



PROCEEDINGS OF THE WORKSHOP ON CENTRES OF EXCELLENCE

VIGYAN BHAWAN
26.10.2009



**MINUTES OF THE WORKSHOP ON CENTRES OF EXCELLENCE HELD ON 26.10.2009
AT
VIGYAN BHAVAN**

A workshop on Centres of Excellence (COE) was held on 26.10.2009 under the Chairmanship of Shri S. Jaipal Reddy, Hon'ble Minister for Urban Development. The list of participants is given in the annexure.



2. At the outset (**Annexure I**), Shri A.K. Mehta, Joint Secretary covered the salient features of the 13 COEs which have been sanctioned by the Ministry of Urban Development and the detailed action plan indicating the deliverables and time-lines. He stated that the unique feature of the centres as approved by the Ministry of Urban Development is that the emphasis is on the field-to-lab approach rather than the lab-to-field approach. He stated that almost every centre has been advised to work with specific city/cities.

3. Dr M.Ramachandran, Secretary (UD) highlighted the issue of lack of capacity in various areas and also dwelt on the efforts made by this ministry to address the issue through the Regional Centres of Urban and Environmental Studies, Public Health Engineering programmes, the Capacity building for Decentralised Urban Governance project, the Rapid Training Programme and Peer Experience And Reflective Learning programmes under Jawaharlal Nehru National Urban Renewal Mission and the latest initiative i.e the Capacity Building for Urban Local Bodies

Scheme of which the Centres of Excellence are a component. He stated that the establishment of these centres is an acknowledgement of the need for high quality Indian context-specific research and creative interventions in the areas of governance, institution and capacity building, citizen-centric administration and resource and performance management. He expressed the hope that the centres will live up to the high expectations that the ministry has of them.



4. Shri Arun Maira, Member Planning Commission emphasised that there is a need to think of solutions both in respect of physical infrastructure as well as reforms and institutions, if we are to respond to the challenges thrown up due to the accelerated pace of development. He stated that the JNNURM has provided an opportunity to address issues related to sustainability and developing a vision that includes all the inhabitants of the city and equipping people to govern themselves. He expressed the wish that the Centres would be able to find solutions to the many issues faced by Urban India.



5. Shri S.Jaipal Reddy, Honble Urban Development Minister drew attention to the fact that with 30% of its population residing in urban areas, India is not as urbanised as several other countries. However, the pace of urbanisation is most likely to accelerate and thus we need to prepare ourselves for the huge challenge of the future. He stated that the hunger for financial resources in urban areas is gigantic as evident from the fact that out of the allocation of Rs 1 lakh crore for JNNURM to be spent over a seven year period, Rs 95000 crore has already been committed. He expressed satisfaction over the fact that 90% of the allocation has been spent on basic services such as water supply, sanitation, solid waste management and transport and further the disbursements have been made in an objective manner within the limits of state-wide ceilings. Another critical issue is the vacuum in terms of human capacity. In the Urban Transport area, he stated that the space occupied by car owners in the minds of policy makers as well as roads is very large and there is a need for us to learn from the

mistakes made by the developed nations. He referred to the high priority assigned by the MoUD to projects such as metros, BRT systems and assistance provided for purchase of 15500 low floor buses under the stimulus package with a view to correct this imbalance. He also referred to several other initiatives being taken by the Ministry such as the National Urban Sanitation Policy, formulation of service level benchmarks, North Eastern region urban development programme etc. He emphasised that the COEs should not be isolated and need to draw upon the multi-disciplinary expertise of the mother institutes and stated that the Ministry is optimistic of a high rate of return on the investment made in the centres. He expressed the hope that the centres would refrain from abstract theorising and focus on actual policy matters with reference to specific cities and emerge as resource centres, change agents and thought leaders. Referring to the fact that 50% of all people in urban areas are poor, he stated that there is a need for creative ideas from architects.





5. The first presentation by Indian Institute of Technology, Chennai (IIT, Chennai) covered preparation of detailed implementation plan in identified cities in case of decentralized wastewater management and identification of cities and projects for PPPs. The highlights of the presentation were as follows:

Decentralised wastewater management

- i. Phase I (Three months) - Based on discussions with officials and other factors such as number of high rise buildings and availability of underground sewerage connectivity, sites have been identified in both the selected cities (Trichy and Guntur) for decentralized waste water management. Wastewater collection and characterisation has been completed for both the cities. The sites have also been prioritised taking into account parameters such as population, estimated flow rate, availability of vacant land, level of difficulty that may be encountered in transportation of wastewater to sites, reuse potential etc. Public meetings were held in both the cities and finally 7 sites have been selected in Trichy and 3 in Guntur.
- ii. Phase II (One year) – Collection of baseline data, identification of appropriate treatment systems, preparation of a feasibility report on DWWM which will fit into the overall sanitation plan of the selected cities, convening meetings with

stakeholders to assess feasibility of the projects, preparation of detailed implementation plan for DWWM for the selected cities, provision of process design based on the detailed implementation plan, evaluation of the performance of the systems.

iii. Phase III (Three months) – Preparation of a manual covering design and operation of various decentralized waste water treatment system including life cycle analysis and guidelines for the selection of processes,

Capacity building through training programmes on wastewater related issues

iv. In the long term, the institute will function as a nodal point for checking designs/vetting of designs and providing consultancy services for the preparation for detailed implementation plan for other cities provide trouble shooting help etc.

Public Private Partnership

Regarding PPPs it was mentioned that two projects have been identified i.e an Integrated Solid Waste Management Project in Koyembedu, Chennai and a Sewage Treatment Plant in Coimbatore. The role will be confined to project structuring and project oversight and management. The possibility of providing similar assistance to other PPP projects is being explored. A report on the water and sanitation status of 50 municipalities in Chennai has been prepared and an analysis has been conducted for identifying PPP opportunities.



The following suggestions were made in response to the presentation by IIT Chennai.

- i. Project structuring in the case of PPP projects must address the issue of adequate incentive to the private operator
- ii. IIT Chennai should interact with the Tamil Nadu Urban Development Project
- iii. Possibility of earning carbon credits in SWM projects should be explored

The presentation is enclosed at **Annexure II**

6. The second presentation by the Centre for Science & Environment (CSE), New Delhi covered the progress in respect of research programmes intended to secure sustainability in urban water and wastewater management, capacity building programmes for inter-disciplinary and collaborative approaches to address issues of urban water management and measures being taken to enhance public awareness by providing easy access to information. The highlights of the presentation are as follows:

- i. The policy paper on septage management for cities will focus on the current status of septage management in non-sewered areas of Indian cities, improved technology for enhanced quality of effluents, improved sludge management and disposal towards reuse, regulations for septage management, etc. A case study will be conducted for this purpose in Shimla. The paper will be ready by January-March 2011.
- ii. A paper on rating of water fixtures will be prepared by April 2011.
- iii. Capacity building will focus on technical capacity in the areas of wastewater treatment and rainwater harvesting, mainstreaming demand management strategies, building demonstration projects, study tours for officials, senior policy makers and elected representatives.
- iv. The knowledge warehouse will attempt to provide information on policies, technologies, practices, advisory services, database of people involved in rainwater harvesting, national and international legislations and financial incentives, international rainwater harvesting case studies.



The following suggestions were made:

- i. An attempt can be made to achieve synergy between the efforts made by CSE in Shimla with ongoing initiatives by GTZ in the city.
- ii. The issue of development of protocols for use of septage for horticulture, agriculture, groundwater discharge etc needs to be addressed.
- iii. The issue of implementation of bye-laws promoting rainwater harvesting and maintenance of rainwater harvesting structures need to be addressed.
- iv. CSE and IIT Chennai may coordinate to ensure that there is no duplication of work between the two.
- v. While working on the paper on water use labelling, there is a need to look at the network also in addition to the end user alone.

The presentation is enclosed at **Annexure III**

7. The third presentation by Integrated Research and Action for Development (IRADE) focussed on climate change and adaptation in urban areas. Rapid assessment of climate change impact on cities will be carried out in respect water, solid waste management, health and emergency services and sewerage and sanitation. In the water sector, the strategy will involve augmentation, reduction of demand and water management. There will be a need to limit storm water impact and reuse storm water. In respect of public health and emergency services, there will be a need for

adapting to extreme weather events, vector borne diseases, water borne diseases etc. Adaptation plans will be developed for Surat and Haridwar cities.



The following suggestions were made:

- i. The issue of how municipalities will provide low carbon energy may be addressed.
- ii. The peculiarities in respect of hilly regions may be examined
- iii. The extent to which projects sanctioned under JNNURM will address these issues may be examined.

The presentation is enclosed at **Annexure IV**

8. The fourth presentation by Administrative Staff College of India (ASCI) focussed on service delivery, reform and PPP: The specific deliverables identified are as follows:

- i. Enhancing water supply service delivery through TA support in Coimbatore, Nagpur, Dhanbad and Ramagundam, training programme in continuous water supply for ULBs, documentation of pilot initiative in 24*7 supply, facilitating access to urban poor through reform implementation support in A.P, Chattisgarh and Jharkhand, technical support on developing a regulatory framework in Madhya Pradesh and Chattisgarh and development of training material on cost recovery

- ii. Initiating activities consistent with the NUSP through provision of technical assistance to four states including Kerala and Andhra Pradesh for preparation of state sanitation strategies, assistance to 15 cities including 5 in Kerala and 5 in A.P for preparation of city sanitation plans, capacity support and knowledge management
- iii. Handholding support to cities for implementing integrated solid waste management and to states for implementation of regional approaches, introduction of a professional certification programme in solid waste management, guidance notes on regional approaches in SWM for practitioners and good practices documentation
- iv. Handholding of 20 cities including Raipur, Bhopal, Ujjain, Indore and Navi Mumbai in implementation of benchmarking and establishment of a SLB cell at ASCI for documentation of national and international experiences for ISIP and PIP
- v. Supporting PPP through technical assistance to 3-5 cities for structuring PPP and capacity building including a certification programme, guidance notes and manuals, inventory of key project developers, legal advisors, documentation of successful and failed initiatives
- vi. Support to state and city governments in implementation of reform



The following comments were made:

- i. A policy framework for successful PPP in water and sanitation sector and a model management contract can be developed

- ii. Guidance note developed by the Ministry on 24*7 water supply should be consulted.
- iii. In respect of initiatives in the area of solid waste management, NBCC can share experiences with ASCI

The presentation is enclosed at **Annexure V**

9. The fifth presentation by Indian Institute of Management, Bangalore identified the following key areas:

- i. Urban Land Management - Development of land acquisition alternatives and land information system by conducting a land market assessment study, production of working reports, workshops with stakeholders
- ii. Developing a reliable Property Title Registration system through examination of current laws and its implementation, study of the Torrens system and inheritance laws in India, development of a suitable system, piloting the model in Bangalore and Tumkur, conducting workshops to ascertain workability of the model, finalisation of the report and recommendations.
- iii. Development of a modelling framework to identify key governance issues that will help cities to become environmentally sustainable using the Stella modelling platform and piloting the modelling framework in Bangalore and Tumkur.
- iv. Improving the information efficiency in urban public service delivery
- v. Developing a multipurpose Urban Administration platform
- vi. Preparation of an approach paper on model property tax regime and the resource mobilisation capacity of municipal corporations and assessing their borrowing and servicing capability.



The presentation is enclosed at **Annexure VI**

10. The sixth presentation by IIT, Guwahati on development of an integrated land use Planning and Water Resource Management model focussed on the following:

- i. Phase I - Integrated planning and ecological management practices for hazard mitigation, development of a methodology for determining the carrying capacity of hilly urban areas, development of a methodology for generation of digital maps and digital elevation models for Guwahati city.
- ii. Phase II – Implementation of the work plan developed during Phase I, capacity building programmes for ULB personnel, development of a knowledge centre.

Based on the experiences in Guwahati city, a decision can be taken to extend the initiative to other cities in the NE region.



The presentation is enclosed at **Annexure VII**

11. The seventh presentation by TERI focussed on specific issues pertaining to urban governance i.e review of consumer grievance redressal facility for municipal services in cities and development of a model framework for effective consumer grievance redressal, review of area sabhas and recommending a model framework for

effective public participation at the sub-ward level and review of current pricing practices for urban water supply in cities and recommending methodology/principles for pricing of urban water. It also made a presentation on development of a course on green buildings. The specific deliverables would be as follows:

- (i) Development of material for a one year course on green buildings to be offered by schools of architecture.
- (ii) Review of consumer grievance redressal facility municipal services in cities and development of a model framework for effective consumer grievance redressal.
- (iii) Review functioning of area sabhas and recommend a model framework for effective public participation at the sub-ward level.
- (iv) Review of current pricing practices for urban water supply in cities and recommend methodology /principles for pricing of urban water.

In respect of the urban governance area, TERI will work in Ahmedabad and Hyderabad.



The presentation is enclosed at **Annexure VIII**

12. The eighth presentation by the Lal Bahadur Shastri National Academy of Administration, Mussorie focussed on the National Centre for Urban Management (NCUM) which aims to act as a catalyst institution to promote professionalism in urban management and development administration, organize specialized training courses in different aspects of urban management system and promoting networking

amongst training institutions within and beyond the country for sharing information. The specific deliverable would be preparation and delivery of course material on urban issues for the foundation course for officer trainees as well as Phases I to V.



The presentation is enclosed at **Annexure IX**

13. The ninth presentation by the Centre for Science and Development, Tiruvananthapuram focussed on decentralized waste management with focus on effluent recycle and reuse and solid waste management. The specific deliverables would be the following:-

- (i) Development of a framework for wastewater recycle and reuse in the country.
- (ii) Capacity building programmes for ULB functionaries and wastewater management and solid waste management.
- (iii) Development of a knowledge centre in the area of waste water and solid waste management.
- iv) Water appliance labelling

CSD will work in the cities of Thiruvananthapuram and Payannur in Kerala and Bhubaneswar in Orissa.



The presentation is enclosed at **Annexure X**

14. During the concluding session, JS (UD) stated that the MoUD would conduct an annual brainstorming exercise that would facilitate peer learning and dialogue amongst the centres and would also enable synergy of efforts. He stated that the Ministry has taken a conscious decision to encourage parallel efforts in similar areas with a view to ensuring academic rigour and also keeping in view the diversity of our country and the tremendous capacity gaps. He stated that the MoUD intends to highlight the achievements of all the centres through its website. Finally, he thanked all the institutions for the presentations and expressed the wish that that this endeavour of the Ministry may facilitate the long term objective of addressing various pressing issues in the urban sector.

