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Slum Dwellers Association (SDA) Capacity Building Programme

Enabling Decentralised Participatory Governance



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01

The Jaga Mission:

A Model for Participatory Inclusive Development





Rooted in the principle of inclusive urban development, the Jaga Mission was launched in 2018 by the Government of Odisha.



A flagship programme of Odisha's Housing and Urban Development Department (H&UDD), the Jaga Mission aims to radically transform the lives of the state's 2,919 slums, translating to 25% of the urban population.

The initiative aimed to provide land rights certificates to slum dwellers, and upgrade informal slum settlements into well-equipped Adarsh Colonies by providing nine essential civic amenities to over 1.7 million slum dwellers across 115 cities of the state. The initiative's unique and progressive feature was implementing the entire programme by actively engaging with the slum communities and collaborating with stakeholders, including the city officials and elected representatives. Janaagraha has partnered with H&UDD to guide and facilitate holistic community participation in the initiatives of slum upgradation, as well as measures to transform the Adarsh Colonies as units of the fourth tier of governance, under the union, state and city levels.

Key Achievements:

The Jaga Mission has not merely initiated change; it has led to a social reform that resonates in the heart of Odisha's slums.



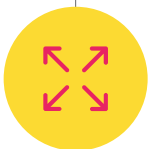
Security and Empowerment

The Jaga Mission laid the groundwork for empowerment by granting land rights to slum dwellers, cultivating a sense of security and ownership that had long been elusive. Slum Dwellers Associations (SDAs) were not just **formed** but actively **nurtured** through training and involvement in the Slum upgradation, transforming them into effective agents of change.



Tangible Transformation

The initiative's impact is visible in the **infrastructure improvements**. Roads have been transformed from pothole-ridden streets to smooth pathways. Once prone to overflow, drainage systems now maintain a clean and healthy environment. Streetlights illuminate previously dark alleys, and homes now enjoy the benefits of electricity and clean water. The creation of 1,121 Parichay centres and 956 open spaces has woven a sense of community into the fabric of these neighbourhoods.



Empowering Grassroots Leadership through SDA Capacity Building

Recognising the importance of strong leadership for effective governance, the Jaga Mission implemented a comprehensive capacity building programme for SDAs. This programme adopted a cascading training model, empowering SDA leaders (such as presidents, secretaries, and treasurers) with the necessary knowledge and skills to manage their associations as well as steer the overall development of their communities. The programme's structured approach has ensured that the SDA leaders are equipped to function as the **fourth tier of governance**.



Capacity Building for Sustainable Impact

The SDA capacity building programme has successfully institutionalised its training processes, creating a **self-sustaining platform** for ongoing community development. By developing training modules and establishing a network of qualified trainers, the programme has ensured that knowledge and skills can be continuously shared and passed on, empowering communities to lead their own development initiatives.



To ensure the smooth functioning of the capacity building programme, a tripartite agreement was established between the H&UDD, Government of Odisha, Janaagraha, and Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), India for a project **Sustainable Urban Development – Smart Cities II (SUDSC II)** The key elements of this collaboration were:



H&UDD

Provided support and coordination for the programme



Acted as the knowledge & technical partner, responsible for co- designing the programme with H&UDD, developing knowledge products, technology products for programme management and assisting in implementing the programme.



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Supported the programme by facilitating the partnership through the programme grant.



Programme Implementation and Preparation

Janaagraha initiated the groundwork for the capacity building programme by establishing a dedicated team. The programme's key interventions were divided into three main areas:

- Development of IEC materials, including training manuals, participant workbooks, and instructional videos, with collaborative brainstorming sessions involving partners experienced with slum communities.
- Development of Tech-enabled Platforms, including the 'Jaga SDA Training' app and a dashboard to capture and display programme data.
- Delivery of the programme in a decentralised cluster model.

Table 1. Training Modules

SDA Management	SDA Asset Maintenance	WASH, Climate-resilient Communities, and Services Monitoring System
Holding regular monthly meetings	Listing slum assets	WASH (Water, Sanitation, and Hygiene)
Recording the meeting resolutions in a register	User charge collection in Adarsh colonies	Waste management
Managing bank accounts	Maintenance of slum assets	Climate Resilient Communities
		Services Monitoring System

Field Visits and Programme Refinement

The programme team conducted a reconnaissance visit to the Berhampur Municipal Corporation to gain insights into the programme's on-ground implementation. The visit involved interactions with city officials and leaders from select slums. The insights gathered during the field visits helped to gather support and build rapport with the city officials to effectively deliver the training to SDA leaders.

The training materials were primarily developed in Odia, the local language, to ensure accessibility for the participants. The material is also translated into English for reference and record. Through careful planning, collaborative content development, and field-based refinements, the capacity building programme was fully equipped for implementation.



From Solitary Struggles to Collective Determination

Minakhi Behera, resident of Shastri Nagar, Jatni, paints a picture of a community fragmented by isolation and lack of unity, in the past. "Earlier, there was no unity amongst the people. They would not mingle much." The formation of the SDA fostered a sense of belonging and collective purpose. Minakhi observes, "A strong bond has developed after forming the SDA. With unity among the members, we are getting everything done together."

Programme Rollout and Logistics

After programme and content planning, Janaagraha collaborated with H&UDD to develop trainer selection criteria templates, which were distributed to all urban local bodies (ULBs) with slums to facilitate the onboarding of trainers for the Train the Trainers (ToT) programme. A robust logistics plan was developed for Round 1 of the ToT as well as the comprehensive rollout of the training to SDA leaders across the state.

The ToT was organised using a cluster approach, with the ULBs across the state grouped into seven clusters. One ULB in each cluster was responsible for organising the ToT. This approach was also successfully replicated for Round 2. The ToT was conducted in an in-person format, with the master trainers of Janaagraha visiting all seven clusters to train trainers. Additionally, refresher sessions through video conferences were conducted for trainers and ULB officials before each rollout programme.



Pre-Pilot and Pilot Rollout Data

Urban Local Bodies	Type of Roll Out	Number of Participants
Berhampur Municipal Corporation	Pre-Pilot	50
Bhubaneswar Municipal Corporation	Pilot	67
Jeypore Municipality	Pilot	49
Keonjhar Municipality	Pilot	55

*As per the programme data, 62.5% of the participants were women

ToT Clusters Format

Cluster Hub	Districts Covered	Total Number of ULBs and SDAs
Chatrapur	Ganjam, Gajapati, Kandhamal	23 ULBs, 325 SDAs
Puri	Cuttack, Puri, Khordha, Kendrapara, Jagatsingpur & Nayagarh	21 ULBs, 945 SDAs
Balasore	Bhadrak, Balasore, Jajpur & Mayurbhanj	13 ULBs, 273 SDAs
Jeypore	Koraput, Malkangiri, Nabarangpur & Rayagada	11 ULBs, 296 SDAs
Bhawanipatna	Bolangir, Kalahandi & Nuapara	12 ULBs, 233 SDAs
Angul	Angul, Dhenkanal & Keonjhar	12 ULBs, 281 SDAs
Sambalpur	Bargarh, Boudh, Deogarh, Jharsuguda, Sambalpur, Subarnapur & Sundargarh	19 ULBs, 566 SDAs
Total 7 Clusters	Total 30 Districts	Total 111 ULBs and 2919 SDAs

*Out of 115 ULBs, 4 ULBs do not have SDAs/ slums.

ToT and SDA Leaders Training Rollout

- The Round 1 ToT was conducted from August to September 2023, training 417 participants (52% women).
- The Round 2 ToT was conducted from February to March 2024, training 385 participants (61.5% women).
- The full-fledged training rollout of Round 1 to SDA leaders was conducted from October to December 2023, training 7,712 participants (52% women) and achieving 88% of the total participation rate.
- The Round 2 training rollout began in March 2024. All the master trainers across the clusters are trained for modules 3 and 4 as part of the Round 2 training programme. The master trainers will train the SDA leaders in a cascading approach. 50% of the Round 2 training is completed. The schedule had to pause due to the model code of conduct for the general and state assembly elections. The new government will decide on a timeline to resume the remaining training.

Programme Implementation and Monitoring

Following the ToT sessions, capacity building sessions for SDA leaders were conducted by the trainers using a cascading approach. The state programme team allocated trainers to each ULB and held video conferencing sessions for briefings and content review. ULB officials were advised on programme organisation. Designs were provided for banners, standees and feedback forms.

The collaborative efforts between the government, Janaagraha and GIZ India resulted in successful implementation of the capacity building programme through the cascading model. Detailed outlining, logistical arrangements, and focus on participatory approaches have contributed significantly to satisfactory execution of the programme ensuring high participation rate, particularly among women leaders.

The Jaga SDA Training App

Janaagraha developed the Jaga SDA Training App to streamline programme tracking, monitoring, and documentation, which was crucial given the simultaneous execution of multiple programmes across various ULBs.

The key features and benefits of the Jaga SDA Training App are:



User-Friendly Interface

The app's intuitive design ensures trainers can easily select their name, date, and venue, mark attendance, and upload training photos upon programme completion.



Accessibility

The app, available for download on the Play Store and hosted on the government OCAC server, provides easy access to both trainers and designated government functionaries.



Data-Driven Insights

The app features a dashboard displaying all programme updates, offering valuable insights to the state team.



Streamlined Data Collection and Transparency

The app's primary importance lies in its ability to streamline data collection and enhance transparency, providing a platform for capacity building initiatives that may be undertaken in future by the H&UDD.

The standardised capacity building platform ensures sustainable programme implementation. With robust processes and tools, the framework developed is capable of facilitating further initiatives, disseminating information to SDA members and ensuring continued community engagement and development activities.

Approach

The capacity building programme employed a multi-pronged approach to empower SDA leaders and key stakeholders, including ULB officials and SDA Executive Committee members. It aimed to ensure that the training and information effectively reached all levels within the slum communities, fostering a well-informed and participatory governance structure. Additionally, the programme sought to bridge the gap between SDA leaders and ULB officials by facilitating open communication and understanding.

Process Flow and Key Components

The programme's implementation strategy was built on key distinct components:



Comprehensive Knowledge Resources

Developed diverse content, including digital videos, IEC materials, and toolkits, to ensure sustainability, knowledge transfer, and ongoing learning beyond the programme's completion. These resources were designed for use by the Jaga Mission, SDA leaders, and other stakeholders, promoting knowledge sharing and wider community engagement.



Empowering Leaders

Equipped 8,757 SDA leaders with the knowledge and skills to effectively lead their communities through a cascading training approach, enabling them to share knowledge with other community members and foster wider community participation.



Structured Programme Design and Implementation

Created a robust logistics map to guide future capacity building programmes across all 115 ULBs, ensuring scalability and continuity. Developed templates for selecting trainers and collecting information from SDA members, ensuring a standardised approach.



Financial Prudence

Outlined a complete budget to ensure transparency and accountability in resource allocation.



Replicable Model

Structured the programme's approach and success to make it a replicable model for slum community empowerment across India.

The Story of Smaranika Mishra: From Homemaker to Community Leader



Smaranika Mishra, once a homemaker in Padampur Notified Area Council (NAC), Bargarh District, is a testament to the transformative power of the SDA capacity building programme. As an active member of a Self-Help Group (SHG) and later as president of her SDA, Smaranika's journey exemplifies the programme's empowering aspect.

Through the SDA capacity building programme, Smaranika honed her leadership skills, found her voice, and gained the confidence to advocate for her community. The training equipped her with the skills to effectively address her community's needs, including escalating issues during SDA meetings and ensuring transparent record-keeping.

Today, Smaranika stands as a symbol of hope in her community, a living example of how the SDA capacity building programme not only transforms slums but also ignites the spark of leadership within individuals, enabling them to shape their destinies and build a brighter future.

In Smaranika's own words, "Through the SDA capacity building programme, I found my voice and ignited hope, proving that true change starts from within."

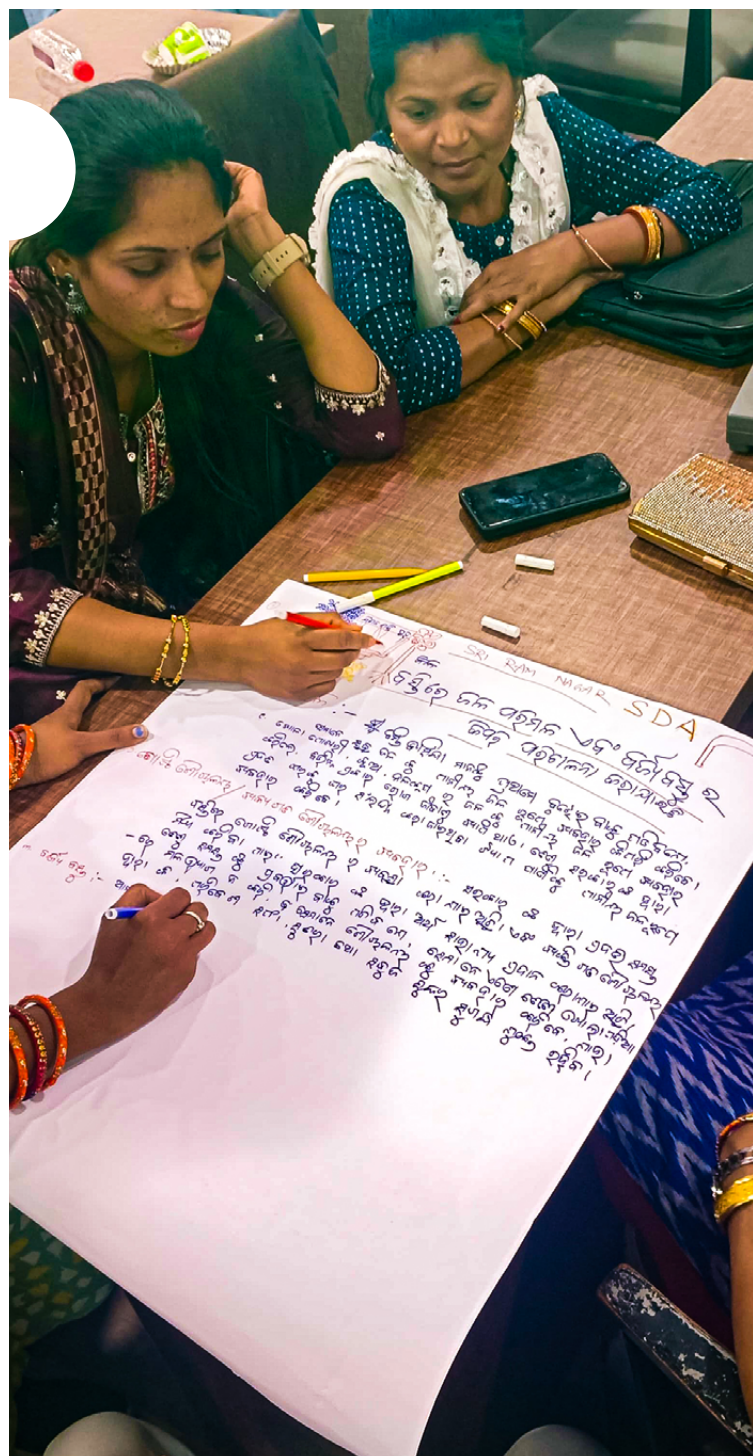
Expected Outcomes

Combining the ToT and full-fledged rollout with a participatory approach, this implementation strategy fostered cross-learning and knowledge exchange. Integrating robust monitoring and documentation through technology further enhanced the programme's effectiveness.

The expected outcomes of this comprehensive programme were to:

- Empower slum communities by building their capacity for self-governance and development.
- Strengthen local leadership within the SDAs, fostering a sense of ownership and responsibility.
- Enhance ULB's capacities to address slum issues and support their integration into mainstream governance.

The SDA capacity building programme confirms the power of collaboration, knowledge-sharing, and technology in driving positive change. By empowering individuals and communities, the programme is paving the way for a brighter and more inclusive future for Odisha's slum dwellers.



Empowering SDAs



The Jaga Mission's success centred on empowering SDAs to play a pivotal role in urban development.



A collaborative effort between the Janaagraha Centre for Citizenship and Democracy, Deutsche Gesellschaft für Internationale Zusammenarbeit, India (GIZ) and the Housing and Urban Development Department (H&UDD) sought to strengthen the capacities of SDAs, positioning them as the fourth tier of governance. This was a crucial step in realising the Jaga Mission's vision of transforming 2,919 slums into thriving Adarsh Colonies.

Recognising the scale of this endeavour, with nearly 30,000 SDA Executive Committee members across 30 districts and 115 urban areas, a strategic plan was devised. The plan prioritised training the presidents, secretaries, and treasurers of all 2,919 slums in two rounds over a year. This knowledge would cascade to other slum residents, ensuring widespread impact. The commitment to empowerment extended further with refresher courses, ensuring continuous learning.

This capacity building programme was not just about imparting skills; it was about fostering a sense of ownership and responsibility within the slum communities. It was about bridging the gap between SDA leaders and ULB officials, creating a platform for open dialogue, collaboration and fast-track grievance redressal. It was about building a future where the voices of the slum dwellers are not just heard but also help in actively shaping the destiny of their communities.

03 Key Principles



The capacity building programme for SDAs in Odisha is not merely a training initiative; it's a carefully crafted blueprint for sustainable community empowerment.



It rests on a foundation of fundamental principles designed to establish SDAs as the fourth tier of governance, ensuring practical, inclusive, and sustainable local governance that uplifts the quality of life for slum communities.

Inclusive Participation

At the heart of the programme lies the principle of inclusive participation. It actively encourages the involvement of women, marginalised groups, and every community member. This ensures that decision-making processes are equitable and representative, fostering a sense of ownership and belonging among all residents.

Transparency and Accountability

The programme champions transparency and accountability, promoting open communication about slum issues and financial matters. Fostering trust and integrity strengthens the bond between SDA leaders and the community they serve.

Sustainability

The programme's vision extends far beyond the immediate training sessions. It focuses on creating templates and resources that can be utilised by the department, ULBs, and SDAs in the future, ensuring the sustainability of the knowledge and skills imparted. It is about empowering communities to continue their journey of growth and development long after the programme concludes.

Holistic Development

The programme adopts an integrated approach, addressing multiple dimensions of SDA governance, including asset maintenance, water, sanitation, hygiene (WASH), and climate resilience. This holistic approach ensures that SDAs can tackle various challenges, fostering comprehensive development within slum communities.

The Resilience of Mita Sharma: From Slum Dweller to Grassroots Leader

In the quaint town of Deogarh, within the Pudheikata slum, resides Mita Sharma, an embodiment of the transformative power of the SDA capacity building programme. As the SDA President of Pudheikata SDA, Mita's journey demonstrates the programme's effectiveness in cultivating leadership and promoting community development.

Before the SDA capacity building programme, Mita's community grappled with a lack of basic amenities and marginalisation. However, the formation of the SDA provided



a platform for her voice to be heard and her leadership potential to develop. The capacity building programme further fueled her determination. She gained the requisite knowledge about SDA governance, financial management, and community asset maintenance through the training.

Mita's growth was remarkable. She evolved from a quiet, unassertive individual to a confident leader, inspiring others with her knowledge and enthusiasm. The training equipped her with a strong sense of responsibility towards her community. She ensured regular monthly meetings, thorough record-keeping, and transparent financial management, building trust and accountability within the SDA.

Today, Mita stands as a pillar of strength in her community. Her journey from a slum dweller to an empowered leader exemplifies the SDA capacity building programme's success in fostering grassroots leadership and participatory governance. She is a shining example of how the programme kindles the spirit of self-belief with collective action.

Key Approaches



The programme's success is also attributed to its strategic approaches:

Participatory Approach

The programme embraces a participatory approach, involving the community in every process step. From surveying communities to understanding their needs, to designing interactive training modules that encourage experience sharing and cross-learning, the programme ensures that learning is theoretical, practical, and engaging.

Context-Specific Training

Recognising the diverse needs of slum communities, the programme delivers context-specific training. The content is standardised for quality but simplified and adapted to the local context, ensuring maximum relevance and effectiveness. Using Odia, the local language, in training materials and sessions further enhances accessibility and understanding.

Sustainable and Scalable Programme

The programme's focus on building local capacity by recruiting trainers within the communities ensures knowledge retention and long-term sustainability. The programme's framework is designed for replicability and scalability, allowing its benefits to reach other states and communities.

Collaborative Partnership

The programme encourages collaboration between SDA leaders and ULB officials, promoting a participatory governance model. This partnership strengthens community-based organisations and empowers marginalised communities to advocate for their rights and needs.

Through these fundamental principles and approaches, the capacity building programme has laid a strong foundation for empowering slum communities and fostering sustainable development in Odisha. It is a testament to the transformative power of collaboration, knowledge-sharing, and community-driven initiatives.

Partnership for Impact



The SDA capacity building programme achieved its goals through strong partnerships and coordinated action among stakeholders.



The programme's framework is designed for replicability and scalability, allowing its benefits to reach other states and communities.

SDAs

The SDAs, with their presidents, secretaries, and treasurers from 2,919 slums, formed the foundation of the programme's efforts. Their real-time knowledge and experiences, shared through cross-learning, transformed them into leaders and advocates for their communities. They were not just passive recipients of training but active contributors to the programme's success.

H&UDD, Government of Odisha

The government's role was akin to that of a facilitator, providing the essential infrastructure, financial support, and guidance for smooth programme implementation. The H&UDD ensured proactive measures such as issuing letters and releasing funds to ensure the timely execution of the programme at the ULB level.

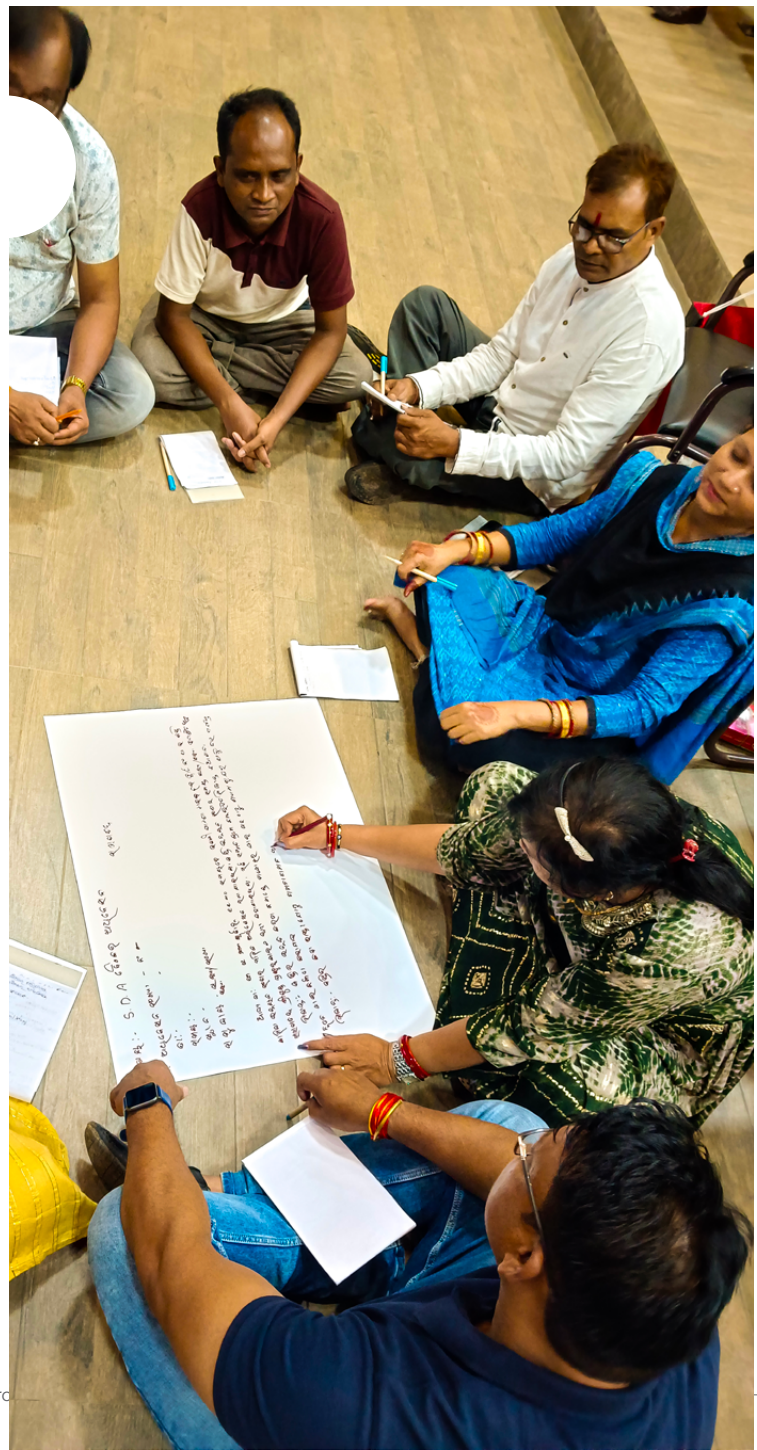
Donor: Deutsche Gesellschaft für Internationale Zusammenarbeit, India

GIZ, the donor, played a crucial role in fueling the programme's transformation. Their funding supported human resources, tech interventions, and the development of digital videos, providing the essential tools for effective capacity building. Their active participation in meetings, feedback sessions, and module co-creation contributed significantly to the programme's success.

Janaagraha

As the knowledge partner, Janaagraha's role was to define appropriate systems and processes. Janaagraha developed tech-enabled processes, standardised content, and adopted methods to bridge the gap between ULB officials and SDAs. Janaagraha's expertise in governance and ability to source state-of-the-art knowledge on climate resilience enriched the programme's content, ensuring its relevance and impact.

The collaboration among these diverse stakeholders created a synergistic effect, amplifying the impact of the SDA capacity building programme. Their collective efforts demonstrated that profound and lasting change is possible through united action. They proved that when we come together with a shared vision, we can create a symphony of empowerment that resonates through communities and transforms lives.



The Inspiring Transformation of Susamarani Subudhi: A Beacon of Hope in Cuttack's Slums

The SDA capacity building programme had a notable impact on Susamarani Subudhi, a resident of the Judge Patha slum in Cuttack. A resident since 1990, Susamarani has witnessed the slum's evolution from a place of hardship to a thriving community.

Before the SDA capacity building programme, Susamarani often felt unheard. Decisions were made without her input, and she lacked the confidence to voice her concerns. The programme empowered her with the skills and knowledge to effectively engage in public problem solving. She learned how to identify community needs, advocate for solutions, and navigate local government processes.

For instance, the Judge Patha slum had long been plagued by an unreliable water supply. Residents often had to walk long distances to fetch clean water, a burden that disproportionately affected women. Through the SDA capacity building programme, Susamarani learned how to mobilise her community, gather data to support their claims, and effectively present their case to the municipal authorities.

Her newfound leadership skills, coupled with the programme's emphasis on participatory governance, enabled her to work with officials to implement a solution. As a result, a new water pipeline was installed, providing the residents of Judge Patha slum with reliable access to clean water.

Susamarani, now an SDA master trainer, is actively involved in addressing various challenges within her community, from waste management to sanitation, demonstrating the programme's impact on fostering participatory governance and empowering individuals to drive positive change.

Susamarani's journey exemplifies the impact of the SDA capacity building programme. Beyond providing resources, the programme nurtured her leadership, allowing her to shape her life and community. As Susamarani says, "The SDA capacity building programme helped me build my knowledge and awareness and enabled me to actively contribute to our community's development journey."

The Process of Developing IEC Material

The SDA capacity building programme developed and disseminated IEC materials designed to resonate with slum dwellers. The journey began with brainstorming sessions and literature reviews, during which the Janaagraha and GIZ teams delved into the ground realities of the SDAs, adapting lessons and identifying essential topics to ignite the spark of empowerment.



The journey continued with a visit to the Berhampur Municipal Corporation, where the team engaged in in-depth discussions with ULB officials, seeking their valuable feedback on the programme plans. The team then ventured into the slums, interacting with SDA leaders and community members, listening to their aspirations, and understanding their unique challenges. These interactions were woven together to create content that was not just informative but also relevant and engaging.

The topics for the two rounds of the programme were carefully curated, and each module was further subdivided into smaller, easily understandable parts. The first round focused on SDA Governance and Asset Maintenance, equipping leaders with the skills to manage their associations effectively and safeguard their community's assets. The second round delved into WASH, Waste Management, Climate-resilient Communities, and the Services Monitoring System, empowering communities to create a cleaner, healthier, and more sustainable future.

The Training Manual for Trainers provided valuable guidance for effective training delivery. The Participant Workbook, a vibrant blend of textual and pictorial content, brought the module topics to life. The Presentation Deck ensured a smooth and structured flow of the training sessions. The character-based videos featuring slum dwellers themselves created a powerful connection, making the content relatable and inspiring.

All IEC materials were developed in Odia, the local language, and later translated into English (with subtitles, where necessary) to ensure maximum relevance and effectiveness.

The Technology & Logistics Backbone



The SDA capacity building programme faced the uphill task of enabling 8,757 participants from 2,919 slums across 115 ULBs in two rounds of five topics in each round within one year.



Managing, tracking, and documenting these simultaneous training sessions across various locations demanded meticulous planning and innovative solutions.

The SDA Capacity Building App

The Jaga Mission team turned to technology to address this challenge, collaborating with Janaagraha's tech experts to develop an application to streamline the tracking process and document every training detail. The result was the SDA training app, demonstrating the power of innovation in community empowerment.

The SDA training app, built and maintained by Janaagraha, serves as a tracking and monitoring platform, providing a comprehensive record of the training sessions conducted. The app's data is securely uploaded to the government OCAC server, making it readily available for review and download by government leadership and stakeholders. The data is captured in the app by the trainers from the community or the ULBs.

Key Features



Real-time Tracking

The app facilitates tracking the progress of training sessions across multiple locations simultaneously.



Data Documentation

It captures required data points from the training venues, including the trainer's name, number of participants, participant names, designations and gender, SDA name and photographs of the training sessions.



Centralised Data Storage

All collected data is securely stored on the OCAC server, making it available for government analysis.



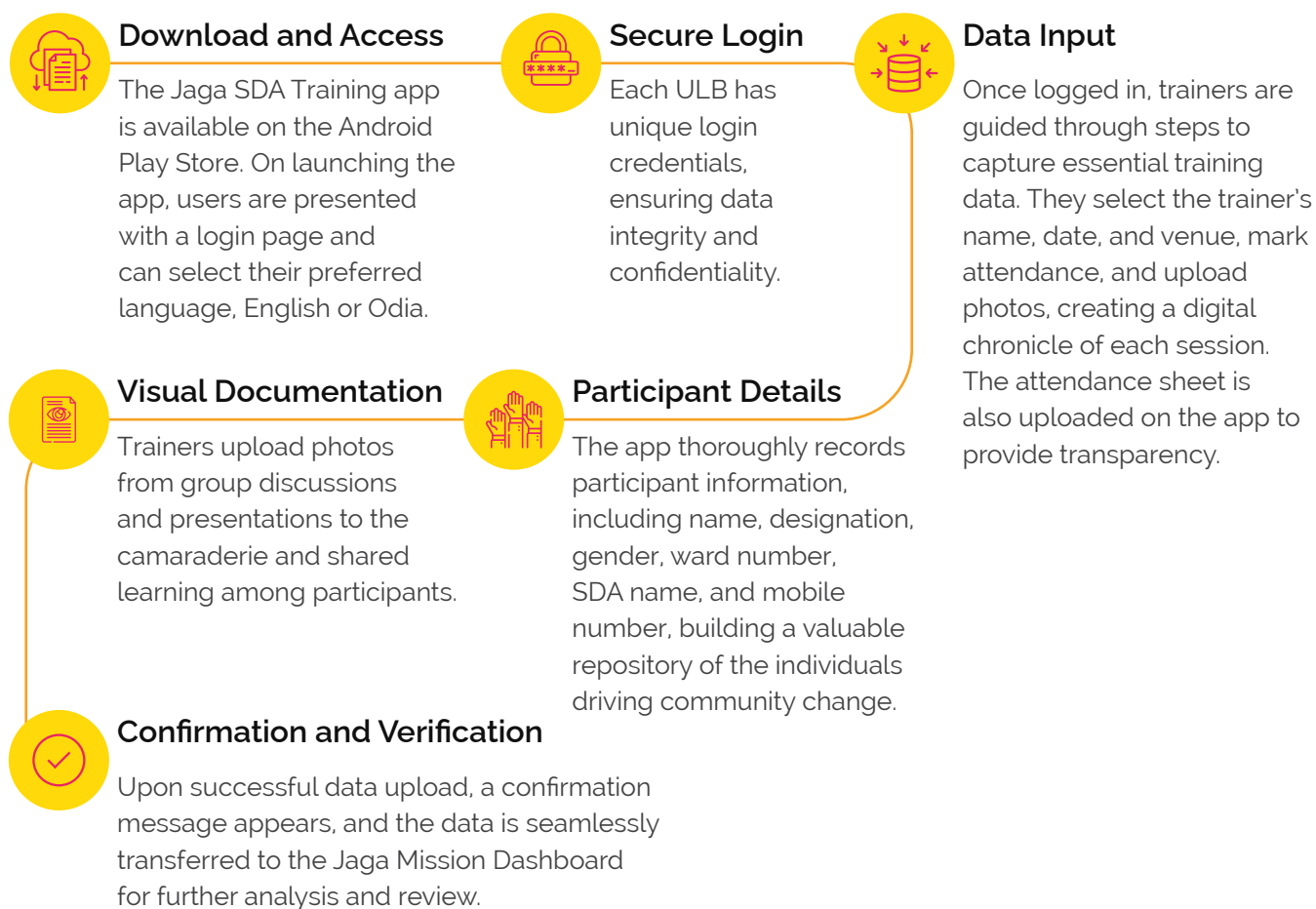
User-friendly Interface

The app's intuitive design ensures that even those unfamiliar with technology can easily navigate it, facilitating efficient data entry and retrieval.



This app has been instrumental in managing the extensive scope of the SDA capacity building programme, ensuring that all activities are accurately recorded and easily monitored. It is a digital bridge that connects communities, trainers, and government officials, promoting transparency and accountability. The data captured through the app is available for government leaders to review and analyse.

The Process Flow



The SDA Capacity Building Mission Dashboard

Complementing the training app, the SDA capacity building mission dashboard provides a comprehensive view of the programme's progress. It consolidates data from the SDA training app and presents it in an accessible and actionable format, enabling the stakeholders to monitor and evaluate the programme implementation in real time.

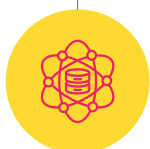
Accessing and Using the Capacity Building Dashboard

The dashboard can be accessed at the Adarsh Colony portal at Adarsh Colony - Jaga Mission - Government of Odisha using the provided ID and password, which the state will share with the respective ULBs.



Login

Users can access the webpage by logging in with their provided ID and password. On login, an overview of all data captured by the app is displayed.



Overview Data

This overview presents the total number of ULBs who have completed training, the total number of trainers trained, the total number of training sessions completed, the total number of SDAs who participated, and the total number of participants categorised by gender. It also shows the percentage of male, female, and transgender participants.



Filter Data by Date Range or ULB

Users can filter data by date range to display overall data for the selected period. Alternatively, they can use the districts/ULBs dropdown to search and select the required district or ULB to view overall data for that specific location.



View All Training Data

Users can select the "View all training" option to see cumulative data. To filter data by a particular ULB or date range, users can select the desired district or ULB and date range, then click the "Apply filters" option.



Detailed Training Information

After selecting the required ULB, the dashboard displays detailed information about the training sessions, including the trainers involved, participant details, session images, etc.

Logistics Planning

The substantial goals and tight timelines of the SDA capacity building programme necessitated meticulous logistical planning. A detailed logistics plan was crafted to ensure smooth and efficient implementation.

The Logistics Blueprint

Janaagraha developed a robust logistics plan for the ToT and the full-fledged rollout to SDA leaders. Initially designed for Round 1, the plan proved effective and it was replicated in Round 2, along with learnings from the Round 1 implementation.

Key Steps in the Logistics Plan:



Establish Scope

The number of participants for each ULB, along with the duration and key activities of the programme, were determined, laying the foundation for effective resource allocation.



Cluster Approach

Smaller ULBs with fewer participants were grouped with nearby ULBs, optimising resources and ensuring cost-effectiveness.



Develop a Detailed Timeline

A comprehensive timeline was created, mapping out each day of the programme and ensuring that multiple batches of capacity building sessions were conducted daily across different ULBs.



Budget Planning and Approval

An efficient budget encompassed all logistical aspects. It was then approved by relevant authorities and stakeholders, with each ULB receiving a customised budget based on its specific needs.



Preparation of Communication Letters:

Official letters signed by appropriate Jaga Mission officials were sent to ULBs providing detailed instructions and information about the programme. These included:

- ULBs from which participants would arrive and the total number of expected participants, including slum names.
- The programme budget covered the participants' travel, food, and other allowances.
- A list of training materials needed during the programme.
- A list of printed materials, such as banners and feedback forms.
- A complete menu for breakfast, tea, and lunch.
- A list of government representatives required to be present during the programme.



Follow-up and Coordination

Before the programme's commencement, ULB officials were briefed via videoconferencing, ensuring clarity and alignment. Trainers were allocated and oriented, and the state team diligently followed up to ensure all data was uploaded on the Jaga SDA training app.

This precise planning and execution ensured the capacity building programme progressed smoothly.

Training of Trainers

Selecting trainers from the slum communities for the ToT programme was a strategic decision, amplifying the capacity building initiatives' effectiveness, sustainability, and impact. These local trainers, deeply connected to the community's fabric, brought invaluable insights, fostered trust, and ensured the training was relevant and practical. By empowering members to step into leadership roles, the programme ignited a sense of ownership and long-term commitment to community development.

The state team, with the help of Janaagraha, prepared a template to select trainers, prioritising candidates from within the slum communities. This ensured that the training resonated with the local culture, traditions, and social dynamics, making it more impactful and sustainable. In cases where the slum community could not provide suitable candidates, trainers were selected from within the respective ULBs.

Using this template, officials from each ULB selected five to six potential trainers during the ToTs. This selection focused on individuals who deeply understood their community's needs and had a passion for driving positive change.

A New Beginning: **Dulana Sahu's Inspiring Story**

In Rayagada Municipality's Bhima Sahi slum, Dulana Sahu's story reflects the transformative potential of the SDA capacity building programme.

Dulana, a longtime resident of Bhima Sahi, exemplifies how the SDA capacity building programme can elevate and empower individuals living in urban poverty. The SDA capacity building programme ignited her personal growth. Through learning resources like the SDA training manual, workbook, and videos, she gained the skills to contribute actively to her community's development.

The programme's emphasis on capacity building helped develop leadership skills and instilled confidence in individuals enabling them to engage in public problem solving.

For instance, the Bhima Sahi slum had a poorly maintained drainage system. Residents often faced waterlogging and unhygienic conditions. Through the SDA capacity building programme, Dulana learned how to mobilise her community, gather data to support their claims, and effectively present their case to the municipal authorities. Her newfound leadership skills and the programme's emphasis on participatory governance enabled her to work with the officials to implement a solution. As a result, a new drainage pipeline was installed, providing the residents of the Bhima Sahi slum with a proper drainage system.

This success story is just one example of how the SDA capacity building programme has transformed Dulana into a confident and effective leader. She is now actively involved in addressing various challenges within her community, from waste management to sanitation, demonstrating the programme's impact on fostering participatory governance and empowering individuals to drive positive change.



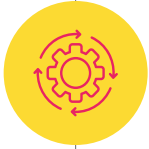
Selection of Trainers

The process focused on candidates from SDAs and ULBs, with a preference for individuals from within the slum communities.



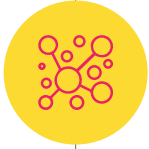
Pre-Pilot and Pilot Programmes

Participants from four ULBs: BeMC, BMC, Jeypore, and Keonjhar, were included in a pre-pilot and pilot ToT programme.



Pilot Implementation

A pilot implementation was conducted to evaluate the participants' effectiveness as trainers. This pilot involved three participants from each of the 20 SDAs across four ULBs, resulting in 60 participants in the pilot phase of the training rollout.



Cluster Approach

Following the successful pilot, the 115 ULBs were grouped into 7 clusters, with one ULB responsible for organising the ToT programme in each cluster.



Master Trainer-Led Training

The Janaagraha Capacity Building Team travelled to each organising ULB in the cluster to train participants for the ToT programme.

The trainers were trained using a participatory approach, encouraging cross-learning and knowledge exchange. Those not from the slums gained valuable insights from their fellow trainees who were slum residents. Master trainers from Janaagraha modelled the same process flow that the trainers were expected to use when conducting the programme for SDA presidents, secretaries, and treasurers, ensuring consistency and effectiveness.

In Berhampur, a pre-pilot ToT programme was conducted, followed by a pre-pilot SDA rollout involving 20 SDAs. The key takeaways from this initial phase were incorporated into the subsequent pilot ToT and pilot rollouts in three ULBs: Keonjhar, Jeypore, and Bhubaneswar Municipal Corporation, ensuring continuous improvement and refinement of the training approach.

During the ToT sessions, master trainers identified candidates with varying proficiency levels and strategically paired them, fostering a supportive learning environment. Notably, **over 50%** of the participants in the ToT programme were **women**, highlighting the programme's commitment to gender inclusivity and empowering women to take on leadership roles.

Training of Trainers: Rounds 1 and 2

- **Round 1 (August 2023 - September 2023):** 417 participants were trained across 111 ULBs, with 52% female representation.
- **Round 2 (February 2024 - March 2024):** 385 participants were trained across 111 ULBs, with 61.5% female representation. The slight decrease in participants was due to the exclusion of some trainers who did not meet performance expectations in Round 1.



07 The Rollout



The culmination of the ToT programme was the full-fledged rollout of the SDA capacity building initiative.



Now equipped with knowledge and skills, the trained trainers began empowering the SDA presidents, secretaries, and treasurers. This cascading approach ensured that the learnings from the ToT programme flowed seamlessly to the grassroots level, propagating a culture of informed and participatory governance within the slum communities.

Expected Outcomes

The full-fledged rollout of the SDA programme was designed to transform the slum communities. The expected outcomes were multifaceted, aiming to improve governance and living conditions significantly:

Enhanced Governance Skills

SDA leaders would acquire critical governance skills, enabling them to manage their associations more effectively, improving transparency, accountability, and efficient decision-making.

Improved Financial Management

SDA leaders would gain financial literacy, leading to better fund management and transparent financial practices within the associations, ensuring that resources are utilised optimally for community development.

Strengthened Community Leadership

Empowered SDA leaders would emerge as strong community advocates, capable of representing and addressing their communities' needs and concerns to ULB officials, bridging the gap between the grassroots and the government.

Increased Community Participation

The cascading training approach would ensure that knowledge is widely disseminated, leading to greater involvement and participation of executive and general body members in governance and development initiatives, promoting collective ownership and responsibility.

Enhanced Infrastructure Maintenance

Communities would develop the skills to maintain and manage community assets effectively, ensuring the sustainability of infrastructure improvements and creating a sense of pride in their surroundings.

Improved Collaboration with ULBs

Better communication and collaboration between SDAs and ULB officials would lead to more responsive and efficient service delivery and problem-solving, driving trust and partnership.

Effective Monitoring and Evaluation

The Jaga SDA training app would facilitate efficient tracking and documentation of training sessions, ensuring the programme's progress and impact are closely monitored. This would enable data-driven decision-making and continuous improvement.

Sustainable Community Development

The skills and knowledge gained through the programme would lead to sustainable development practices within slum communities, enhancing their resilience and quality of life and creating a lasting legacy of positive change.

Becoming the Fourth Tier of Governance

The ultimate goal was to establish SDAs as the fourth tier of governance, empowering them to manage their associations effectively, collaborate with ULB officials, and contribute meaningfully to developing their slums, transforming them into vibrant and livable habitats.

These outcomes, woven together, aimed to sustain a more empowered, organised, and resilient community capable of driving its development and advocating for its needs, ultimately transforming slums into thriving Adarsh Colonies.

Redefining Possibilities: Chandrajit Sahu's Inspiring Journey

In the heart of Balangir Municipality's I.T.I. SDA slum resides Chandrajit Sahu, whose story demonstrates the effectiveness of the SDA capacity building programme. Chandrajit, an SDA president and shopkeeper, has been a resident for over a decade and has witnessed the slum's evolution from a place of hardship to a symbol of transformation.

The Jaga Mission's touch was evident in the tangible improvements in his community. The once-dilapidated slum now boasts a Parichay Gruha, covered drains, paved roads, piped water supply, and streetlights, all testament to the programme's commitment to improving living conditions. But the transformation went beyond the physical; it ignited a spark of leadership within Chandrajit.

He recalls the SDA capacity building programme as a turning point. It was not just about acquiring knowledge; it was about embracing a new mindset and a sense of responsibility towards his community. As a master trainer, he found his voice, confidently guiding and empowering others in his slum and neighbouring ULBs.

The training instilled in him a deep understanding of SDA governance, financial management, and the importance of community asset maintenance. He witnessed firsthand how the programme rallied unity and purpose among the slum dwellers. The once-disparate community now came together, organising regular monthly meetings, documenting their decisions, and managing their finances transparently.

Today, Chandrajit stands tall as a symbol of the SDA capacity building programme's success. His journey from a shopkeeper to a community leader vouches for the programme's ability to empower individuals and foster sustainable development.

Process

The full-fledged rollout of the SDA programme was a meticulously planned endeavour, executed in two rounds, each focusing on three distinct topics. The first round covered the foundational aspects of SDA governance and asset management. In contrast, the second round delved into critical areas like WASH, waste management, climate resilience, and the Services Monitoring System.

Round 1: Laying the Foundation (October 2023 - December 2023)



Reach
**111 ULBs,
2919 slums**



Training Sessions
**197
batches**



Participants Trained
**7712
(52% women)**



Participation Rate
88%

Round 2: Building on Success (March 2024 - Ongoing)



Reach
**111 ULBs, 882
slums**
(data collection ongoing)



Training Sessions
64 batches
(data collection ongoing)



Participants Trained
2325
(data collection ongoing)

Monitoring and Evaluation

A systematic monitoring and evaluation framework was implemented to meet the programme's goals.

- **Initial Feedback:** After completing 50 training sessions, the MO Sahar Sarkar team, Housing and Urban Development Department, Government of Odisha, reached out to participants, gathering their valuable feedback on the programme's quality, the effectiveness of information dissemination, and other vital aspects.
- **Continuous Feedback Mechanism:** A feedback form provided by GlZ was shared with participants at the programme's conclusion. Participants were asked to complete feedback forms to gather feedback for programme improvement. These forms were then sent to Janaagraha for digitisation.

Key Learnings and Takeaways



While transformative, the SDA capacity building programme was also a journey of learning and adaptation. The key learnings and takeaways from this experience offer valuable insights for future initiatives.



From the Shadows to the Spotlight: The Inspiring Journey of Shradhanjali Mishra

Shradhanjali Mishra, a resident of Keonjhar's Kashipur slum since 2014, has witnessed the Jaga Mission's positive impact on her community.

Before the Jaga Mission, her slum was a picture of neglect. The roads were treacherous, electricity and water supply were erratic, and dilapidated toilets posed a constant health hazard. There was no space for children to play, no community centre to foster a sense of belonging. But the Jaga Mission brought with it the promise of change. Paved roads replaced the muddy paths, electricity and water connections illuminated homes, community toilets were built, and parks and playgrounds sprung up, filling the air with laughter and joy.

However, Shradhanjali's empowerment journey did not stop at witnessing this transformation. She became an active member of the SDA, a bridge between her community and the municipal officials. The SDA capacity building programme further fueled her passion for change. Through the training, she gained the knowledge and confidence to become a master trainer, empowering others in her community.

The training sessions were not just about imparting information; they were about inculcating a sense of ownership and responsibility. Shradhanjali learned about SDA management, financial literacy, and maintaining community assets. She also advocated for sanitation and climate resilience, educating her community on the importance of these issues.

Shradhanjali is now a respected figure in her community, having evolved from a concerned resident to a master trainer.



Takeaways

- **Community-Driven Development:** The programme underscored the importance of empowering residents to take ownership of their development. This approach ensured that initiatives were relevant, sustainable, and aligned with community needs.
- **Adaptability and Flexibility:** The programme's ability to evolve and adapt to changing circumstances was crucial for its success. The programme could effectively respond to feedback and emerging needs by remaining flexible in its design and implementation.
- **Strategic Partnerships:** Collaborations with government bodies amplified the programme's impact, bringing in additional resources, expertise, and networks. These partnerships facilitated comprehensive and multi-faceted development.
- **Sustainability at the Core:** Integrating sustainability into the programme's framework ensured long-term benefits. Community members were trained to manage and maintain initiatives independently, promoting self-sufficiency and resilience.

These key learnings and takeaways serve as a guiding light for future capacity building initiatives. They highlight the importance of community engagement, effective training methodologies, and ongoing support in fostering sustainable development and empowering communities to take charge of their destinies.

Conclusion



The SDA capacity building programme has been instrumental in enhancing the governance systems within Odisha's slums.



Empowering SDAs to serve as the fourth tier of governance breaks new ground in decentralised participatory governance.

The programme's success is attributable to the collaborative efforts of the Housing & Urban Development Department, Janaagraha, and GIZ. This partnership has leveraged each organisation's strengths through a well-coordinated and comprehensive approach.

Key Achievements



Empowered SDA Leaders

More than 7500 SDA leaders trained in critical components.



Comprehensive Training

Covered governance, asset maintenance, WASH, waste management, and climate resilience.



Gender Inclusivity

Over 50% of participants were women.



Standardised Processes

Established standardised templates for the government to undertake capacity building programmes on an ongoing basis.



Technology Integration

The SDA Training App was used for efficient monitoring and data collection.



Looking Ahead

The SDA capacity building programme provides a model for future initiatives in Odisha and beyond. As the programme continues to evolve, it promises to create a more inclusive society where slum dwellers are empowered to lead, innovate, and drive positive change in their neighbourhoods and the city. This intervention's efforts in establishing frameworks, standardising processes and leveraging technology have set a benchmark for future capacity building programmes of H&UDD.



3rd Floor, Sair Bagh, 19/4,
Cunningham Road Bengaluru,
Karnataka, India – 560052