



No. K-14012/101(20)/2017-CBUD

Government of India
Ministry of Housing and Urban Affairs
Capacity Building for Urban Development (CBUD) Division

Nirman Bhavan, New Delhi.

Dated: 12th October 2017

OFFICE MEMORANDUM

Subject: Minutes of the Meeting in r/o Strategy for integration of Capacity Building activities of all Missions of Ministry of Housing and Urban Affairs.

The undersigned is directed to enclose a copy of the minutes of the meeting held under the **chairmanship of Shri Durga Shanker Mishra, Secretary, MoHUA** at **04.00 P.M** on **10th October 2017** in Conference Hall (Room No. 123-C, Nirman Bhawan) to discuss the strategies for implementing an Integrated Capacity Building program for all missions of the Ministry for information and further necessary action.

Encls: As above.

(G. Vijay Kumar)

Under Secretary to the Govt. of India

Tel. No. 23063217

To

1. The Principal Secretaries (UD) of all States/UTs.
2. The Director, NIUA, 1st Floor, Core 4B, IHC, Lodhi Road, New Delhi.
3. Training Entities empanelled for Individual Capacity Building under AMRUT.

जि. विजय कुमार/G. VIJAY KUMAR
अवर सचिव/Under Secretary
आवासन और शहरी कार्य विभाग
Ministry of Housing and Urban Affairs
निरम भवन/Govt. of India
New Delhi

Copy to

1. Additional Secretary (Smart Cities), MoHUA, Nirman Bhavan, New Delhi.
2. Joint Secretary (AMRUT), MoHUA, Nirman Bhavan, New Delhi.
3. Joint Secretary (SBM), MoHUA, Nirman Bhavan, New Delhi.
4. Joint Secretary (W&H), MoHUA, Nirman Bhavan, New Delhi.
5. Joint Secretary (HFA), MoHUA, Nirman Bhavan, New Delhi.
6. Joint Secretary and Financial Adviser, MoHUA, Nirman Bhavan, New Delhi.
7. Joint Secretary (NULM) and Mission Director, Capacity Building, MoHUA, Nirman Bhavan, New Delhi.
8. PPS to Secretary, MoHUA, Nirman Bhavan, New Delhi.

**INTERGRATED CAPACITY BUILDING PROGRAMME OF URBAN MISSIONS
MINUTES OF MEETING HELD ON 10.10.2017**

A meeting was held under the **chairmanship of Shri Durga Shanker Mishra, Secretary, MoHUA** at **04.00 P.M** on **10th October 2017** in Conference Hall (Room No. 123-C, Nirman Bhawan) to discuss the strategies for implementing an Integrated Capacity Building program for all the flagship missions of the Ministry. List of attendees is attached as Annexure I.

2. The Director, NIUA made a presentation on the scope of Integrated Capacity Building Programme; its benefits, the strategy to be followed and the roll-out plan for the same. Copy of presentation is attached as Annexure II.

3. The Training Entities expressed their agreement with the Integrated Capacity Building framework. However, they gave their view-points on certain issues which were deliberated upon in the meeting.

4. Secretary, MoHUA impressed upon the importance of "effective transmission of ideas" in training with an emphasis on achieving the desired 'out-come' from each of the programme. Further, he highlighted the significance of aspects such as selection of 'Who is to be trained' and 'What is to be trained' on each level.

5. Pursuant to the presentation, issues raised by the participants, and deliberations thereon, the following action points emerged:

- i. The enhancement of CCBP rates under different heads like remuneration/honorarium to the guest faculty and lodging and boarding for the participants may be reviewed after taking into consideration the rates being offered by the other institutions like IITs, IIMs and with the inflation adjustment of the rates.

[Action by: JS (CBUD)]

- ii. Considering that the existing reimbursement process is lengthy and causes delays, a process may be developed based on MIS/digital platform connecting the training Entities, States/UTs and NIUA so as to complete the process of reimbursement at State/UT level within 15 days.

[Action by: States/UTs; Training Entities and NIUA]

- iii. Training Entities may share their respective curriculum developed for the programmes with the NIUA for its feedback and suggestions. The evaluation by NIUA will be conducted for facilitating the adoption of a uniform structure. More relevant topics like PPP, preparation of DPRs etc. may be added in capsule 2& 3. Flexibility may be provided to States and Training Entities adding more topics for meeting certain specific requirements of the Missions at States/UTs level.

[Action by: States/UTs; Training Entities and NIUA]

- iv. In order to make the integrated framework more effective, the multimedia facilities including Audio-Video facilities could be appropriately incorporated into the curriculum by the Training Entities.

[Action by: Training Entities]

- v. The States/UTs, Training Entities (TEs) in coordination with NIUA shall take all necessary action to ensure that the Integrated Capacity Building (ICB) Programme is re-aligned and is in place by 25th December, 2017 so as to enable its formal launch on the occasion of Good Governance Day. NIUA will act as a Nodal point to finalize ICB framework.

[Action by: Training Entities and NIUA]

- vi. The maximum duration of Sensitization Capsule for Elected Representatives Capsule may be kept as two days which may also include in it the components of Site Visits and discussion with practioners. Also the pedagogy to be adopted for elected representatives needs to be more innovative, interactive and must involve exposure visits to provide for learning best practices in India.

[Action by: States/UTs; Training Entities and NIUA]

- vii. Training Entities may prepare and fix a training calendar in advance and publish the same on their respective Website so as to facilitate the participants and monitoring. A mechanism may be worked out to assess and grade Training entities based on certain parameters by NIUA.

[Action by: Training Entities and NIUA]

6. Secretary, MoHUA will review the progress of Integrated Capacity Building Program after 15 days.
7. The meeting ended with a vote of thanks to the Chair.

List of the Officers present in the meeting

1. **Shri Durga Shanker Mishra, Secretary (MoHUA) in Chair**
2. Dr. Sameer Sharma, Additional Secretary (Smart Cities), MoHUA
3. Ms. Jhanja Tripathy, Joint Secretary and Financial Advisor, MoHUA
4. Shri B. Anand, Joint Secretary (Works & Housing), MoHUA
5. Shri Shiv Das Meena, Joint Secretary (AMRUT), MoHUA
6. Shri Vinod Kumar Jindal, Joint Secretary (SBM), MoHUA
7. Prof. Jagan Shah, Director, NIUA.
8. Shri Y. S. Awana, Deputy Secretary (UPA-II and CBUD), MoHUA
9. Shri G. Vijay Kumar, Under Secretary (CBUD), MoHUA.
10. Ms. Debjani Ghosh, Senior Research Officer, NIUA
11. Prof. Y. Pardhasaradhi, Director, RCUES, Hyderabad.
12. Shri M. Rama Rao, Programme Coordinator, RCUES, Hyderabad.
13. Dr. Sunil Dhapte, Director, SIUD, YASHADA, Pune
14. Col. Dalbir Singh, GM (Monitoring), MGSIPA, Panchakula.
15. Shri K.D. Bhardwaj, NPC, Delhi.
16. Shri Vijay Kumar Nehra, AD, NPC, Delhi.
17. Shri Nishith Rai, Director, RCUES, Lucknow.
18. Shri A.K. Gupta, Addl. Director, RCUES, Lucknow.
19. Dr. Alka Singh, RCUES, Lucknow.
20. Shri Prayash Giria, WRI, India
21. Dr. P.Tamizhselvan, Associate Professor, TNIUS, Tamilnadu.
22. Shri Arindam Biswas, Assistant Professor, IIT Roorkee.
23. Dr. Mahua Mukherjee, Assistant Professor, IIT Roorkee.
24. Shri Kashik Ghosh, ATI, West Bengal.
25. Shri Jaiswal Singh, ISPER, Panchkula.
26. Shri H. Ramesha, SIUD, Mysore.
27. Dr. Kumar R.N, SIUD, Mysore.
28. Shri Swastik Harish, IIHS Bengaluru.
29. Shri Pashim Tewari, AIILSG.
30. Shri Utkarsha Kavadi, Director, RCUES, Mumbai.
31. Shri Ravi Guru, Sr. Executive Director, AIILSG
32. Ms. Anuttama Das Gupta, Consultant, IIHS, Bengaluru.
33. Shri Rajiv Agarwal, DG, AIILSG, Mumbai.
34. Shri Nilesh Rajadhyaksha, PMU, CBUD, MoHUA
35. Shri Rakesh Gujral, PMU, CBUD, MoHUA
36. Ms C. Sheela Reddy, Associate Proffessor, IIPA
37. Shri Anand Singh, IIPA
38. Ms. Mahreen Matto, Programme Manager, CSE, New Delhi.
39. Md. Maarooof Ahmed, Coordinator, APhRDI.

**Integrated Capacity Building
Programme
of the
Ministry of Housing and Urban
Affairs**

Jagan Shah
National Institute of Urban Affairs

Structure of the Presentation

1. Scope of Integrated Capacity Building Programme
2. a. Need for Realignment
b. Integration and Expected Benefits
3. Target Groups
4. Strategy for Integration
5. What needs to be taught
6. How to deliver
7. Who would deliver

1. Scope of the Integrated Capacity Building Programme

- The integrated programme will cover the following missions:

Mission	Number of cities covered
Atal Mission for Rejuvenation and Urban Transformation (AMRUT) Mission	500 cities
Smart Cities Mission (SCM)	Maximum 100 cities
National Urban Livelihoods Mission (NULM)	Maximum 4041 cities
Swachh Bharat Mission (SBM)	Maximum 4041 cities
Pradhan Mantri Awas Yojana – PMAY(U)	Maximum 4041 cities
HRIDAY	12 cities

2a. Need for Realignment

- Human resources at the state/city level are limited
 - Functionaries often play multiple roles and contribute to multiple missions/schemes with limited capacities
 - Multiple capacity building efforts under different missions often lead to overlaps and redundancies
 - States/cities have to take a holistic view and develop an integrated CB plan
- The various missions of MoHUA need to be integrated at the city level so as to achieve expected outcomes
 - Need to ensure widespread understanding of all missions and inter linkages amongst all city functionaries.

2b. Integration and Expected Benefits

- Need to streamline and integrate the capacity building efforts of MoHUA under a singular integrated framework
 - Functionaries need both mission-specific inputs as well as common inputs like tendering, project management, financing etc. An integrated framework will allow efficient design and roll out of common modules
 - States/cities can take stock of the roles played by the various functionaries and implement an integrated capacity building action plan
 - Will lead to better overall coordination of CB efforts and minimizing overlaps and redundancies
 - Will lend itself to the development of a larger and more efficient ecosystem for content creation, e-learning, exposure visits, international immersions, online resource base etc.

3a. Target Groups

1. City Level Functionaries - 4 stage framework

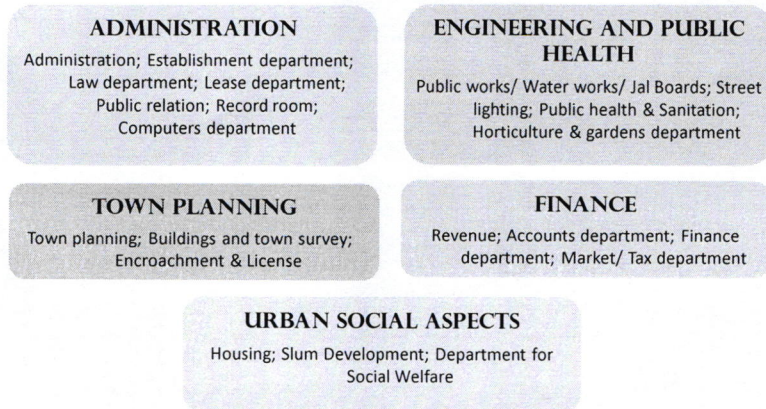
- a) Functionaries from ULBs
- b) Functionaries from state departments/ parastatal agencies involved in implementation of the urban missions in the cities
- c) Other functionaries involved in the implementation of the various missions including specialists of City and State Level Technical Committees (CLTC/SLTCs) and Mission Management Units (CMMU/SMMUs)
- d) Any other functionaries involved in mission implementation

2. Elected Representatives - Sensitization Programme

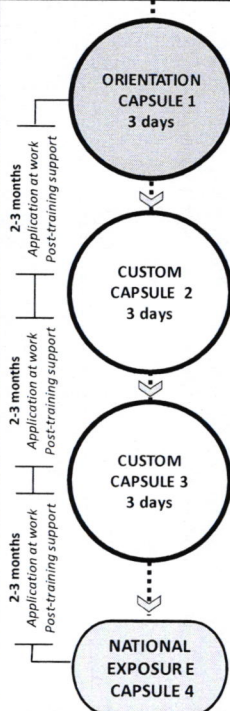
- a) ULB Councilors
- b) Mayors
- c) MLAs

3b. Departments Identified for Capsule 2 and 3

The scope of the integrated capacity building strategy will focus on functionaries from **five** functional areas mentioned below:

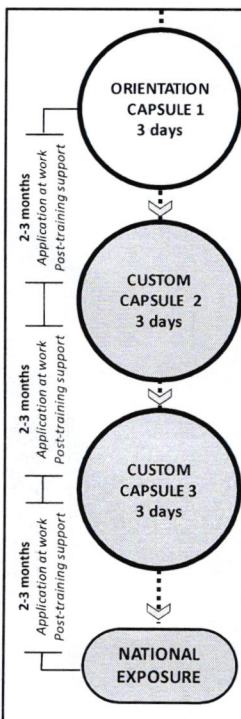


4a. Strategy for Integration



- 4-stage framework for city level functionaries being implemented under AMRUT to be extended to cover all missions
- First capsule to be an integrated **Orientation capsule** (Indicative outline, detailed session-wise coverage of subjects and sources of information already shared with TEs)
- Elected Representatives to be trained once through a 3 day Sensitization Programme. (Indicative outline developed and shared with TEs).

4b. Strategy for Integration



- Customized **Capsules 2 and 3** will focus on mission-specific themes and subjects.
- Subjects to be decided on the basis of outputs of centralized TNA, preferences stated by participants during Orientation and state priorities
- **Exposure Visits** to be conducted at the end of 3 classroom capsules
 - Will include visits to project sites
 - Meetings with implementers and technical experts
 - Interactions with Project champions like Commissioners, Mayors etc.

4c. Indicative Subject Areas for Capsules 2 and 3

- Accounts and Audit
- E-Governance
- HR Management
- Administrative Reforms
- Information and Technology
- Tender Management, E-Procurement

- Sustainable Urban Planning and Management
- Integrated Landuse -Transport Planning (Transit Oriented Development)
- Inclusive Planning
- Regional Planning
- Land Management
- GIS Based Planning

- Social Aspects
- Affordable Housing for Urban Poor
- Slum Rehabilitation and Redevelopment/ Beneficiary-led Construction
- Community/Social mobilization
- Credit-linked Subsidy Scheme
- Urban Livelihood Aspects
- SHGs and their importance
- Shelter for Urban Homeless
- Entrepreneurship Development Program for Poor
- Self-employment for the Urban Poor
- Employment and Skill Training for Urban Poor
- Urban Street Vendors
- Micro-finance for Entrepreneurship and Urban Poor
- Livelihood Aspects of Sanitation/FSM/ SWM for Poor

- Solid Waste Management - Reduce, Reuse and Recycle; Zero Waste
- Water Supply and Sanitation - Water Supply Augmentation, Distribution, NRW, SCADA, Sewerage, Septage Management
- City Sanitation Plans
- Infrastructure Planning
- Climate Change Resilient Planning and Engineering
- Transport Infrastructure (Road Design, Mass Transport Systems)
- Health and Sanitation
- Education – Schools
- Parks, Gardens and Bio-Diversity
- Sports and Playground
- Natural resource Management
- Environmental Engineering
- Environmental Impact Assessment

- Fiscal Tools - Value Capture Finance, Municipal Bonds, Taxes and Revenues, Land Based Finance
- Financial Planning - Budgeting, Accounting
- Project Planning and Development - Infrastructure Projects, Housing Projects
- Project Execution and Financial Management - Infrastructure Projects, Housing Projects
- Financial Modeling
- City Investment plan

Orientation Programme – Detailed Structure

Target:
Technical functionaries of all missions

DAY 1	DAY 2
<p>Urban Sector Overview</p> <ul style="list-style-type: none"> • Issues and challenges in the urban sector • Role of the various Missions • Need for convergence and integration during planning and implementation of various missions 	<p style="text-align: center;">THEME 1: IMPROVING URBAN SERVICES (contd)</p> <p>Improving Service Delivery</p> <ul style="list-style-type: none"> • Use of Smart Solutions
<p>Reforms in Urban Development</p> <ul style="list-style-type: none"> • Reforms under AMRUT (credit rating, energy audit, MBBL, NRW, transformational reforms including trust & verify, land titling etc.) • Reforms under PMAY(U) 	<p style="text-align: center;">THEME 2: PHYSICAL IMPROVEMENT OF URBAN AREAS</p> <p>Improving cleanliness in urban areas under SBM</p> <ul style="list-style-type: none"> • Including Role of IEC
LUNCH	LUNCH
<p style="text-align: center;">THEME 1: IMPROVING URBAN SERVICES</p> <p>Water Supply and Sanitation under AMRUT</p> <ul style="list-style-type: none"> • Including service level benchmarks, SLIPs, performance based management, reuse of waste water • Convergence with PMAY(U) housing projects 	<p>Area Improvement under HRIDAY and SCM</p> <ul style="list-style-type: none"> • Heritage, place-making and development of open spaces/public spaces • Management and rejuvenation of intangible heritage
<p>Good practices in Water and waste water management and reuse</p>	<p>Good practices in area improvement, heritage management, place-making, open spaces, riverfront projects etc.</p>

Orientation Programme – Detailed Structure

Target:
Technical functionaries of all missions

DAY 3
<p style="text-align: center;">THEME 2: PHYSICAL IMPROVEMENT OF URBAN AREAS (contd)</p> <p>Affordable urban housing under PMAY(U)</p> <ul style="list-style-type: none"> • Including convergence of other missions in PMAY(U) housing projects
<p style="text-align: center;">THEME 3: ADDRESSING URBAN POVERTY THROUGH SOCIAL MOBILISATION AND LIVELIHOOD PROMOTION</p> <p>Improving livelihood opportunities under NULM</p> <ul style="list-style-type: none"> • Vision, guiding principles, strategy • Components and linkage between various components
LUNCH
<p>Implementing components of the NULM</p> <ul style="list-style-type: none"> • Social mobilization and institutional development • Skill training and self-employment • Support to street vendors • Shelter for urban homeless
<ul style="list-style-type: none"> • Good practices of construction technology in urban housing • Good practices under NULM - Self Help Groups/ Area Level Federations /City Level Federations / City Livelihood Centres /Shelter for Urban Homeless / Vending Zones

Sensitization Programme – Detailed Structure

Target:
Elected Representatives of ULBs

DAY 1		DAY 3	
Urban Sector Overview <ul style="list-style-type: none"> • Issues and challenges in the urban sector • Vision of GoI: Broad Introduction to the various missions and how they relate to the key urban issues 		Social mobilization, shelter for homeless under NULM	
Introduction to AMRUT and urban reforms		Need for Convergence in planning and implementation across all urban missions	
LUNCH		LUNCH	
Improving sanitation under SBM		Identifying key issues, challenges and suggesting way forward for your city	
Case Studies of Urban Projects		Presentation of group exercise and discussion on key takeaways for implementation	
DAY 2			
Improving urban areas through SCM and HRIDAY			
Affordable Housing for the urban poor under PMAY(U) <ul style="list-style-type: none"> • Including reforms under PMAY(U) 			
LUNCH			
Improving livelihoods under NULM			
Case Studies of Urban Projects			

6. Roll Out Plan

- 30 eminent training institutions empaneled through 4 rounds of empanelment for 4 categories under AMRUT: Engineering and Public Health, Finance and Revenue, Town Planning and Administration
- These will continue to remain empaneled and continue working under existing MOUs with states
- Training Entities must develop detailed modules for Integrated Orientation and Sensitization Capsules and share the same with NIUA for feedback
- All Orientation and Sensitization programmes under AMRUT after 25th November 2017 will need to be aligned with the new integrated outlines

6. Roll Out Plan

- New empanelment round proposed to be undertaken for expanding network
- In order to meet specific requirements under NULM, PMAY(U) and SBM, new 5th category of 'Urban Social Aspects' may be added for this round of empanelment
- While Orientation and Sensitization programmes can be conducted by all Training Entities (irrespective of their category of empanelment) some mandatory empanelment will be required for undertaking mission-specific capsules 2 and 3:
 - E.g. Empanelment under 'Urban Social Aspects' will be required for NULM-specific trainings
- Thereafter Training Entities may enter into MOUs with specific state governments for training of functionaries under the various missions

6. Monitoring Framework

- NIUA undertakes period monitoring of AMRUT Programmes by the TEs, which is proposed to be extended for the Integrated CB Programme
- 3-tier methodology followed
 - Analysis of standard feedback collected from participants at the end of each programme
 - Assessment of course structure
 - 2% sample interviews
- Onsite evaluation by third party needs to be undertaken
- Each programme is rated on a scale of 1 to 5, based on an assessment of 6 parameters
- This will be continued for the integrated framework

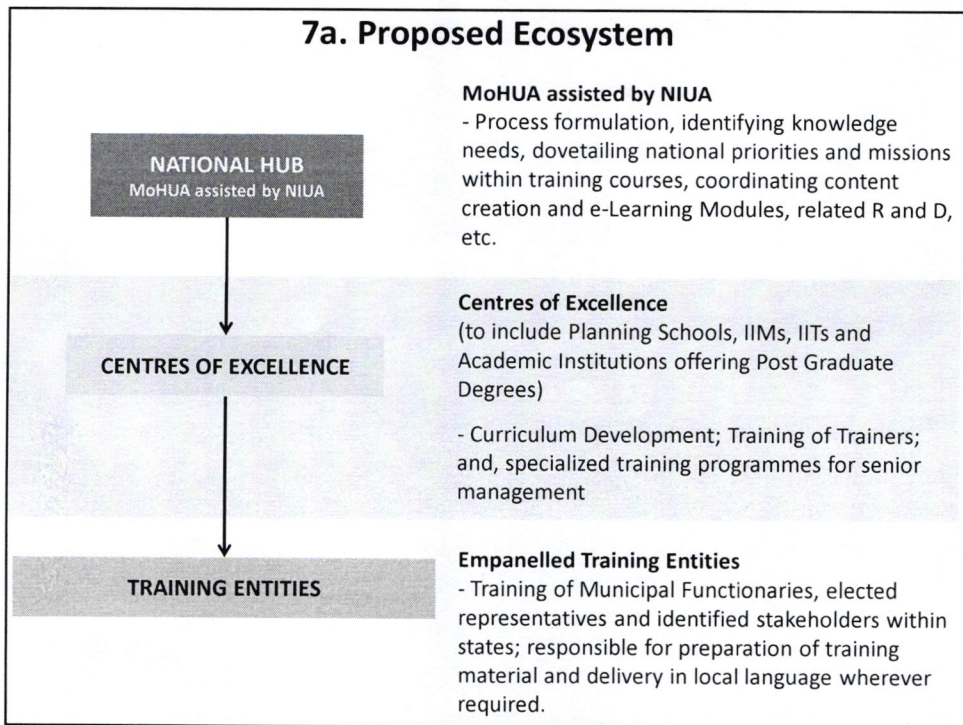
MONITORING PARAMETERS

1. Coverage of subjects
2. Quality of sessions and innovative pedagogy
3. Improvement in understanding of subjects
4. Confidence to apply learnings
5. Quality of training facilities
6. Average rating received during interviews

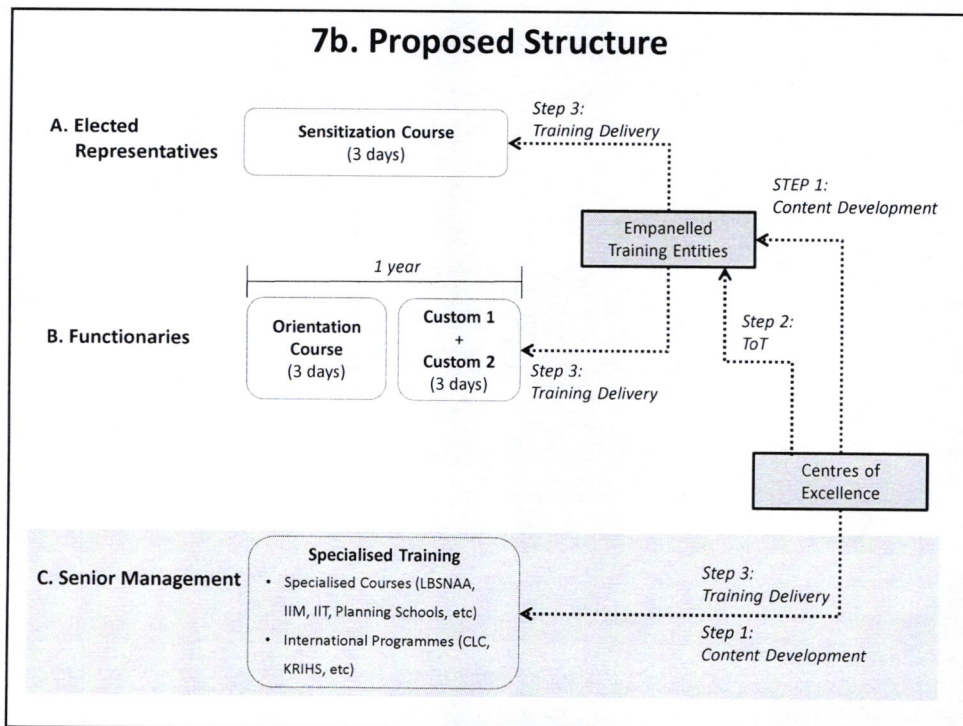
RATING SYSTEM

- 5 – Exceeded Expectations
- 4 – Met Expectations
- 3 – Partially Met Expectations
- 2 – Needs Improvement
- 1 – Did Not Meet Expectations

7a. Proposed Ecosystem



7b. Proposed Structure



7c. Pedagogy Formats for Individual Target Groups

A. Municipal Functionaries

Classroom Training in Batches:

- Empanelling of Entities
- Preparation of Training Modules
- Customization of Training
- Maintaining of Training Calendar

Workshops: for 'How To' and Problem Solving

- International Workshops
- National Workshops
- Regional Workshops/Group Workshops

Self Learning: supporting Classroom Learning

- E-Learning Courses
- Bit-Sized Modules
- Desk Assignments

Peer-To-Peer Learning

- Exposure Visits (National and International)
- Expert City Visits and Handholding Workshops (National and International)

7c. Pedagogy Formats for Individual Target Groups

B. Elected Representatives

Sensitization Course

- To be imparted by Training Entities
- Classroom Training Format along with Exposure Visit

C. Senior Management (Commissioners, CEOs)

Classroom Training:

- Administrative, Management Courses at LBSNAA, IIM, etc
- Specialized Courses on Project Development, Financials and Management by empanelled Training Entities in consortium with renowned National and International Training Institutes. (to be organised by MoHUA)
- International Training Programmes that individual could choose to attend (in collaboration with KRIHS, CLC, etc).

Peer-To-Peer Learning

- Exposure Visits (National and International)
- Expert City Visits and Handholding Workshops (National and International)

Thank You