



Training Course Report

Capacity Building for Urban Development (CBUD) under AMRUT

Orientation Capsule

22 - 24 June, 2016 | Gandhinagar, Gujarat

Organized jointly by:



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SUMMARY

This document is a report on the orientation capsule of the Capacity Building for Urban Development (CBUD) program under AMRUT. The capsule was organized by WRI India with support from the Ministry of Urban Development, and the Gujarat Urban Development Mission (GUDM), Government of Gujarat. The capsule was conducted at Info City Club in Gandhinagar, Gujarat, from the 22nd to the 24th of June, 2016.

The orientation capsule was aimed at familiarizing participants, all officials from various urban local bodies from the cities of Gujarat, to current urban development agendas and policies at the national and state levels, and to introduce them to the range of subjects within the realm of urban development, on which more focused training could be delivered in subsequent training capsules. The training methodology consisted of a number of interactive sessions underpinned by expert led lectures, facilitated discussions, and curated group activities.

The capsule was led by a faculty of three senior and two supporting members from WRI India, collectively representing over fifty years of experience in various aspects of urban governance, development, design, planning, and transport. They led a cohort of 33 participants representing 24 cities from the state through public offices like Municipal Corporations, Urban Development Departments, and Town and Country Planning Departments.

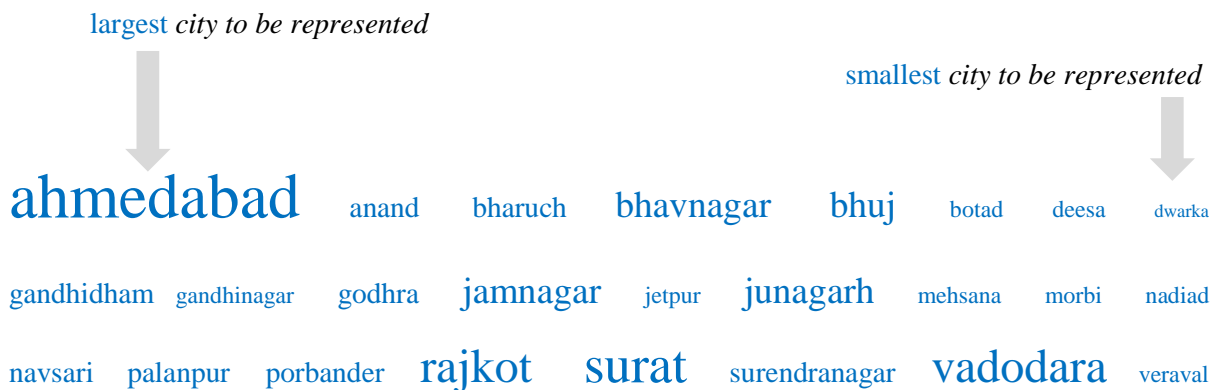
The capsule also consisted of mechanisms for assessing training needs and feedback through both quantitative and qualitative questionnaires. The feedback assessment highlighted a largely positive reception to the capsule, with especially favourable ratings for the course's content and its faculty, and useful suggestions such as the incorporation of applied practica in future training capsules. The training needs assessment helped highlight focus areas for forthcoming training capsules which are intended to be subject specific.

From an organizational standpoint, WRI India was responsible for the design and articulation of the capsule, including its content, structure, faculty, and delivery. The GUDM provided extensive logistical support for the capsule, and also recommended the participants for the training, sourcing them from across the state.

PARTICIPANTS' PROFILE

The orientation capsule was attended by 33 participants, all of whom were recommended by the GUDM. Details of these participants can be found in the databases accompanying this report, while a generic overview follows:

- The participant cohort represented a total of 24 cities from across the state, the largest being Ahmedabad (population of 5,577,940 as per the 2011 census) and the smallest being Dwarka (population of 38,873 as per the 2011 census). 22 of the 24 cities were among the state's 30 most populous, while 23 had a population of at least 100,000. Representation from cities was fairly equal, with only Ahmedabad and Gandhinagar being fronted by 3 participants each, and the rest by fewer.



- The training was attended by a large number of officials from engineering departments of various ULBs, and also by a significant number of administrative officers. Remaining attendees were mostly technical staff as well as technical consultants. Most participants held medium to high level offices.

- two thirds were from engineering departments
- one fourth held administrative profiles
- ~80% were level iii / ii officers

- Most participants were from engineering departments, followed by urban development and planning departments. There were also a handful of participants from municipal corporations and administrative departments.



half from engineering departments



one third from urban development and planning bodies

- Most participants were male, and held academic qualifications in engineering.



half were below the age of 40 with 75% of them below the age of 30



half were above the age of 40 with 75% of them between 40-50 years of age



only two female participants out of thirty three



80% were engineers, most of them civil engineers

TRAINING AGENDA

The orientation capsule was spread over three full days, each divided into a number of sessions, each 30 to 60 minutes in length. Sessions were subject specific, and were led by faculty in an interactive, discussion based manner. Many sessions were followed by group exercises focusing on advancing planning skills of the participants. The capsule’s content had two broad foci – familiarizing the participants with urban development agendas and their underlying mechanisms, and introducing them to best practices and sectoral innovations in a range of urban planning, development, mobility, and governance subjects. The latter, delivered through a number of subject-specific modules, was intended to help participants choose and suggest subjects that they would like to study in greater detail in forthcoming modules.

The formal agenda of the capsule was as follows.

Day 1 – 28th June, 2016

From	To	Session / Activity / Event <i>(Summaries can be found in Chapter 4)</i>	Faculty / Moderators <i>(Profiles can be found in Annexure 1)</i>
09.45 am	10.00 am	Registration	-
10.00 am	11.00 am	Innaugural Session	WRI India Team and State
11.00 am	11.15 am	Tea Break	-
11.15 am	12.15 pm	Urban Management – Key issues and challenges to creating Smart Cities	Amit Bhatt
12.15 pm	01.00 pm	Introduction to AMRUT and other Urban Missions, and Capacity Building under these Missions	Azra Khan Chhavi Dhingra
01.00 pm	02.00 pm	Lunch	-
02.00 pm	03.00 pm	Group Activity on Identifying Challenges and Training Needs of Cities in Madhya Pradesh	Chhavi Dhingra Sabarmati Roy
03.00 pm	04.00 pm	Introduction to SLIPs and SAAPs under AMRUT	Vijay Anadkat
04.00 pm	04.15 pm	Tea Break	-
04.15 pm	05.00 pm	Group Exercise on Preparing SLIPs for Cities in Madhya Pradesh	Vijay Anadkat

Day 2 – 29th June, 2016

From	To	Session / Activity / Event <i>(Summaries can be found in Chapter 4)</i>	Faculty / Moderators <i>(Profiles can be found in Annexure 1)</i>
09.45 am	10.00 am	Recap of Day 1	Chhavi Dhingra
10.00 am	11.00 am	Group Presentations on SLIPs	Vijay Anadkat
11.00 am	11.15 am	Tea Break	-
11.15 am	01.00 pm	AMRUT Project Development and Management Cell, Independent Review and Monitoring Agency, and Progress reporting	Vijay Anadkat
01.00 pm	02.00 pm	Lunch	-
02.00 pm	04.00 pm	Group Exercise on Self-Assessment of AMRUT Reforms for Year 1 & Year 2	Vijay Anadkat
04.00 pm	04.15 pm	Tea Break	-
04.15 pm	05.15 pm	Discussion on Group Exercises	WRI India Team

Day 3 – 30th June, 2016

From	To	Session / Activity / Event <i>(Summaries can be found in Chapter 4)</i>	Faculty / Moderators <i>(Profiles can be found in Annexure 1)</i>
09.45 am	10.00 am	Recap of Day 2	Chhavi Dhingra
10.00 am	11.00 am	Administering of Training Needs Assessment Questionnaire	Azra Khan Sabarmati Roy
11.00 am	11.15 am	Tea Break	-
11.15 am	12.00 pm	Overview of Sectoral Innovations and Good Practices Safe Road Design, Streets for All, and Parking Regulations	Chhavi Dhingra
12.00 pm	01.00 pm	Overview of Sectoral Innovations and Good Practices in City Bus and BRT Planning	Azra Khan
01.00 pm	02.00 pm	Lunch	-
02.00 pm	03.00 pm	Overview of Sectoral Innovations and Good Practices in Transit Oriented Development, Access to Land, and GIS Applications	Vijay Anadkat
03.00 pm	04.00 pm	Open Discussion and Q&A Session	WRI India Team
04.00 pm	04.15 pm	Tea Break	-
04.15 pm	05.00 pm	Way forward and Direction for the Remaining 2 Capsules	Chhavi Dhingra
05.00 pm	05.30 pm	Valedictory Session	WRI India Team

COURSE SUMMARY

Summary of Day 1 – 28th June, 2016



Figure 1 - The inaugural session

The orientation capsule began with a special inaugural session by Dr. Murali Krishna, Mission Director, AMRUT and Smart Cities and Additional Chief Executive Officer, GUDM, Government of Gujarat. His address was followed by sessions that introduced participants to various nuances of urban development agendas being furthered by the central and state governments. The various sessions of the day were:

- A session on urban management, including an introduction to Smart Cities, and a reflexive discussion on the key issues and challenges facing the mission. This session was led by Mr. Amit Bhatt, and helped participants in contextualizing the Smart Cities mission.
- A session introducing various urban missions, viz. AMRUT, HRIDAY, and Swachh Bharat, led by Ms. Azra Khan. Like the previous session, this one also helped the participants in rooting various urban agendas within their understanding of their respective cities.

- A session discussing the capacity building methodology under AMRUT, led by Ms. Dhingra. The session helped participants understand and appreciate the rationale and mechanisms that support capacity building for urban development.
- A session introducing participants to Service Level Implementation Plans (SLIPs) and State Annual Action Plans (SAAPs), two important tools supporting the delivery of AMRUT projects and reforms. This session was led by Mr. Vijay Anadkat.



Figure 2 - A session in progress

The day also included two group activities, both focused on allowing participants to self-identify problems facing their cities and understand approaches to help solve them:

- The first activity focused on helping participants assess town planning challenges, institutional networks, and needs, from the perspective of municipalities in Gujarat. This activity was led by Ms. Dhingra.
- The second activity focused on helping participants understand SLIPs by preparing mock versions of the same. This activity was led by Mr. Anadkat.

Summary of Day 2 – 29th June, 2016

The day focused on concluding the previous day's discussions on various urban development agendas. This was achieved through the following sessions and activities:

- Participant-led presentations of the mock SLIPs prepared on day 1, along with an open discussion on the same. This session was moderated by Mr. Anadkat.
- An intensive session on AMRUT, including discussions on its project development mechanisms, project management cell, independent review process, agency-led monitoring and evaluation, and effective progress reporting tools. This session was led by Mr. Anadkat, and allowed participants a better understanding of the mission and its structural framework.

- A group activity that required participants to self-assess AMRUT instituted reforms for the mission's first two years. This activity was moderated by Mr. Anadkat, and helped participants develop a critical perspective towards evaluating urban development projects and reforms.

The day concluded with extensive open discussions on the various urban missions and the learnings of the same imparted in the first two days of the training.



Figure 3 - Participants engaging in group activities

Summary of Day 3 – 30th June, 2016

Day 3, like the second half of day 2, largely focused on introducing several more training modules to the participants. This day's sessions included:

- A session introducing participants to best practices and approaches to road design. The session, led by Ms. Dhingra, focused on topics such as the design of safe roads, in the context of rising road accidents; the streets for all movement, as a measure to reclaim roads and streets for pedestrians while upholding their health, wellbeing, and safety; and various paradigms of parking management, its regulatory frameworks, and tools with which to effectively design and implement effective parking strategies.
- A session introducing participants to public transport offerings like City Bus and BRT, led by Ms. Khan. This session was aimed at introducing participants to approaches towards public transport that better reflect the growing dynamism of Indian cities and its changing needs. Participants were introduced to strategies towards improving operational efficiency through route rationalization of city bus systems; strategies towards better fuel efficiency such as driver training, vehicle maintenance, and

incentivisation; implementation and use of intelligent transport systems; importance of branding, communications, and marketings in driving growth of public transport operations; understanding of ticket pricing models and approaches to fare restructuring; and a critical understanding of BRT systems, including their merits and relevance for Indian cities.

- A session introducing participants to innovations and best practices in the realms of Transit Oriented Development, access to land for development purposes, and the use of GIS applications in effective urban development. This session was led by Mr. Anadkat, and helped participants better understand development paradigms that support better urban mobility along with effective tools that could help achieve the same.



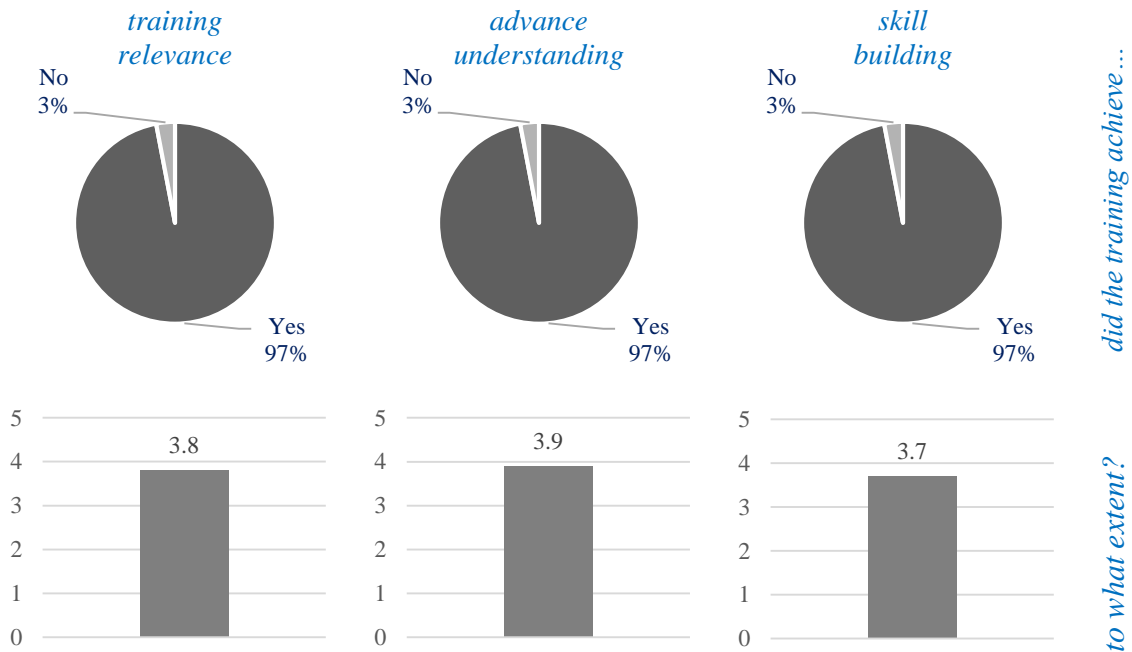
Figure 4 - Participants engaging in group activities

The day also included a session centred on assessing needs and creating an agenda for forthcoming capsules of the full training programme, moderated by Ms. Dhingra. The orientation capsule concluded with a closing session wherein participants reflected on shared learnings through the training programme, and a valedictory session.

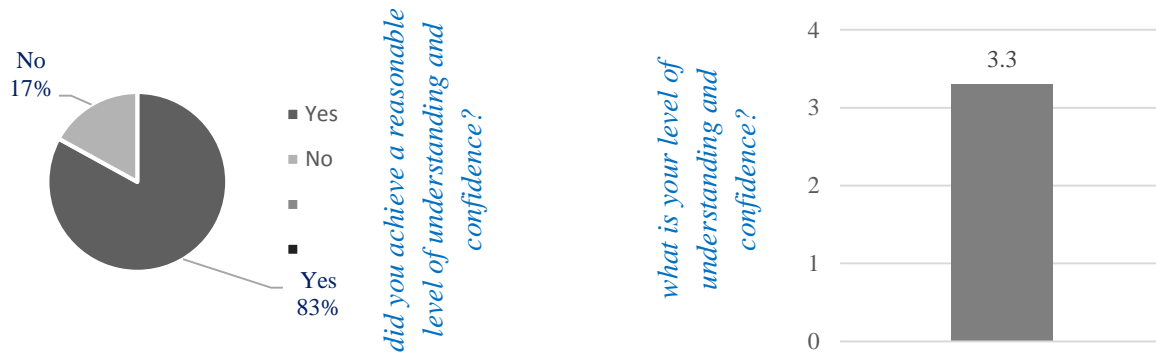
COURSE EVALUATION

Participant’s feedback was recorded in ministry mandated formats, and an analytical overview of the same indicates that the capsule was received very positively by participants, with some critical feedback directed only towards logistical arrangements made for the participants. The feedback can be summarized as:

- Most candidates approved of the training capsule and found it satisfactory.



- Most candidates found themselves to have a reasonable understanding of the capsule’s subjects, and felt confident enough to apply their learnings from the capsule in real-world contexts.



Participants were also required to complete a training needs assessment in order to articulate future training modules that would be both pertinent and relevant. Details of the assessment can be found in the documents attached with this report, while a generic overview follows:

- The assessment form was found to be long and confusing, and a majority of the participants were unable to report responses to all of the questions. While transcribing responses to the prescribed MIS format, it was found that there were correlational inaccuracies regarding data entry, and use of both, the questionnaire and the MIS system, made internal evaluations complicated and lengthy.
- Subjects that were most frequently cited as areas of interest for further study included GIS applications, urban transport, integrated planning, transit oriented development, solid waste management, and public private partnerships.
- Several participants requested more focused trainings in subjects outside the purview of WRI India. These included sewerage system design, and solid waste management.
- General awareness of the urban sector was found to be reasonably good, with almost all participants having a reasonable understanding of some or all of the urban development agendas such as Smart Cities, AMRUT, HRIDAY, Swachh Bharat, and Housing for All. Feedback and discussions, therefore, were pointed and intensive.

WAY FORWARD

This assessment and the participants feedback has been crucial towards defining the way forward for the capacity building programme. More specifically, forthcoming modules are being tailored to meet the subject demands and structural preferences of the participants. As such, the next training capsule, is being planned in the second half of September, 2016, and a suitable agenda for the same is being developed in consultation with the GUDM. The tentative venue for the same is Gandhinagar, and the capsule will also include a supporting site visit. WRI India will also be working with GUDM to ensure that the participant profile best matches the final agenda of the training.

APPENDICES

Appendix A - Trainers' Profiles



Vijay Anadkat

Mr. Vijay Anadkat possesses over two decades of experience in the urban sector. He currently serves as Senior Manager at WRI India, where he supports various urban transport projects and provides overall guidance and technical advice, and has worked on projects such as the Surat BRTS. He has previously worked with Rajkot Municipal Corporation, where he was City Engineer and Head – JNNURM, and was in charge of the city development, mobility, and poverty alleviation plans, as well as the upgrading of its utilitarian infrastructure. He has been deputed to agencies such as UNDP, and has also taught undergraduate and postgraduate courses at CEPT University, Ahmedabad. He holds academic qualifications in engineering, planning, law, and journalism.

Amit Bhatt

Mr. Bhatt possesses nearly two decades of experience in urban transport, and currently serves as Strategy Head – Urban Transport at WRI India, where he provides vision and leadership across multiple initiatives and manages relationships with key partners and stakeholders. He has led a number of projects such as BRT and City Bus planning in Jaipur, Indore, Bangalore and Surat, a range of capacity building initiatives, and has also served on several inter-governmental and inter-institutional panels and projects such as those led by the Ministry of Urban Development, UNDP, World Bank, and British High Commission. He has previously worked with Urban Mass Transit Company, IL&FS Infrastructure, CRAPHTS, and Span Consultants. He also serves as a visiting faculty at School of Planning and Architecture, New Delhi, where he teaches in the departments of Transport and Urban Planning. He holds degrees in Architecture and Transport Planning from School of Planning and Architecture, New Delhi, a masters degree in Economics from CSJM University, Kanpur, and a diploma in Transport Economics and Management from IRT, Delhi.



Chhavi Dhingra

Ms. Chhavi Dhingra has several years of experience in the sphere of capacity building and urban transport planning, and currently serves as Manager – Capacity Building at WRI India, where she leads the design and delivery of capacity building programs. She also leads research activities within the realm of urban transport, and has been a co-author and contributor to reports and documents published by UNDP, Ministry of Urban Development, UNEP, and UNCSD. She holds a Bachelor’s Degree in Civil Engineering from the University of Pune, and a Master’s Degree in Transportation Engineering from Asian Institute of Technology, Thailand. She has also been trained in transportation economics, and is a certified trainer in the Train-X methodology used in developing and delivering training programs.



Azra Khan

Ms. Azra Khan serves as a consultant with WRI India, and is currently working on gender safety in public transport. She has nearly five years of work experience, and has contributed to several urban development projects and research studies, apart from teaching at the School of Planning and Architecture, Bhopal. She holds a bachelor’s degree in Civil Engineering from Rajiv Gandhi Technical University, Bhopal, and a master’s degree in Urban and Regional Planning from the School of Planning and Architecture, Bhopal.



Sabarmati Roy

Ms. Sabarmati Roy is Research Consultant with WRI India and supports the organisation’s capacity building initiatives, including programs under the CBUD project. She holds academic qualifications English Literature and Book Publishing from the University of Calcutta, and has previously worked with media and publication houses such as Ratna Sagar Publications Pvt. Ltd. and The Times of India.

Appendix B – List of Accompanying Documents

As mandated, this report is accompanied with the following excel files:

1. Database of participants
2. Database of participants' feedback from orientation capsule
3. Database of participants' training needs assessment survey
4. Training Calendar