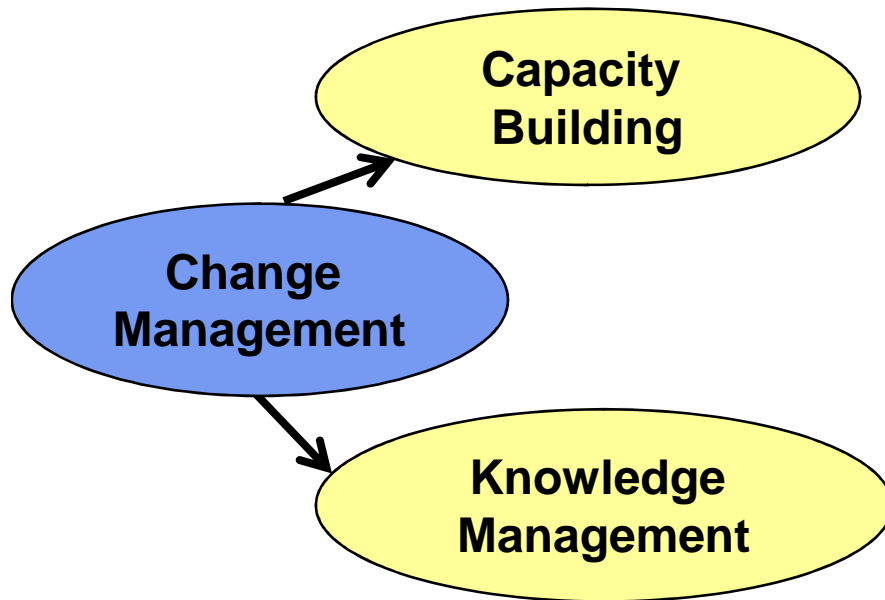
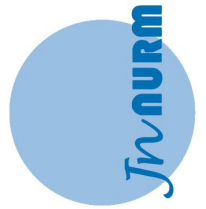
Change Management



Effective **process of a business change** such that executive leaders, managers and front line employees work in consonance to **successfully implement the technology** or organizational changes.

To implement successful **e-Governance projects**, there is colossal amount of change required in existing system. This is expected to be addressed through **institutional re-structuring** and **business process re-engineering**.

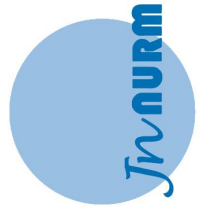
Components of Change Management



To create an appropriate, dedicated capacity to prioritize, conceptualize, develop and manage e-Governance Projects.

To enable collation, organizing, & facilitation of knowledge-sharing amongst stakeholders across all ULBs at the State & National level

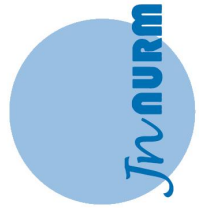
Challenges in Capacity Building



- ❑ **Resistance to Change & Adoption of New Initiatives:** Develop and promote [a learning culture mechanism](#) in SLNAs/ ULBs and thereby developing required capabilities
- ❑ **Lack of Awareness about e-Governance:** SLNA/ ULB management to provide awareness of e-Governance program & benefits through workshops & trainings
- ❑ **Multiple Stakeholders with Diverse Needs:** Stakeholders involving citizens, government personnel's have various requirements like – residential, commercial, industrial, institutional – Hospitals, Health Clinics etc needs to be aligned thereby synergizing various efforts

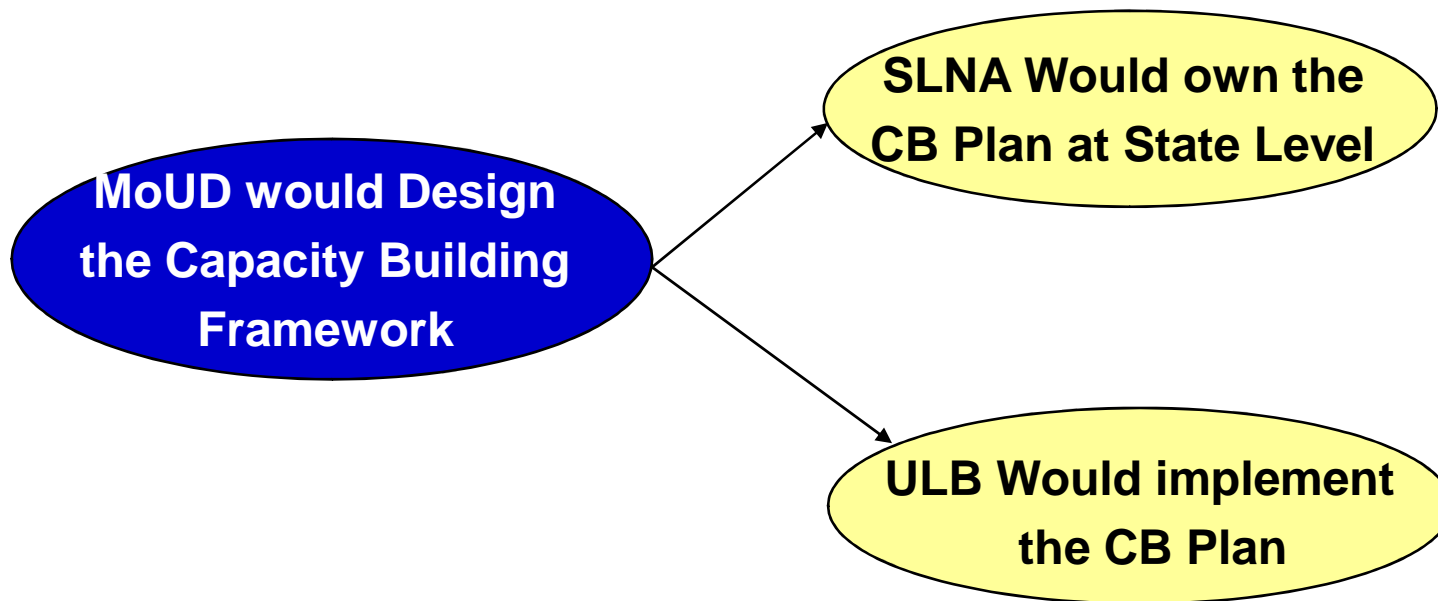
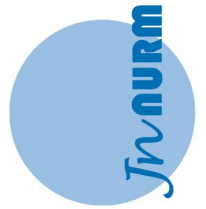
Challenges in Capacity Building

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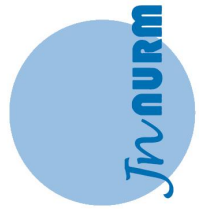


- ❑ **Lack of Capacity – HR & Infrastructure:** Build capacity of functionaries and prepare them to manage the new work/ process environment
- ❑ **Process Continuity:** Lack of Effective Knowledge Management practice for storage & retrieval of information for supporting continuous change management

Stakeholders



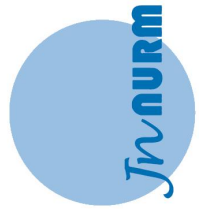
Objectives of CB Framework



❑ Objectives at SLNA Level:

- Support programme by **addressing any policy level issues** at the State level
- Support the implementation at the ULBs through **identifying capacity building resources** such as training institutes/ probable trainers/ process (for ToT) common training programmes, etc.
- Coordination with all ULBs in the State for identification of the best practices.
- **Conduct & sharing of knowledge** amongst the ULBs in the State
- Support the project by **coordinating with various Institutes/ Departments** at Central and State level.
- Overall **Program Monitoring**, Capacity Building, Financial Management and fund tracking, Strategic planning

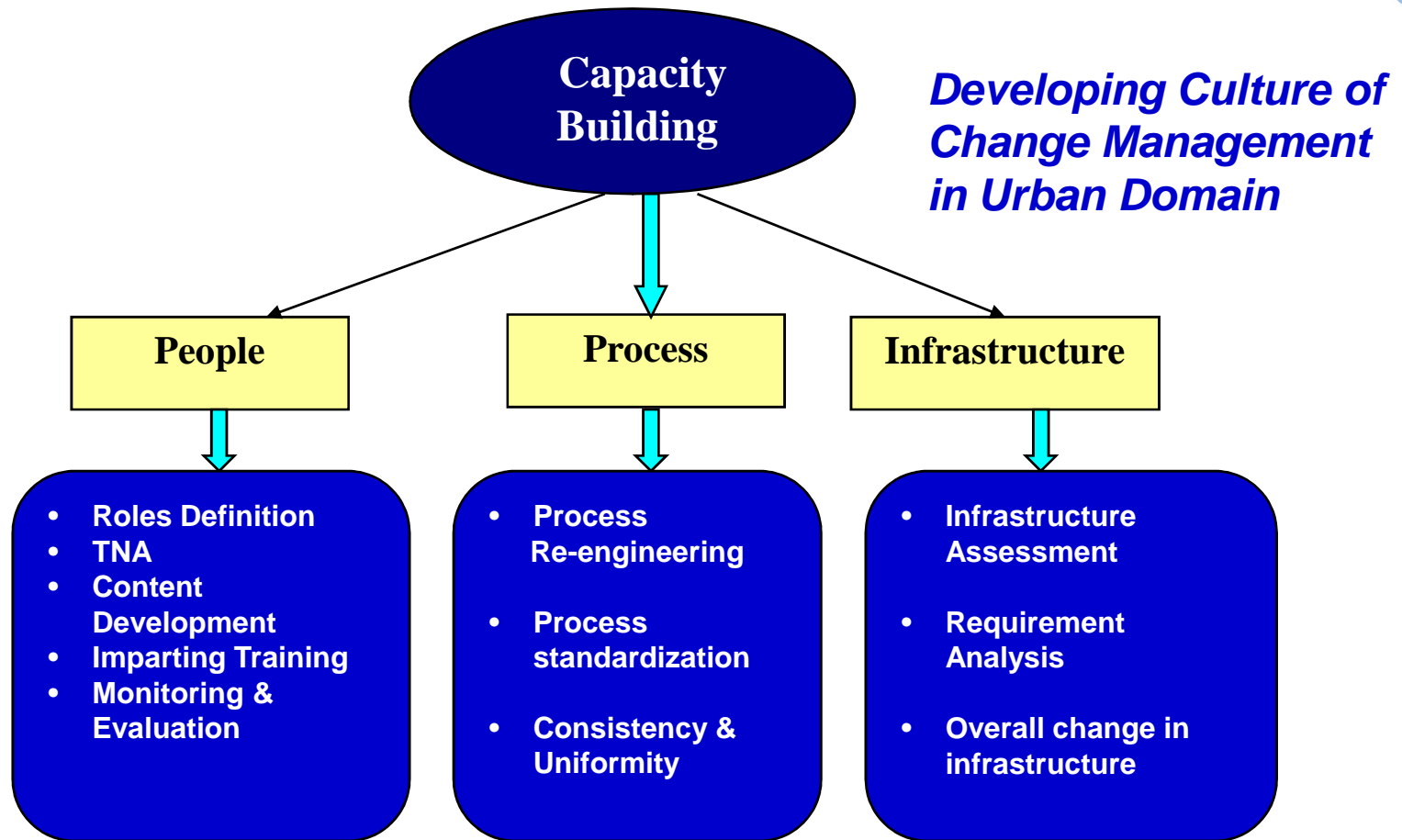
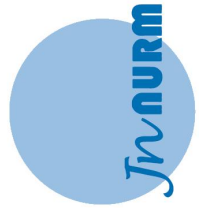
Objectives of CB Framework (contd...)



□ Objectives at ULB Level:

- Provide a clear vision to the stakeholders with reference to the project
- Support the programme through identification of required manpower for the programme – Process Champions, Probable Trainers etc.
- Address all employee related issues related to migration from AS-IS situation
- Prepare training calendar in consultation with all the identified stakeholders
- Launch an awareness campaign for the stakeholders for spreading awareness on e-Governance.
- Support the Vendors by explaining them formal and informal processes in practice.

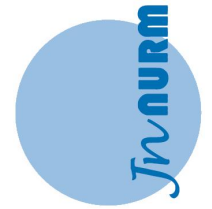
Implementation Approach



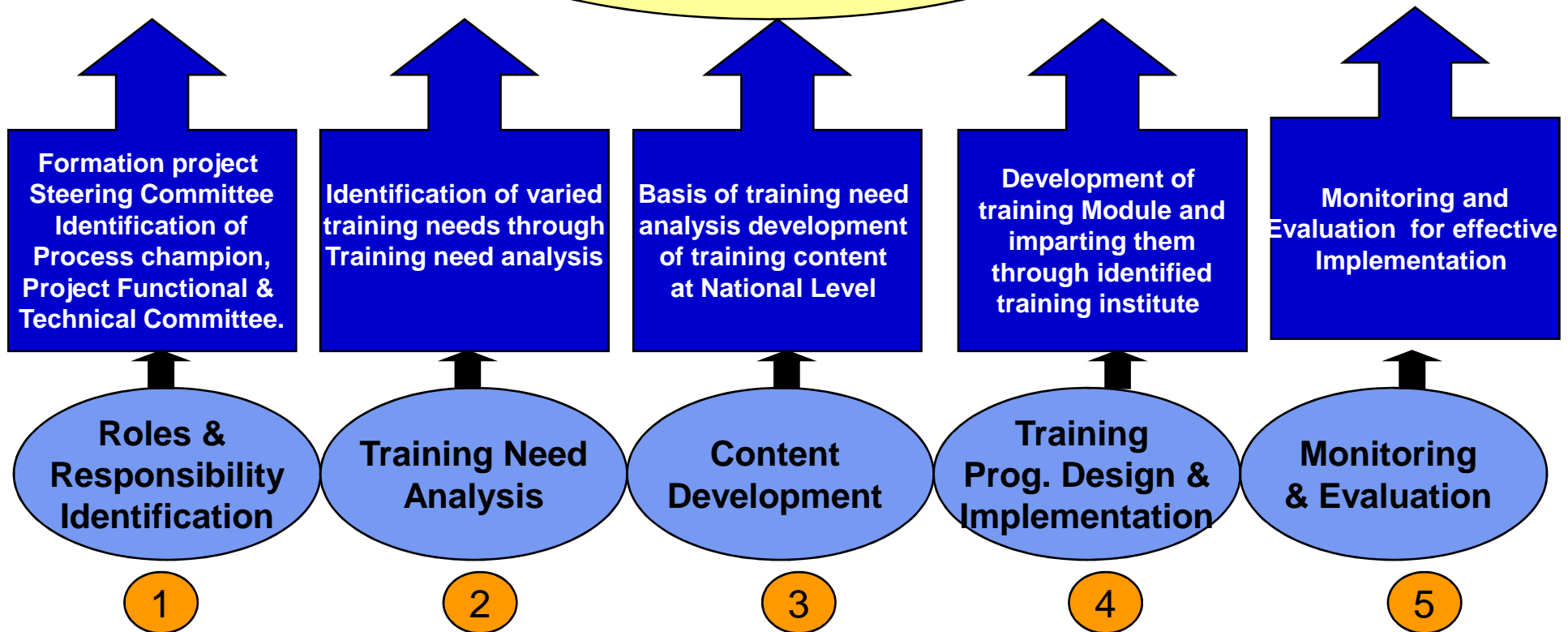
Capacity Building is not only training. It includes overall strengthening of People, Process and Infrastructure

Implementation Approach

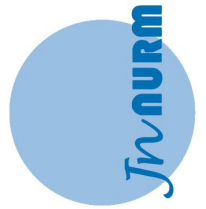
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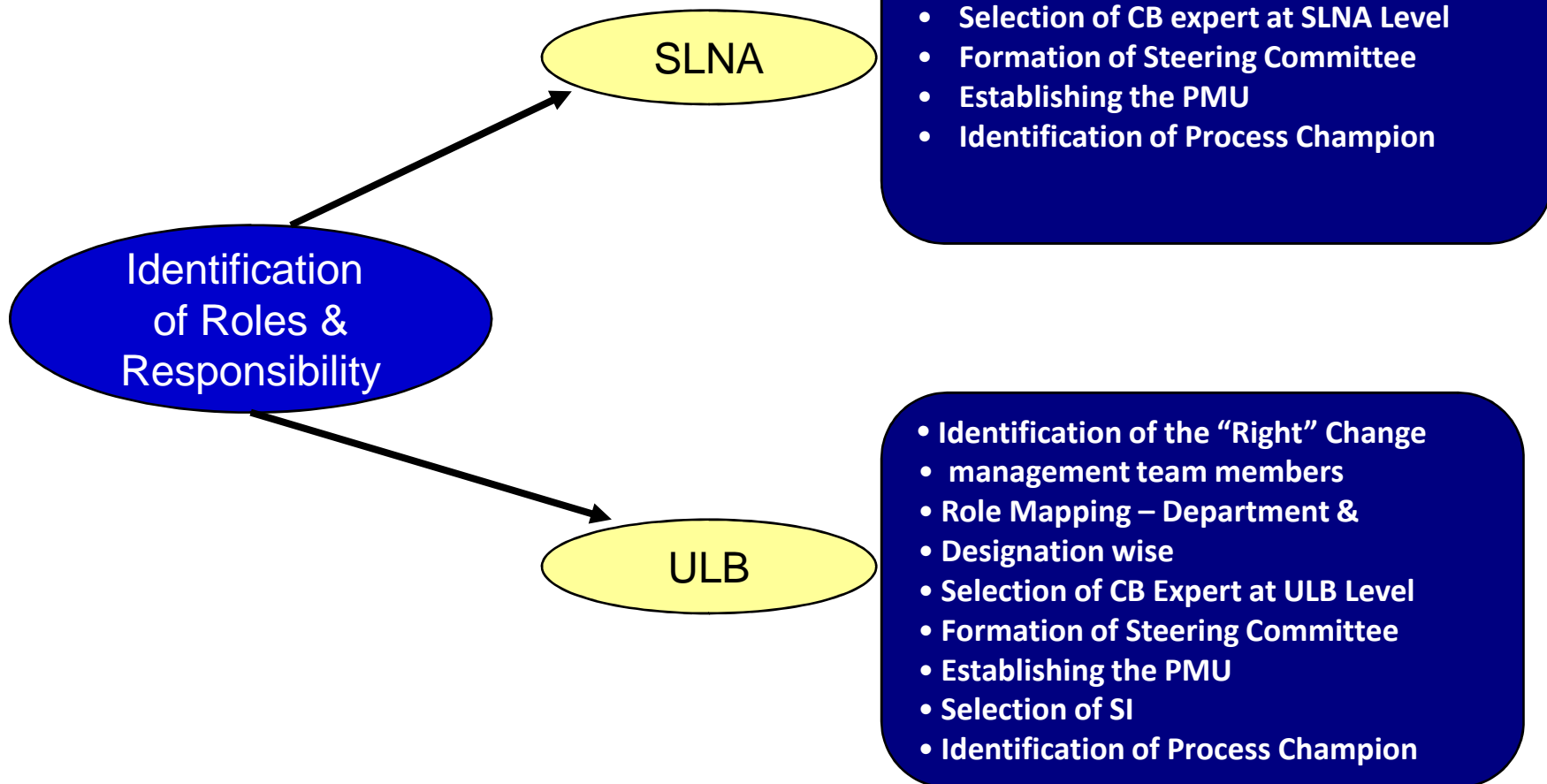
Implementation Approach
(People Perspective)



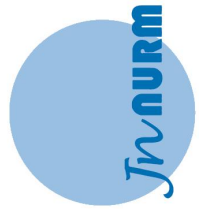
Step-I: Roles Definition



1



Step-II: Training Need Analysis



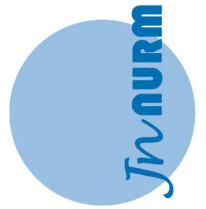
2

Training Need Analysis

TNA would involve carrying out a **skill-gap analysis** and be the key to identifying both core and specialized training needs across operational functions

- At ULB Process Champions will undertake Training Need Analysis in Co-ordination with CB Expert at SLNA.
- At SLNA Capacity Building Coordinator will undertake Training Need Analysis & provide technical support to ULB in carrying out the TNA
- Training Content Development and Imparting would largely be done considering the project as **Greenfield project**.

Step-III: Content Development

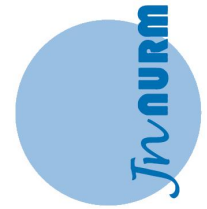


3

Content
Development

- Content Development will be undertaken in areas of **Technical, Soft Skills** and **Process Related** (Governance, PR etc.)
- The developed **content will be then localized** by respective SLNAs in line with the regional legislations and language.
- The responsibility of development of **Technical Training** would be part of SDA/ SI.

Step-IV: Training Program Design & Delivery



4

Training Program Design & Delivery

Technology Related Training

- Basic Computer
- Awareness
- Special Technological
- E-Application
- Refresher Trainings

SI (ULB) & SDA (SLNA)

Soft Skills Trainings

- Leadership
- Customer Orientation
- Communication - PR

Empanelled Training

Process Trainings

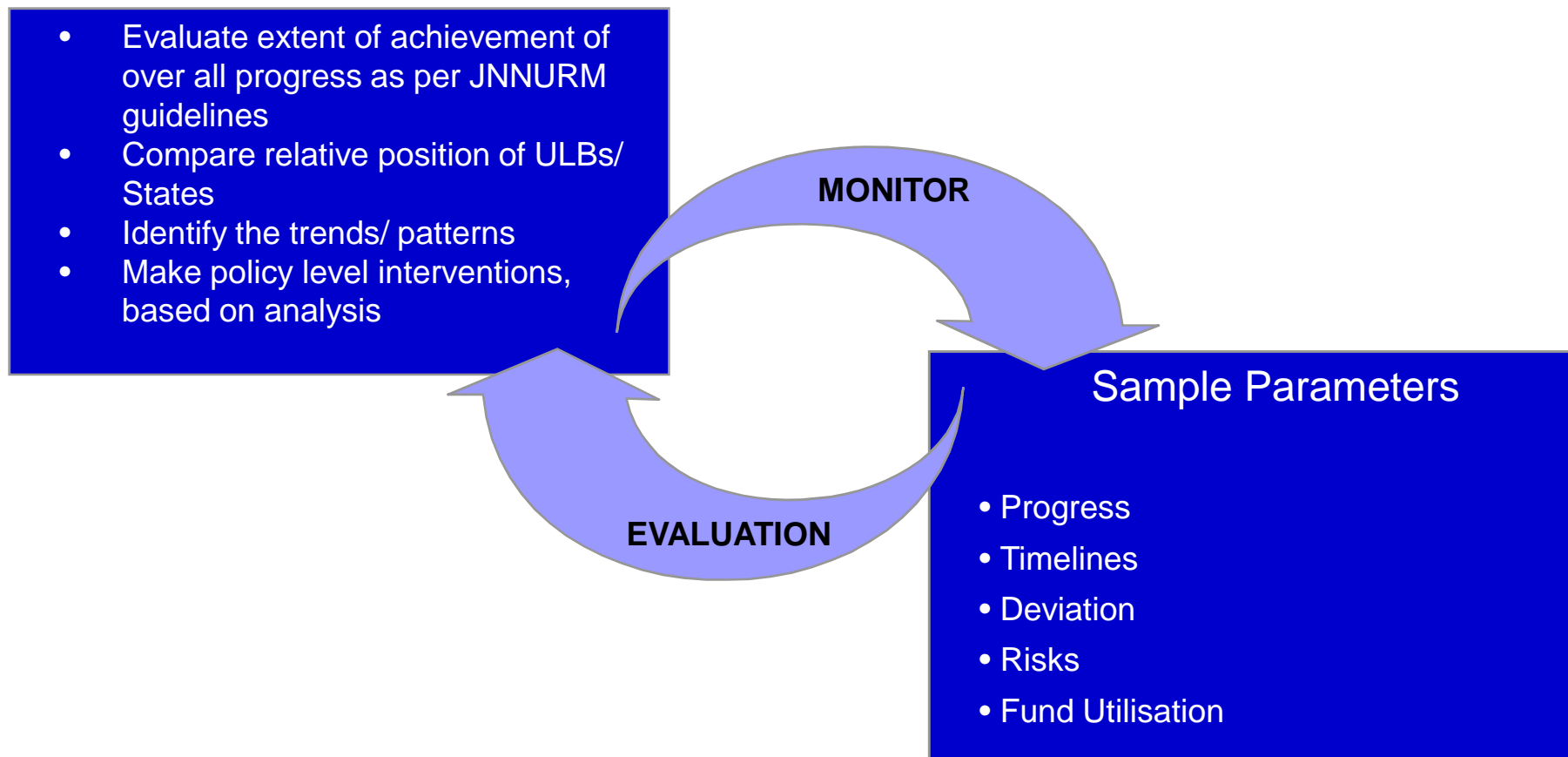
- Govt. Process
- Reengineering
- Change Management
- PPP Model

Empanelled Training

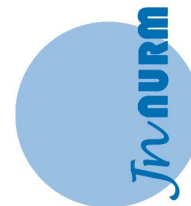
Step-V : Monitoring & Evaluation Framework



5

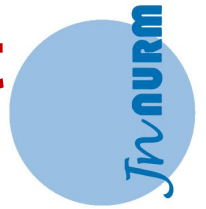


Why Knowledge Management



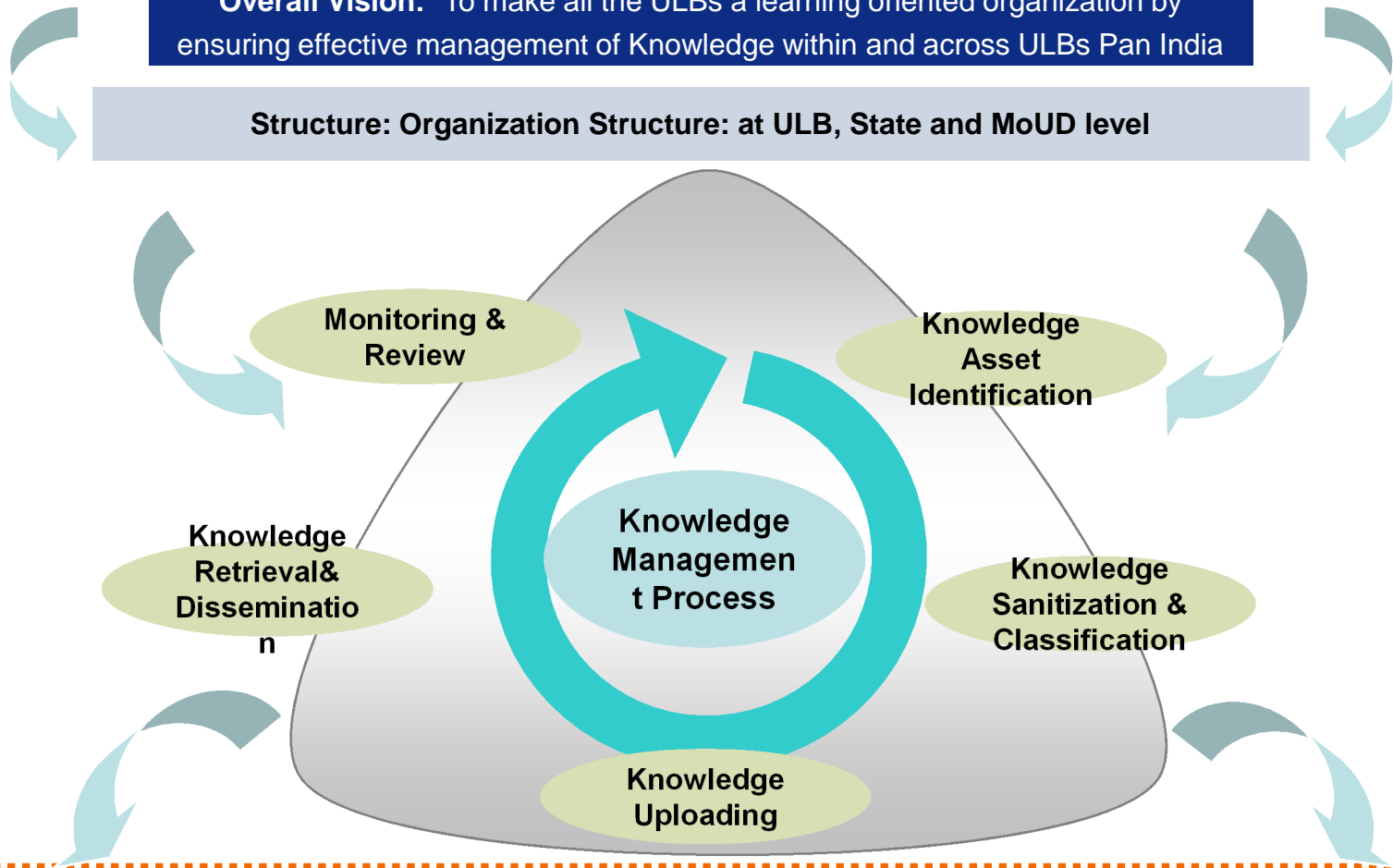
- **Knowledge Management** is required to ensure long term sustainability & continuity of developed processes in the system.
- Since all developed **content has certain life period**, it is quite crucial to update the same at regular interval to avoid redundancy. New processes needs to be added and existing processes at the ULBs need to be re-aligned in order to support new KM initiative.
- The framework proposed for Knowledge Management will be same for all the ULBs to ensure consistency and alignment at ULB level, State level and then at MoUD level.
- Knowledge could be uploaded and retrieved by way of - Web Based Training tools (WBT) like *Flash* files or interactive Computer Based through CDs.

Proposed Knowledge Management Framework



Overall Vision: "To make all the ULBs a learning oriented organization by ensuring effective management of Knowledge within and across ULBs Pan India"

Structure: Organization Structure: at ULB, State and MoUD level



Tools

Intranet

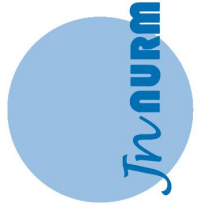
KM Portal

Newsletter

K-Share

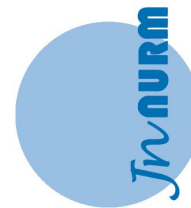
Training

Knowledge Management Approach



Knowledge Asset Identification	<p>Identify the source of knowledge i.e. what will constitute as Knowledge Assets) e.g. Best Practices from various ULBs such as:</p> <ul style="list-style-type: none">• Process – related to functions e.g. HR, Finance or any services such as birth and death• Technology - e.g. methods for application development, testing, hardware sizing etc• People related - e.g. Organization Development, people practices etc.
Knowledge Classification & Sanitization	<p>All the knowledge assets needs to be classified & sanitized to ensure accuracy, compliance with laws, risks associated with dissemination etc. at each level i.e. ULB, State & National level.</p>

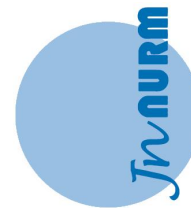
Knowledge Management Approach



Knowledge Storage,
Retrieval &
Dissemination

- After reviewing, assets could be uploaded in KM Repository at the pre-defined locations.
- Knowledge assets should be uploaded by Process Champions/ appropriate Authority after approval at ULB, State and MoUD level.
- The next step is retrieval of Knowledge for which various tools/ mechanism have been defined in the framework i.e. **Creation of a Knowledge Portal, Intranet, Knowledge sessions** etc.

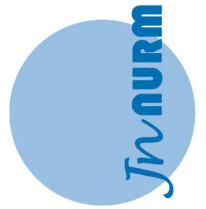
Knowledge Management Approach



Monitoring & Review

- **Content Management** is required to be undertaken at SLNA/ ULB level to avoid redundancy of data, as all content has a **limited life**.
- The overall success of the Knowledge Management initiative is based on accuracy, relevance, sanctity and usage of the Knowledge Assets created at each level.
- This step focuses on monitoring the relevance of the Knowledge asset and review in terms of retention, replacement or archival of the Knowledge Assets created at ULB, State and National level.

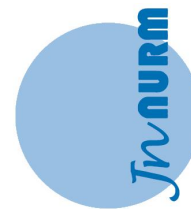
Key Components of Costs



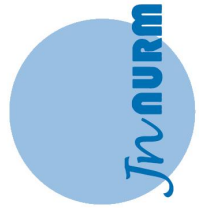
The following activities would require the major portion of funding with regards to the capacity building exercise:

- Training Programmes
- Workshops /Seminars
- External Training (Agency/ Resources)

The costs pertaining to the above mentioned activities have already been considered in revised NMMP guidelines under JnNURM



Q & A



Thank you