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.

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.

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.
7. Joint Secretary (NULM) and Mission Director, Capacity Building, MoHUA, Nirman Bhavan, New Delhi.
8. PPS to Secretary, MoHUA, Nirman Bhavan, New Delhi.
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
15. Shri K.D. Bhardwaj, NPC, Delhi.
16. Shri Vijay Kumar Nehra, AD, NPC, Delhi.
17. Shri Nishith Rai, 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 Professor, IIPA
37. Shri Anand Singh, IIPA
38. Ms. Mahreen Mattoo, Programme Manager, CSE, New Delhi.
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:

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

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:

**ADMINISTRATION**
- Administration; Establishment department;
- Law department; Lease department;
- Public relation; Record room;
- Computers department

**ENGINEERING AND PUBLIC HEALTH**
- Public works/ Water works/ Jal Boards; Street lighting; Public health & Sanitation;
- Horticulture & gardens department

**TOWN PLANNING**
- Town planning; Buildings and town survey;
- Encroachment & License

**FINANCE**
- Revenue; Accounts department; Finance department; Market/ Tax department

**URBAN SOCIAL ASPECTS**
- Housing; Slum Development; Department for Social Welfare

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

**Urban Sector Overview**
- Issues and challenges in the urban sector
- Role of the various Missions
- Need for convergence and integration during planning and implementation of various missions

**Reforms in Urban Development:**
- Reforms under AMRUT (credit rating, energy audit, MSBL, NRW, transformational reforms including trust & verify, land titling etc.)
- Reforms under PMAY(U)

**LUNCH**

**THEME 1: IMPROVING URBAN SERVICES**

**Water Supply and Sanitation under AMRUT**
- Including service level benchmarks, SLRs, performance based management, reuse of waste water
- Convergence with PMAY(U) housing projects

**Good practices in Water and waste water management and reuse**

#### DAY 2

**THEME 1: IMPROVING URBAN SERVICES (contd)**

**Improving Service Delivery**
- Use of Smart Solutions

**THEME 2: PHYSICAL IMPROVEMENT OF URBAN AREAS**

**Improving cleanliness in urban areas under SBM**
- Including Role of IEC

**LUNCH**

**Area Improvement under HRIDAY and SCM**
- Heritage, place-making and development of open spaces/public spaces
- Management and rejuvenation of intangible heritage

**Good practices in area improvement, heritage management, place-making, open spaces, riverfront projects etc.**

### Orientation Programme – Detailed Structure

**Target:**
Technical functionaries of all missions

#### DAY 3

**THEME 2: PHYSICAL IMPROVEMENT OF URBAN AREAS (contd)**

**Affordable urban housing under PMAY(U)**
- Including convergence of other missions in PMAY(U) housing projects

**LUNCH**

**THEME 3: ADDRESSING URBAN POVERTY THROUGH SOCIAL MOBILISATION AND LIVELIHOOD PROMOTION**

**Improving livelihood opportunities under NULM**
- Vision, guiding principles, strategy
- Components and linkage between various components

**LUNCH**

**Implementing components of the NULM**
- Social mobilization and institutional development
- Skill training and self-employment
- Support to street vendors
- Shelter for urban homeless

**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

<table>
<thead>
<tr>
<th>DAY 1</th>
<th>DAY 2</th>
<th>DAY 3</th>
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<tr>
<td><strong>Urban Sector Overview</strong></td>
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<tr>
<td>* Issues and challenges in the urban sector</td>
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<tr>
<td>* Vision of Govt: Broad introduction to the various missions and how they relate to the key urban issues</td>
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<tr>
<td><strong>Introduction to AMRUT and urban reforms</strong></td>
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<td><strong>LUNCH</strong></td>
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<td><strong>Improving sanitation under SBM</strong></td>
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<td><strong>Case Studies of Urban Projects</strong></td>
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<td><strong>LUNCH</strong></td>
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<td><strong>Improving urban areas through SCM and HRIDAY</strong></td>
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<tr>
<td><strong>Affordable Housing for the urban poor under PMAY(U)</strong></td>
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<td>* Including reforms under PMAY(U)</td>
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<tr>
<td><strong>Social mobilization, shelter for homeless under NULM</strong></td>
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<tr>
<td><strong>Need for Convergence in planning and implementation across all urban missions</strong></td>
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<tr>
<td><strong>LUNCH</strong></td>
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<tr>
<td><strong>Identifying key issues, challenges and suggesting way forward for your city</strong></td>
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<tr>
<td><strong>Presentation of group exercise and discussion on key takeaways for implementation</strong></td>
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### 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

MoHUA assisted by NIUA
- Process formulation, identifying knowledge needs, dovetailing national priorities and missions within training courses, coordinating content creation and e-Learning Modules, related R and D, etc.

Centres of Excellence
(to include Planning Schools, IIMs, IITs and Academic Institutions offering Post Graduate Degrees)
- Curriculum Development; Training of Trainers; and, specialized training programmes for senior management

Empanelled Training Entities
- Training of Municipal Functionaries, elected representatives and identified stakeholders within states; responsible for preparation of training material and delivery in local language wherever required.

7b. Proposed Structure

A. Elected Representatives
   - Sensitization Course (3 days)

B. Functionaries
   - Orientation Course (3 days)
   - Custom 1 + Custom 2 (3 days)

C. Senior Management
   - Specialised Training
     - Specialised Courses (IIM, IIT Planning Schools, etc.)
     - International Programmes (CLC, KRIHS, etc.)

Steps:
1. Content Development
2. Training Delivery
3. Customised Training
4. Content Development
### 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)

#### 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, CIC, etc)

**Peer-To-Peer Learning**
- Exposure Visits (National and International)
- Expert City Visits and Handholding Workshops (National and International)
Thank You