

**(Revised) MINUTES OF WORKSHOP ON REVIEW OF CENTRES OF
EXCELLENCE (CoEs) HELD ON 26/7/2010 AT VIGYAN BHAWAN, NEW
DELHI**

A workshop to review the functioning of Centres of Excellence of the Ministry of Urban Development was held under the chairmanship of Secretary, Urban Development on 26/7/2010 at Vigyan Bhawan, New Delhi. The list of participants is annexed.

2. At the outset, Shri A.K. Mehta, Joint Secretary welcomed the participants and gave a brief overview of the mandates of each Centre of Excellences under Urban Development. He told that ultimate vision of establishment of COEs is to create a network of institutions. He explained how these COEs are working in the cities, showcasing their work. The goal thus is practicing and then preaching. He emphasized that continuation of COEs depend on the good work and achieving output of deliverables.

3. Shri S.K. Lohia, OSD (MRTS) explained about the work of Centres of Excellence under Urban Transport. He informed that unlike COEs of Urban Development, timeline given to the COEs under UT is 4 years and will get financial assistance for four years. He also informed that MoU with each COE was signed recently.

4. Secretary (Urban Development) pointed out the lack of capacity and investment in capacity building up to the desired level. He said that empowering the third tier of government by bringing about institutional changes was the main agenda of the 74th Amendment. However, capacity gaps particularly in the third tier of government were a serious impediment to the above agenda. In this background, Ministry had launched Capacity Building for Urban Local Bodies (CBULB) Scheme in November, 2008 and establishment of Centres of Excellence are part of the wider initiative. Secretary emphasized the importance of Centres of Excellence for the benefit of Urban Local Bodies and urged the COEs to work in tandem with cities particularly not covered under JNNURM for improvement of the level of urban service deliveries in the areas of water supply, sewerage, urban transport etc. Secretary (UD) also desired a detailed meeting after the Commonwealth games and Parliament Session.

5. Prof. H.M. Shivanand Swamy (CEPT) started the session with a brief overview of CEPT's work as COE. He informed that CEPT is providing courses on Urban Transport for students and working professionals. He also mentioned about the eleven workshops conducted in the field of Urban Transport. He stated that the Bus Rapid Transit (BRT) System was new to the country and introduction of it had been a learning curve all the way. He mentioned that the major area of research was planning for desirable outcomes, where the outcome is fixed and then work is done backwards to achieve the outcome.

6. Prof. Dinesh Mohan, IIT Delhi who had originally proposed the setting up of CoEs observed that in India, text book theories which were relevant in the near past were still being followed where as recent developments world wide had made some of the theories redundant. He gave the example of one way streets as to how they were termed as the solution to the traffic problem of the future however recent discoveries had proven that the concept of one way streets creates more problems than it solves. He also observed that the European model of transport could not be incorporated in Indian cities for in India, there is a noticeable trend of decentralized business clusters which have developed on the outskirts of the cities. He suggested that for such type of cities it may be better to plan for medium capacity high density public transport systems instead of high capacity low density ones. He also raised the point that as in the case of free market economies, competition improves the standard of service; similarly there should be more Centres of Excellences in the same field to have competition for improving the research quality. He also drew attention to a recent study conducted by the Centre which concluded that in the city of London, carbon dioxide levels could be brought down significantly if the technology used in vehicles is improved (New tech), however in the city of Delhi it was high level of non-motorized transport use that kept CO2 emission low in the future.

7. Shri S. K. Rohilla, Centre for Science and Environment (CSE) mentioned the Millennium Development Goals. He mentioned a three point strategy being adopted by the CoE viz. a) Knowledge Management Centre, b) Training and c) Rainwater harvesting. He also mentioned Policy Workshops conducted for Commissioners and senior officers of ULBs of various States

and rain water harvesting plan for the city of Chandigarh and Septage management plan for the city of Shimla. He informed that Anil Agarwal building housing CSE is a model depicting these plans.

8. Dr. Ashwin Mahalingam, IIT Madras gave a short overview about the work being done at the CoE under UD. He mentioned the work being done at Guntur and Trichy under Decentralised Waste Water Management and helping Coimbatore city in implementation of PPP project in water and sanitation.

9. Dr. R. Sivanandan, IIT Madras told that in the current graduate programmes in Transportation Engineering at IIT Madras, much focus is on areas related to urban transport. A new course on intelligent Transportation Systems has been introduced, He informed that the CoE is focusing on applied research in four areas, i.e. Intelligent Transport Systems in urban areas, advanced urban transportation planning, urban infrastructure management and congestion management. CoE is also regularly interacting with Chennai Police, Chennai Metropolitan Development Authority and Tamil Nadu Road Development Company. He also informed that the CoE is working on associating with seven existing universities/institutions in Tamil Nadu, Karnataka, Kerala and Andhra Pradesh in the above mentioned focus areas.

10. Dr. Babu Ambat, Centre for Environment and Development (CED) stated that CED was primarily a research institution. The COE at CED is focusing in four areas, one is solid waste management, waste water management, capacity building and development of Knowledge Portal. They are working in Trivandrum, Pynoor and Kochi, helping Trivandrum and Kochi Municipal Corporations in the area of solid waste management.

11. Prof. Srinivas Chary, ASCI informed the focus area of their COE i.e. capacity building, helping States in developing State Sanitation Strategy and helping ULBs in developing City Sanitation Plans. Under the service level benchmarking, Nagpur is chosen for 24X7 water supply under JNNURM initiative under which a pilot project was launched to provide 15000 connections. He also narrated the resistance of the people in implementation of the plan due to enhanced tariff. He also mentioned the work done to

prepare a State Sanitation Plan in Tripura and said that the State had shown eagerness to provide substantial funding for sanitation.

12. Smt. Jyoti Parikh, IRADe told that the deliverables under the COE like generic model, rapid assessment of vulnerability, case study of Surat and Haridwar are over. She wanted that more cities could be covered with extension of time for COE from the present two years to 4 years to organize their work.

13. Smt. Mili Majumdar, TERI spoke about their work relating to model framework for consumer grievance redressal system, review of current user charges, community participation in decision making in the form of Area Sabhas and development of course curriculum on Green Buildings. She also stated that the CoE was working with Bangalore, Hyderabad, Mysore and Raipur.

14. Prof. G. Ramesh, IIM Bangalore, mentioned about their field of work in Urban Management and Urban Finance. He told about the capacity building through training to municipal officials and policy makers. He informed about the Knowledge Management Centre in these areas for dissemination of information among the ULBs and State functionaries.

15. After the Tea break, the CoEs under UD and UT went into separate Halls and made detailed presentations of the respective CoEs.

16. The detailed presentation under UD started with an announcement by Joint Secretary (Urban Development) about the National Urban Water Award. He gave a detailed account of the award scheme and requested COEs to encourage the cities with whom they are working.

17. Dr. Srinivas Chary, ASCI mentioned the National Urban Water Award. He gave a brief history of the institute and mentioned six areas of engagement viz. Policy, Handholding Support, Training, Action Research, Knowledge Management and Bench Marking. He mentioned the progress made in the developing States sanitation strategy for Andhra Pradesh, Chhattisgarh and Kerala as well as development of City Sanitation Plans in various states eg. Kerala, Andhra Pradesh, Chhattisgarh etc. The CoE was also preparing manuals and guidelines on CSPs. He informed that Tripura

has decided to prepare CSPs for all towns. In Andhra Pradesh, CSPs form the basis for deployment of funds from the World Bank. Andhra Pradesh has also made a pre-condition for accessing funds under the Thirteenth Finance Commission. He also mentioned the training programme that was held on 'Achieving Universal Sanitation in Urban India'. He stated that there was a need for Capacity Building at the ULB level for effective sanitation planning.

He also elaborated the challenges faced in implementing a pilot project in the city of Nagpur for a 24 hour water supply. He noted that the leakage at household level which was overlooked during design of the 24x7 system led to huge water bills and a complete reversal of public opinion on the issue of 24 hour water supply. He also stressed that the tariffs in India were kept low in the name of the poor however the poor were not formally connected to the system. He also proposed certification along the lines of ISO for sanitation wares. He also mentioned a training programme held for Benchmarking of Urban Services.

The presentation is at annexure I

18. Dr. P. V. Karunakaran, Centre for Environment and Development started by giving a brief background of the institute and explained the key deliverables of the CoE. He also mentioned the case studies being conducted in the cities of Thiruvananthapuram and Payyannur. He stated that only the Status Report on Solid Waste (SW) and Waste Water Management (WWM) was left to be prepared. Some of the underlying principles that he mentioned under Solid Waste Management at Thiruvananthapuram were segregation at source, reducing the quantity of waste reaching the centralized processing unit and the setting up a separate collection system for recyclables. He mentioned that solid waste management was not conducted properly. He also mentioned that a Kerala Environment Congress was held where it was decided that the CED would take the lead in bringing attention of states and local governments in implementing WWM Systems. He also mentioned the setting up of a knowledge portal which contained documentation on case studies conducted etc. Also the portal would contain an e-discussion forum. One of the participants opined that the feedback should be taken from people trained to see if they actually went to the field to apply the training that he had received. He said that in many cases, people who got the training were not the ones who later went to apply the techniques learnt in the training. He

further stated that CED was providing implementation support to Thiruvananthapuram including capacity building and Training and technical support to other agencies.

The presentation is at annexure II.

19. Dr. S.K. Rohilla, Centre for Science and Environment, said that the CSE Water Programme was divided into three parts viz, Knowledge Creation and Capacity Building, Building Knowledge Networks and Awareness Creation. He said that their primary objective was to secure sustainability in urban water management. He said that the CoE was engaged in the following research activities, Septage Management, Rainwater Harvesting and Water Efficiency. He said that under Septage Management the Centre was preparing a policy paper focusing on current status of Septage management in Indian Cities, the role of Septic Tanks in sewerage management in unconnected areas, creating improved technology for efficient handling of Septage at Municipal Level and to conduct a comparative study of global and Indian Policy intervention or regulations required. He also mentioned two pilot projects in the city of Shimla for Septage Management. He also gave a status report on the rainwater harvesting project for the city of Chandigarh. He said that the project will be India's first and only initiative that uses the storm water drain network for city level Rain Water Harvesting. He also said that Chandigarh would be a trendsetter for other cities. As part of CoEs work, a report titled "Capturing rainwater: A way to augment Chandigarh's water resources" has been published.

He further stated that the CoE was also working on policy paper on Household water utilization efficiency which aims at identifying water fixtures that may be included for the purpose, unit of efficiency, protocols and inspection systems. The CoE was advised to work with other organizations like the CII and ASCI for the purpose.

Creation of a new and improved septic tank system which would reduce the production of sludge was also mentioned as an important part of the work. It was pointed out by the participants that there was no plan on how to handle the sludge once the tank was cleaned after say a couple of years. Also the fact that such a technology costs at least twice the amount of a conventional septic tank was brought out by the participants. Shri Rohilla pointed out that

the CoEs could be prominently placed on the Ministry's website. **The presentation is at annexure III.**

20. Prof. G. Ramesh, IIM Bangalore said that the IIM Bangalore already had a Centre for Public Policy and that the CoE was a natural extension of its work. He said that six core faculty and 10 research Staff were working on CoEs. **He informed that the CoE had developed a city level management system for through a common administrative platform for Bangalore which could be used for any other city.** The Centre was also working on modeling framework on bio-physical foundation of Indian Cities. Under urban legislative framework he said that various capacity building initiatives were being undertaken through various training modules related to the 74th CAA, Participatory Governance and Regulatory Institutions. He said that the literature on existing regulatory institutions in India and abroad dealing with both urban services and other utilities were being reviewed. He informed that the CoE was involved in developing a reliable property title registration system in Karnataka. He also stated that under City Financial Management and Municipal financial management a framework for design of property tax was being evolved. He said that one training programme on Project Management in Urban Infrastructure for Senior Officers of Urban Local Bodies has been completed and that another training programme on Project Finance Management for Finance Officers of ULBs in India will be conducted shortly. He also stated that a knowledge management centre would be set up which would act as a knowledge partner in areas of Governance, Finance, Infrastructure etc. According to him the biggest challenges faced by the CoE were non availability of data, non availability of research staff with required background, delayed responses of Public Agencies and delay in finalization of topics. **The presentation is at annexure IV.**

21. IIT Madras made a presentation on decentralized waste water management (DWWM) systems. They suggested that the DWWM systems are the most cost effective system in peri urban, rural areas and hilly terrain. The cost effectiveness of the system depends upon factors like population, density and distance from existing centralized systems in the city. It was informed that two sites were selected for the DWWM system. One was Trichy and the other was Guntur. A broad description of the activities undertaken at Guntur and Trichy were then given in the presentation. The methodology of

selection of sites and technology was also detailed. Some of the challenges faced by the CoE were unwillingness of the agencies to charge for the services being provided, lack of understanding of the functions of PPPs, poor quality of data on existing water and sanitation services, lack of political will, legal and institutional barriers and JnNURM.

IIT, Madras also made a presentation on the work done with relation to PPP ie. provision of technical support for an integrated solid waste management plant in Chennai and a sewage treatment plant in Coimbatore. He stated that there was a need for significantly strengthening the capacity of urban local bodies to undertake PPP projects.

The presentation is at annexure V.

22. Dr. Rajib Bhattacharya, IIT Guwahati said that the CoE's objectives were to develop a necessary digital topographic database required for urban planning in hilly areas, to develop a GIS based rainfall-runoff and sediment yield model applicable in hilly urban areas, to establish an experimental watershed for evaluating impact of urbanization in hilly area and development of optimal ecological management practices for controlling sediment.

Presentation is at annexure VI.

23. Dr. Jyoti Parikh, IRADe said that the CoE gauged impacts felt on local cities, town and other local settlements by climate change. She said that cities with large concentration of population, property and crucial economic assets and infrastructure are highly vulnerable. She said that one of the main objectives of the CoE was to link climate issues with existing programmes such as JnNURM, UIDSSMT and SLBs. She said that the CoE had to develop a macro perspective of 14 cities for Rapid Vulnerability Assessment and had to prepare two case studies in the cities of Surat and Haridwar. She said that there was a need to develop a common Rapid Vulnerability Assessment tool for direct application by ULBs.

The presentation is at annexure VII.

24. TERI made presentations on Urban Governance and Green Buildings. Under Green Buildings, the CoE proposed implementation of full course and modules on the Green buildings. They also proposed pilot implementation through lead organizations such as CEPT, SPA and IIT etc. Under Urban

Governance, TERI made an assessment of the Grievance Redressal System. They also made recommendations on Guidelines for Pricing Urban Water. They proposed pre-requisites for an effective implementation of E-portals.

Presentations are at annexure VIII.

25. At the end of the presentations, an interactive plenary session was held and each of the COEs was allowed to express their views freely and exchange the ideas with each other. There was exchange of views and some of the participants have given valuable suggestions to improve upon the COE initiative.

26. During the concluding session JS (UD) thanked all the institutions for the presentations and expressed the wish that this endeavour of the Ministry will facilitate the long term objective of addressing various pressing issues at the level of the third tier of government. It was also decided to load the presentation onto the Ministry's website. The need for peer review was emphasized by all concerned and it was agreed that all CoEs shall circulate the draft of their proposed publications, methodology, framework etc to all other CoEs for comments so that the final work could incorporate all the suggestions received. This would ensure quality as well as rigour in work undertaken

ANNEXURE

List of participants

1. Shri Navin Kumar, Secretary (UD), MoUD (in chair)
2. Shri A.K. Mehta, JS (UD & Admin), MoUD
3. Shri S. K. Lohia, OSD (MRTS), MoUD
4. Smt. E. P. Nivedita, Director (WS/LSG), MoUD
5. Shri A. K. Saroha, Director (UT), MoUD
6. Shri J. B. Kshirsagar, Chief Planner, TCPO
7. Dr. P. V. Karunakaran, Director (Research), CED
8. Dr. Babu Ambat, Executive Director, CED
9. Shri M. Sankarnarayanan, Deputy Advisor, CPHEEO
10. Prof. Srinivas Chary Vedala, Director, ASCI
11. Prof. Dinesh Mohan, IIT Delhi
12. Prof. G Ramesh, IIM Bangalore
13. Dr. Suresh Kr. Rohilla, Sr. Coordinator-Water Programme, CSE
14. Mr. Mirajuddin Ahmed, Sr. Research Associate-Water Programme, CSE
15. Ms. Sushmita Sengupta, Research Associate-Water Programme, CSE
16. Dr. Rajib Bhattacharya, Assistant Prof., Civil Engineering Department, IIT Guwahati
17. Dr. Jyoti Parikh, Executive Director, IRADe
18. Dr. CSRK Prasad, NIT Warangal
19. Prof. H.M. Shivanand Swamy, CEPT
20. Dr. Ligy Philip, Professor, IIT Madras
21. Dr. Aswin Mahalingam, IIT Madras
22. Ms. Mili Majumdar, Director, Sustainable Habitat Division, TERI
23. Ms. Hina Zia (Ph.D), Fellow, Centre for Research on Sustainable Building Science, TERI
24. Shri Geetam Tiwari, IIT Delhi
25. Shri D. Mukherjee, IIT Delhi
26. Dr. R. Shivanandan, IIT Madras
27. Dr. V. Raghvan, IIT Madras
28. Prof. Salani Sinha, CEPT

29. Prof. Manjari Akalkotkar, CEPT
30. Ms. Divya Sharma, TERI
31. Ms. Nidhi Maurya, TERI
32. Ms. Deepika Garg, TERI
33. Ms. P. R. Krithika, TERI
34. Ms. Veena Aggarwal, TERI
35. Ms. Garima Jain, TERI
36. Ms. Pooja Shukla, TERI