Training Course Report

Capacity Building for Urban Development (CBUD) under AMRUT

Orientation Capsule

28 – 30 June, 2016 | Bhopal, Madhya Pradesh

Organized jointly by:

WRI INDIA   Atal Mission for Rejuvenation and Urban Transformation   Ministry of Urban Development Government of India

CONTENTS

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, the Madhya Pradesh Directorate of Urban Administration and Development (UADD), and the Municipal Corporation of Bhopal. The capsule was conducted at the City Hall, Bhopal, Madhya Pradesh, from 28th to 30th of June, 2016.

The orientation capsule was aimed at familiarizing participants, all officials from various urban local bodies from the cities of Madhya Pradesh, 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 series of interactive sessions underpinned by expert led lectures, facilitated discussions, and curated group activities.

The capsule was led by a faculty of four senior and two supporting members from WRI India, with experience in various aspects of urban governance, development, design, planning, and transport. They led a cohort of 38 participants representing 21 cities from the state through public offices like Municipal Corporations, Urban Development Departments, and Town and Country Planning Departments.
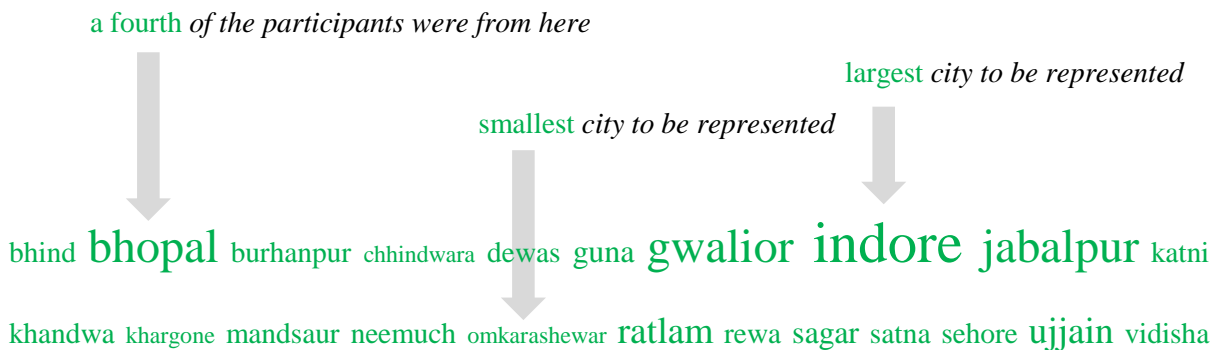
The capsule also consisted of mechanisms for assessing training needs and feedback through both quantitative and qualitative questionnaires. The feedback assessment highlighted a largely positive reception to the capsule, with especially favourable ratings for the course's content and its faculty, and 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 UADD and the Municipal Corporation of Bhopal provided extensive logistical support for the capsule, with the former also recommending the participants for the training, sourcing them from across the state.

PARTICIPANTS' PROFILE

The orientation capsule was attended by 38 participants, all of whom were recommended by the Directorate of Urban Administration and Development, Government of Madhya Pradesh. Details of these participants can be found in the databases accompanying this report, while a generic overview follows:
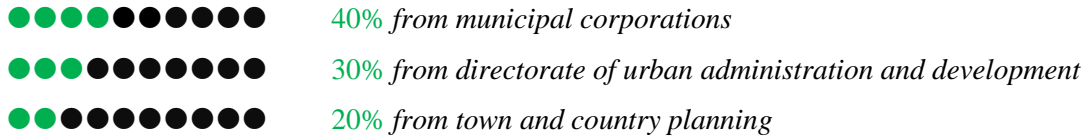
- The participant cohort represented a total of 21 cities from across the state, the largest being Indore (population of 2,167,447 people as per the 2011 census) and the smallest being Omkareshwar (population of 10,095 as per the 2011 census). 20 of the 21 cities were among the state's 30 most populous, each with a population of at least 100,000.

a fourth *of the participants were from here*

largest *city to be represented*

smallest *city to be represented*

bhind bhopal burhanpur chhindwara dewas guna gwalior indore jabalpur katni

khandwa khargone mandsaur neemuch omkarashewar ratlam rewa sagar satna sehore ujjain vidisha
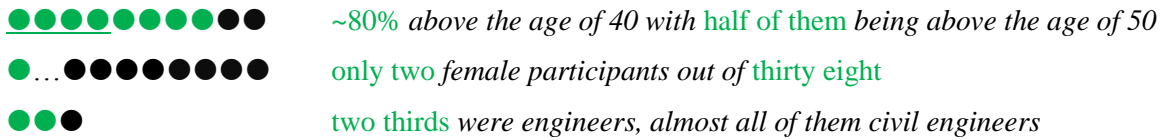
- The training was attended by a large number of officials from engineering departments of various ULBs, and also by a significant number of administrative officers. Remaining attendees were mostly technical staff as well as technical consultants. A significant proportion of attendees were Level 3 officers holding relatively senior offices in their respective ULBs.

● ● ●   two thirds *were from engineering departments*
● ● ● ● ●   one fifth *held administrative profiles*
● ● ● ● ●   one fifth *were level iii officers*

- Participants were from one of three departments – municipal bodies, the state urban development department, and the state town and country planning department.

●●●●●●●●●●   40% *from municipal corporations*
●●●●●●●●●●   30% *from directorate of urban administration and development*
●●●●●●●●●●   20% *from town and country planning*

- Most participants were male, above the age of 40, and held academic qualifications in engineering.

●●●●●●●●●●   ~80% *above the age of 40 with* half of them *being above the age of 50*
●…●●●●●●●●   only two *female participants out of* thirty eight
●●●   two thirds *were engineers, almost all 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 facultyin 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 *(Summaries can be found in Chapter 4)*	Faculty / Moderators *(Profiles can be found in Annexure 1)*
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	Chhavi Dhingra
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 *(Summaries can be found in Chapter 4)*	Faculty / Moderators *(Profiles can be found in Annexure 1)*
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	12.15 pm	AMRUT Project Development and Management Cell, Independent Review and Monitoring Agency, and Progress reporting	Vijay Anadkat
12.15 pm	01.00 pm	Group Exercise on Self-Assessment of AMRUT Reforms for Year 1 & Year 2	Vijay Anadkat
01.00 pm	02.00 pm	Lunch	-
02.00 pm	03.00 pm	Introduction to Training Module on Public Transport including City Bus, BRTS etc.	Prashanth Bachu
03.00 pm	04.00 pm	Introduction to Training Module on Public Private Partnerships (PPP)	Vijay Anadkat
04.00 pm	04.15 pm	Tea Break	-
04.15 pm	05.00 pm	Introduction to Training Module on Safe Access to Mass Transit Stations	Chhavi Dhingra
05.00 pm	05.30 pm	Administering of Traning Needs Assessment Questionnaires and Troubleshooting	Sabarmati Roy

Day 3 – 30ᵗʰ June, 2016

From	To	Session / Activity / Event *(Summaries can be found in Chapter 4)*	Faculty / Moderators *(Profiles can be found in Annexure 1)*
09.45 am	10.00 am	Recap of Day 2	Chhavi Dhingra
10.00 am	11.00 am	Introduction to Training Module on Parking Regulations	Prashanth Bachu
11.00 am	11.15 am	Tea Break	-
11.15 am	12.00 pm	Introduction to Training Module on Women's Safety in Public Transport	Azra Khan
12.00 pm	01.00 pm	Introduction to Training Module on Streets for All and Car Free Days	Chhavi Dhingra
01.00 pm	02.00 pm	Lunch	-
02.00 pm	03.00 pm	Introduction to Training Module on Integrated Land Use and Transport Planning, and Transit Oriented Development	Prashanth Bachu
03.00 pm	04.00 pm	Group Activity on Designing Urban Mobility & Planning Solutions for cities in Madhya Pradesh	Prashanth Bachu
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 - Innaugural session with (L-R) Mr. Bachu, Mr. Singh, Mr. Anadkat, and Ms. Dhingra

The orientation capsule began with a special inaugural session by Dr. M P Singh, Additional Commisioner, Bhopal Municipal Corporation. His address was followed by faculty-led 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 Ms. Chhavi Dhingra, and helped participants in contextualizing the Smart Cities mission.

Figure 2 - A session in progress

- A session introducing various urban missions, viz. AMRUT, HRIDAY, and Swachh Bharat, led by Ms. Azra Khan. The session helped participants root urban agendas within their 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.

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 municipalties in Madhya Pradesh. This activity was led by Ms. Dhingra.
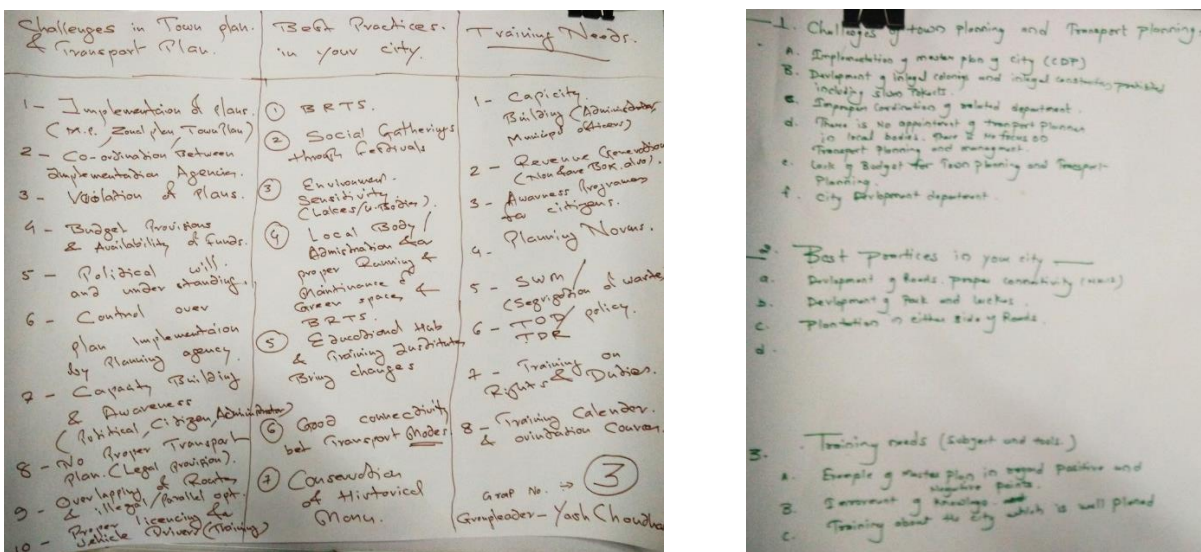

Figure 3 - Group work completed by participants

- 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 first half of 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 jointly by the WRI India team.

Figure 4 - Participants presenting their work

- 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.

With the conclusion of the discussion on broader urban development agendas, the orientation capsule shifted its focus towards familiarizing participants to sectoral innovations and best practices in the realms of urban development and transport, delivered through subject specific sessions outlining WRI India's various modularized training offerings. These included:

• A session introducing participants to public transport offerings like City Bus and BRT, led by Mr. Prashant Bachu. 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 marketing 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.
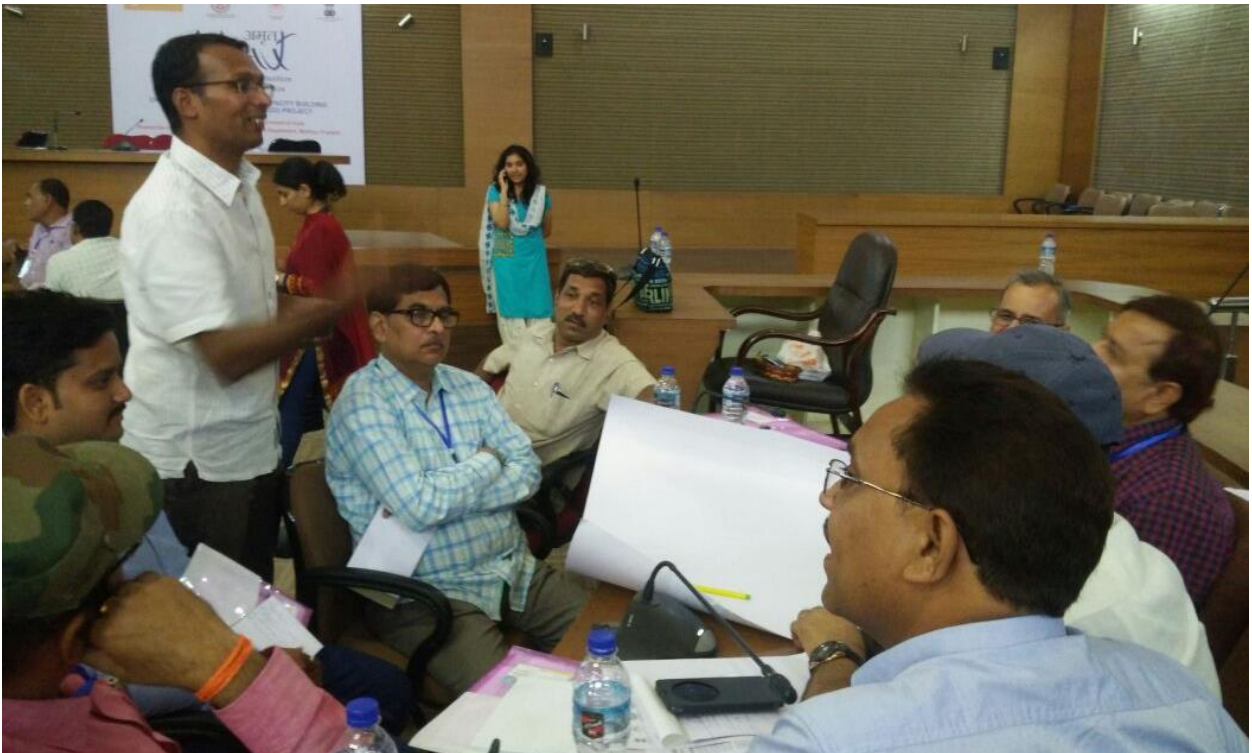

Figure 5 - Faculty interacting with participants

- A session introducing participants to the public-private partnership (PPP) model of urban development, led by Mr. Anadkat. The session briefed them about procurement processes and underlying tools that can ensure the success of PPP projects.

- A session introducing participants to strategies towards safe access to mass transit stations, led by Ms. Dhingra. The session helped participants identify the need for safe and sustainable last mile connectivity to mass transit stations, and how focused training on the same would help them understand various processes to plan for, develop, enable, and enforce the learned principles around mass transit stations.

Figure 6 - A session in progress

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 parking regulations and underlying strategies, led by Mr. Bachu. This session helped participants understand the importance of on-street parking management, and explained how a focused training on the same would help them develop skills in designing and enforcing parking management plans, and feed the same into broader aspects of street design. The session gave participants a brief understanding of various approaches to parking management,

including an overview of technical tools such as calculation of space requirements, time and price models, and an introduction to the regulatory and institutional framework that parking management exists in.

- A session aimed at helping participants better understand issues pertaining to women's safety in public transport, led by Ms. Khan. This session was aimed at sensitizing participants towards safety of women in public transport, and included a basic understanding of service planning, enforcement norms, infrastructure, and institutional requirements for implementation of such strategies, as well as approaches towards redesigning public transport systems for better women's safety.

- A session introducing participants to the internationally adopted practices of Streets for All and Car Free Days. Led by Ms. Dhingra, this session was aimed at familiarizing participants with such movements, seen as strategies that reclaim streets for pedestrians and non-motorized transport and promote ideals of safer streets and general health and wellbeing.

- A session introducing participants to Integrated Land Use and Transport Planning, and Transit Oriented Development. Led by Mr. Bachu, this session introduced participants to several urban development planning paradigms. Participants were familiarized with Integrated Planning, the need for integrating horizontal and vertical networks to better meet urban challenges, Transit Oriented Development, its importance to a city's liveability as well as its expansion, its basic principles, and institutional context.
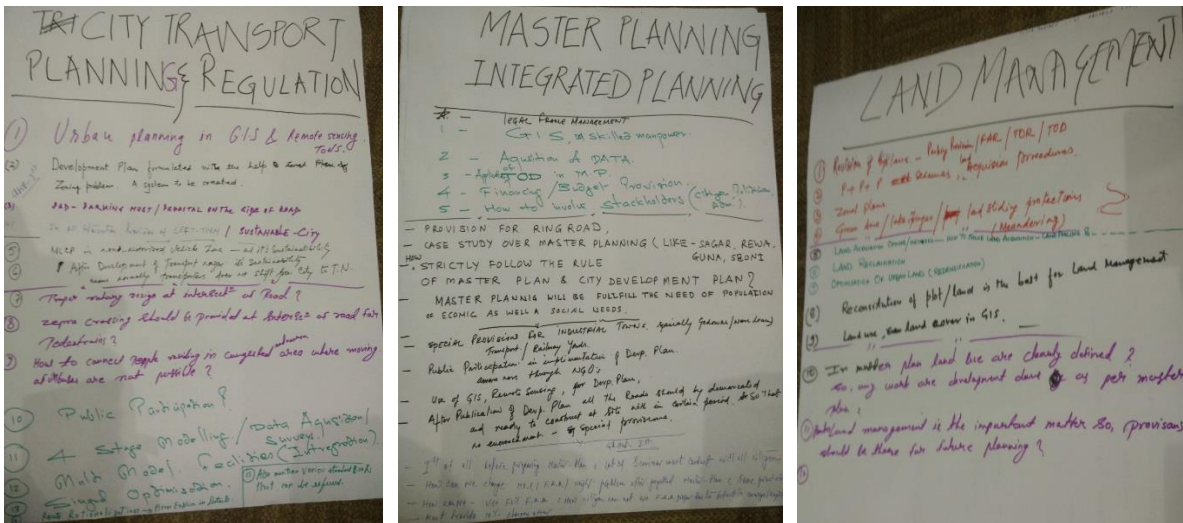

Figure 7 - Work produced by participants

The day also included two group activities:

- An activity in which participants were asked to design and plan solutions for urban mobility in the cities of Madhya Pradesh, based on their learnings from the different sessions of the orientation capsule. The activity was moderated by Mr. Bachu.

- An activity centred on assessing needs and creating an agenda for forthcoming capsules of the full training programme, moderated by Ms. Dhingra.


Figure 8 - Participants engaging in a group activity

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.
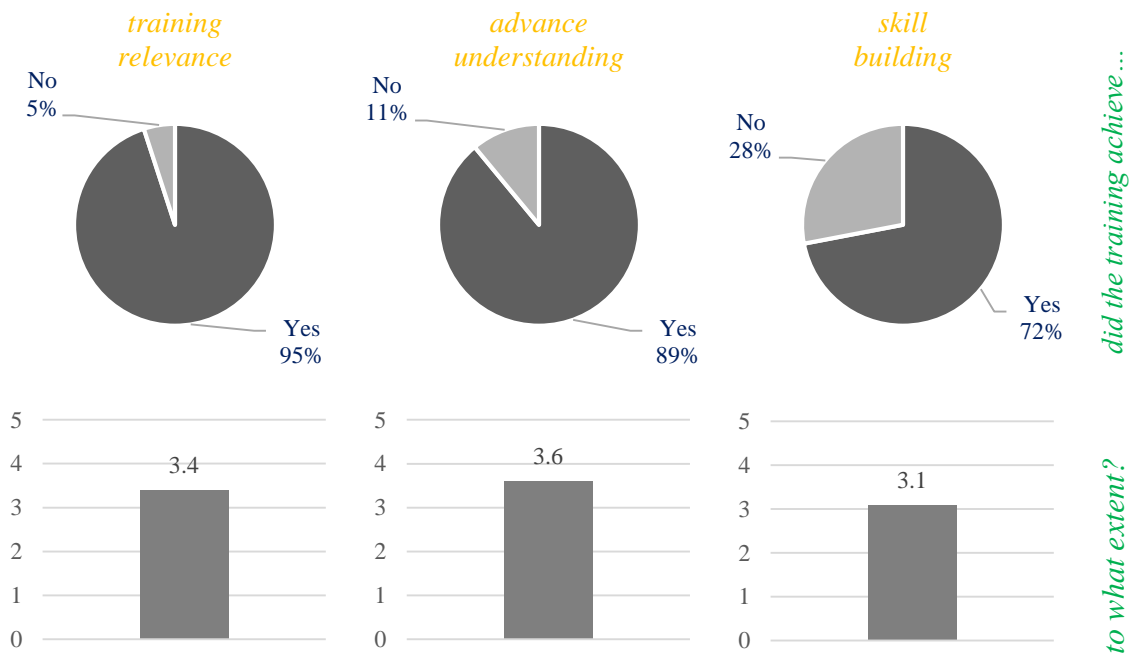
- Most candidates found themselves to have a reasonable understanding of the capsule's subjects, and felt confident enough to apply their learnings from the capsule in real-world contexts.
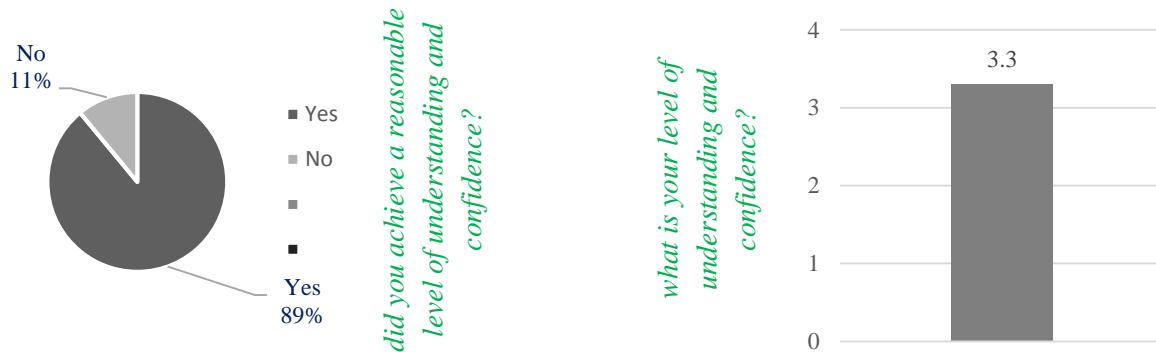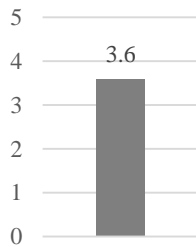
- A significant proportion of participants felt that the training had introduced them to new ideas and practices, and/or had helped them build skills and knowledge.
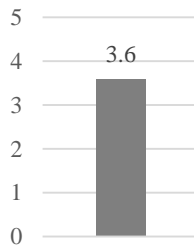
  ●●　　　a half *discovered new ideas and practices*
  ●●●　　one third *built new skills*
  ●●●　　one third *increased knowledge*

- All sessions and trainers were favourably received, and were found to be supported by adequate resources. While they were reviewed individually, the cumulative feedback for all sessions was:
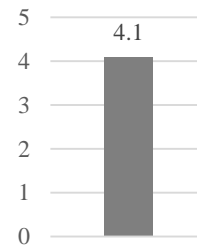
  ●●●●　　　　　　　　　　three fourths *found the session to meet or exceed expectations*
  ●●●●　　　　　　　　　　three fourths *found the resources and methodology satisfactory*
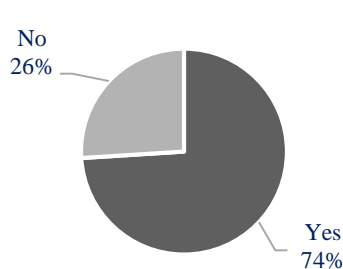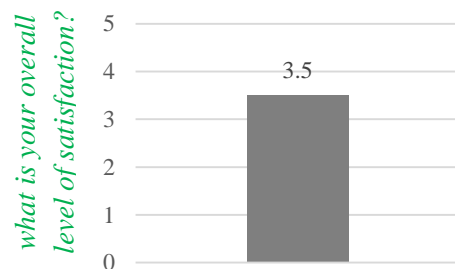 ●●●●●●●●●　　　　　ninety percent *found the trainers to have met or exceeded expectations*

- Training logistics were mostly well received, with the exception of outstation participants who were inconvenienced due to the lack of accommodation and travel arrangements on part of the UADD.

- Many participants specifically mentioned an interest in site visits, case studies, and interactions with implementers. There were also requests to make the trainings residential for the benefit of out-station participants.

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 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 basic and specific to the participant's qualifications and background. Understanding of urban development agendas such as Smart Cities, AMRUT, HRIDAY, Swachh Bharat, and Housing for All was widespread but generalized. Participants who held senior positions were found to have the most nuanced understanding of the urban sector.

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, being planned in the second half of August, 2016, will be a residential training in Indore, Madhya Pradesh, focusing on urban transport related subjects such as city bus systems, BRT systems, and transit oriented development. The topics were selected based on request of UADD officials and taking into account the feedback from the TNA forms.

The modules are being designed to include technical depth, regulatory contextualization, and interactive exercises. The capsule will also feature a site visit to help better understand the principles that will be taught through the training. A tentative agenda for this capsule is available in Annexure 2.

Additionally, WRI India is coordinating with the Directorate of Urban Administration and Development to ensure that the participant cohort for this capsule reflects the subjects that will be taught within it. The overarching focus is on ensuring that the participants engage with urban transport in a reasonably direct capacity, through offices such as Municipal Corporations, Town & Country Planning Departments, Urban Development Authorities, and Traffic and Transport Departments.

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.

Prashanth Bachu

Mr. Prashanth Bachu has over a decade of experience in urban transport. He currently serves as Manager – Transport at WRI India, where he leads initiatives in sustainable transport, especially in the field of city bus services, and has led projects such as the Indore BRTS, the 'Bus Karo Plus' peer-to-peer learning and capacity building network, and city bus service optimisation strategies. He has previously worked with Engineering Staff College of India and Jawaharlal Nehru Technical University, Hyderabad, and with PBS&J in Florida, on a range of city transport planning, optimisation, and modelling projects. He holds an undergraduate degree in Civil Engineering from Osmania University, Hyderabad, and a masters degree in Transport Planning from Louisiana State University, USA.

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 – Tentative Agenda for Next Training Capsule

Dates   22nd – 24th August, 2016
Venue   Hotel Sayaji, H/1, Scheme No. 54, Vijay Nagar, Indore, Madhya Pradesh

Training Day 1

06:00 AM - 09:00 AM	**Check-in formalities and Breakfast at Hotel Sayaji, Indore**
09:00 AM – 09:45 AM	**Participant Registration**
09:45 AM – 10:15 AM	**Inaugural Session and Group Photograph** *Jointly by State and WRI India*
10:15 AM – 11:30 AM	**Modernizing City Bus Services - Module 1** *Status of Public Transport in Indian Cities – Challenges, Opportunities and Best Practices; Introducing the Bus Karo Programme* *Pawan Mulukutla, Manager - Urban Transport, WRI India*
11:30 AM – 01:00 PM	**Transit Oriented Development (TOD) - Module 1** *Global Paradigms & Definitions, Financing TOD– Opportunities and Challenges for Indian Cities* *Prerna Mehta, Manager – Urban Development and Accessibility, WRI India*
01:00 PM – 02:00 PM	Lunch
02:00 PM – 04:00 PM	**Transit Oriented Development (TOD) - Module 2** *A Board Game on Safe Access to Public Transport Stations* *Prerna Mehta* *Prayash Giria, Senior Associate – Capacity Building* *Sabarmati Roy, Research Consultant, WRI India*
04:00 PM – 04:15 PM	Tea Break
04:15 PM – 05:00 PM	**Transit Oriented Development (TOD) - Module 2 (Continued)** *A Board Game on Safe Access to Public Transport Stations + Site Visit Debrief* *Prerna Mehta* *Prayash Giria* *Sabarmati Roy*
05:00 PM – 05:45 PM	**Modernizing City Bus Services - Module 2** *Planning of New Transit Services in Cities; Estimating Public Transport Need* *Prashanth Bachu, Manager – Urban Transport, WRI India*

Training Day 2

09:00 AM – 09:30 AM	Review of Day 1

09:30 AM – 10:30 AM   **Modernizing City Bus Service – Module 3**
Route Rationalization & other key Planning strategies for City Bus
Planning *Pawan Mulukutla, WRI India*

10:30 AM- 11:15 AM: **Bus Rapid Transit (BRT) Systems**
Understanding BRT Systems; the Dos and Don'ts for Cities
Prashanth Bachu, WRI India

11:15AM – 11:30 AM   Tea Break

11:30 AM –1:00 PM   **Bus Rapid Transit (BRT) Systems (continued)**
Understanding BRT Systems; the Dos and Don'ts for Cities; Site Visit Debrief
Prashanth Bachu, WRI India

01:00 PM – 02:00 PM   Lunch

02:00 PM – 02:45 PM   **Modernizing City Bus Service - Module 4**
Branding & Marketing of Public Transport + Site Visit Debrief
Umang Jain, Managing Associate, WRI India

02:45 PM – 05:30 PM   **Site Visit to the Indore BRT System**
All participants facilitated by WRI India Team

Training Day 3

08:00 AM – 09:00 AM	Breakfast and Check-out by all participants
09:00 AM – 09:30 AM	Review of Day 2
09.30 AM – 10:00 AM	**Modernizing City Bus Service - Module 5** *Intelligent Transportation System (ITS) for Public Transport* *Prashanth Bachu, WRI India*
10:00 AM - 11:00 AM	**Modernizing City Bus Service - Module 6** *Financing & Fare Structuring for Public Transport* *Pawan Mulukutla, WRI India*
11:00 AM -11:15 AM	Tea Break
11:15 AM - 01:00 PM	**Group Presentations and Reflections from the Site Visit** *Presentations by participants (facilitated by WRI India Team)*
01:00 PM – 02:00 PM	Lunch
02:00 PM – 02:45 PM	**Planning for Women's Safety in Public Transport** *Azra Khan, Consultant, WRI India*
02:45 PM – 03:30 PM	**Intermediate Public Transport & Public Transport Integration** *Umang Jain, WRI India*
03:30 PM – 04.00 PM	**Wrap-up and Closing Remarks** *WRI India Team*

<u>Appendix C – List of Accompanying Documents</u>

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