

RECOLLECTING 40 YEARS OF NATIONAL INSTITUTE OF URBAN AFFAIRS

1976-2016
40 YEARS



National Institute of Urban Affairs





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National Institute of Urban Affairs

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1976-2016

National Institute of Urban Affairs (NIUA) is a premier institute for research, capacity building and dissemination of knowledge for the urban sector in India. It conducts research on urbanization, urban policy and planning, municipal finance and governance, land economics, transit oriented development, urban livelihoods, environment & climate change and smart cities.

In November 1975, the Ministry of Works and Housing, Government of India after obtaining the views of some organisations and knowledgeable persons in various meetings, took the decision that an autonomous body for dealing with urban affairs in the country be set up with the support and commitment of the Government of India and with participation of the State Government, urban and regional development authorities and other agencies interested in urban affairs. Accordingly, the Institute was registered as a society under the Societies Registration Act XXI of 1860 on January 12, 1976 to bridge the gap between research and practice, and to provide critical and objective analyses of trends and prospects for urban development.

NIUA since then has assisted in policy formulation and programme appraisal & monitoring for the Ministry of Urban Development, state governments, multilateral agencies and other private organizations. NIUA has contributed to the National Commission on Urbanisation, participated in drafting the 74th Constitution Amendment of 1992, prepared the Draft National Urban Policy and documents for the roll out of the Jawaharlal Nehru National Urban Renewal Mission (JNNURM). It also guided the discourse on municipal finance by framing the Model Municipal Law. In order to commemorate 40 years of NIUA, this special publication is being released.



PREFACE

It is an honour and pleasure to share this publication to commemorate 40 years of NIUA. The Institute has come a long way since its inception in 1975, and this has been possible only because of the hard work and dedication of several generations of scholars, social scientists and urban professionals from various disciplines, who have provided their patient and unstinting efforts to realise the vision of our Founders. At a time when the urban sector was considered less important than the rural, NIUA conducted pioneering inquiries and primary research into such subjects as urban poverty and environment, housing, governance, finance and planning, as well as capacity building in these areas. These have become the staple subjects and activities of the Institute. NIUA also produced the early generations of urban researchers, many of whom went on to occupy significant positions in other organisations. The Institute continues to attract highly motivated professionals with excellent qualifications and the desire to contribute to sustainable urban development in India.



I thank all my colleagues and staff for their support for this project. Mahendra Sethi and his editorial team comprising Usha P. Raghupathi and Archana Roy have made a commendable effort to uncover archival material and collate the texts in two languages. Deep Pahwa and Kavita Rawat have designed each page with extra care and attention. A special thanks is due to the stalwarts who have contributed their thoughts and recollections: Prof. Chetan Vaidya, Gangadhar Jha, Rajesh Chandra, Pushpa Pathak and Usha P. Raghupathi.

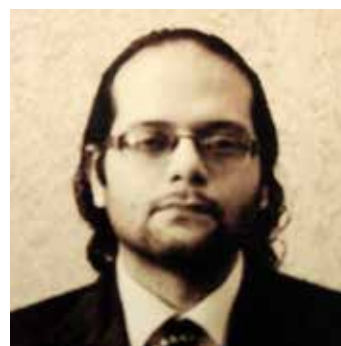
I am confident that our readers will appreciate the spirit that drives this pioneering Institute.

Prof. Jagan A. Shah
Director



EDITORIAL

History belongs to the past, but recording it is necessary. On the occasion of NIUA completing 40 years, I was entrusted with this challenging task of recollecting its history and evolution spanning over four decades. This was by no means a small effort, as 40 years is a long period. The endeavour became even more difficult as many employees had either retired, or left the Institute and there was no such previous record that could be referred to. I along with my colleagues tried to bridge this knowledge gap by diving deep into NIUA's old documents and annual reports, supporting it with inputs from some employees. I trust that we have been able to draw as true a reflection of the reality as possible, thus sincerely responding to the task entrusted to us.



Looking back, NIUA's 40 years journey can be broadly classified into five distinct periods;

- (1) 1976 - 1985: The initial spark and uncertainty
- (2) 1986 - 1992: Institutional strengthening
- (3) 1993 - 2003: Improvement of financial position
- (4) 2004 - 2012: Stability and maturity
- (5) 2013 - present: A vibrant urban think-tank

Interestingly, the five periods are comparable to the evolution of a person's life. Like child birth and infancy, the first few years (1976-1985) of NIUA were associated with a lot of uncertainty around its role and responsibility, sustenance of ideas, staff and Institute's growth. The employees grappled with the challenge of working in a fluid system, nonetheless the Institute soared rapidly as an avid sapling towards the sky. This was followed by a period of consolidation, formalizing of the set-up and procedures. During this period (1986-1992), research and administrative posts were sanctioned by the Government of India. The Institute played an active role in defining the national urbanization pathway through contribution to the National Commission on Urbanization (NCU) and equally nurtured new international research collaborations. As the Institute became increasingly involved in research and consultancy activities (1993-2003), like a

young professional, it started becoming financially stable in its own right. Long-term, externally funded, large sum projects like FIRE (D) were crucial in providing enduring sustainability to the Institute for it to realize its true potential beyond public grants. With the turn of the 21st Century, as the Government of India decided to undertake urban reforms during 2004-12, NIUA acting as a mature person, got increasingly engaged in supporting the national urban renewal mission called JNNURM in its formulation, appraisals, evaluation, knowledge exchange and capacity building.

Post 2013, the recent avatar of the Institute can be compared to a wise counsellor or simply that of a think-tank in urban policy, projects and solutions. NIUA has been instrumental in formulating a pro-active urban policy by assisting the Government of India through a series of mission programmes like Smart Cities Mission (SCM), AMRUT, HRIDAY and Swachh Bharat Mission. The Institute has equally radiated its vibrancy in advising various multilateral agencies, state governments, the private sector, industry, non-government sector, etc. often fostering collaborations under its leadership or guidance. It now acts like a lighthouse emanating knowledge, research outputs and practical solutions in the urban field, hence attracting individuals, groups and organizations from far and wide.

In all these 40 years, NIUA has proved its mettle by conducting genuine, meticulous and meaningful urban research, dissemination activity, building networks, advising and supporting governments and facilitating informed debates on urban issues in the society. The Institute's contribution could be gauged by appreciating the fact that it has been instrumental in the setting up of institutes like Human Settlements Management Institute (HSMI), Association of Municipalities and Development Authorities (AMDA), etc. that are now established outfits in their own right. NIUA has also successfully contributed to the global urban discourse, through research collaborations, training and outreach activities and by its outgoing employees successfully serving international organizations.

As is evident, NIUA's inputs have culminated into landmark outcomes like policy decisions or advisory reports in the urban field, be it the NCU1988, FIRE (D) project, 74th Constitution Amendment Act, Model Municipal Law, JNNURM, SCM, etc. In addition, NIUA has consistently been bringing new ideas to the fore, documenting good practices, publishing papers, bringing out seminar and workshop proceedings without fail for the last 36 years through its flagship research journal "Urban India" that I have the privilege and honour to lead as the Editor.

India's urban situation is often compared to a chaotic and noisy street. One can definitely say that NIUA has succeeded in playing a melodious symphony in this urban mayhem, finding

true meanings and patterns within the obvious confusion and disorder. This special volume commemorating 40 years of NIUA, is a tribute to the dreams and hard work of all past and present Directors, Presidents and employees who as a team have brought coherence and semblance in this orchestra.

Last but not the least, this is a time to honour and thank those who have made this special compendium possible. This volume would have not been accomplished without the vision and able guidance of Prof. Jagan A. Shah, Director, NIUA and Prof. Usha P. Raghupathi. Special mention also goes to Archana Roy, D.P. Dubey, H.P. Pandey for their constructive inputs, Kamlesh Grover, Anita Sharma, Sangeeta Vijn, Indu Senan and Isha Chhabra for their secretarial support, Deep Pahwa and Kavita Rawat for designing and layout.

Dr. Mahendra Sethi
Editor

VISION

*Promoting integrated
solutions for urban
India.*



MISSION

To develop new research and expertise for supporting effective innovations in the urban sector and their dissemination through knowledge exchange, training and capacity development.



CONCEPTION OF NIUA

The National Institute of Urban Affairs (NIUA) was accorded the structure of a registered institution on June 25, 1976, but the beginnings of NIUA can be traced back to 1975.



The origins of the National Institute of Urban Affairs (NIUA) can be traced back to 1975 when a series of meetings were held under the chairmanship of the Secretary of the Ministry of Works & Housing (now Ministry of Urban Development). The meetings were attended by representatives of the Ministry, experts, and knowledgeable persons in the field, to deliberate on the pressing need to establish a research organization in the field of urban affairs. Prof. Devraj was asked to draw up the Memorandum of Association and Rules of the Institute in consultation with others and get the organization registered with the Registrar of Societies. Accordingly, the organization was formally registered as The 'Institute of Urban Affairs' under the Registration of Societies: Act XXI of 1860, on January 12, 1976. However, it was later decided to add the word National to the name of the institute and so the institute was registered with the new name 'National Institute of Urban Affairs' on June 25, 1976. A grant-in-aid of Rs.50,000/- was sanctioned for the year 1976 by the Ministry for the functioning of the Institute. The Institute was mandated to have a Governing Council elected by the General Body, of which some members were to be nominated by the Government of India. Sh. Bhagwan Sahay became the first President of the Institute and Prof. Devraj became the first Director. The Government of Maharashtra became the patron member, and corporate members included TCPO, HUDCO, NBO and several development authorities & state level Directorates of Town Planning.

A note on the objectives and tasks of the Institute and its methods of functioning was drawn up and comments invited from the Ministry. The note was considered at the second meeting of the Governing Council held on February 23, 1976. The following guidelines emerged:

- a) Steps should be taken to identify important areas of research with relative priorities. An expert group could go into the matter.
- b) Existing research studies should be identified and listed with a view to coordinate research for meaningful application to field problem.
- c) Core staff should engage itself in collecting data, documentation,

urban intelligence and basic material that may aid research.

- d) State Departments and Development Authorities should be invited to come up with problems for study. Director should establish contact with various organizations;
- e) The Institute should concern itself with studies that may help evolve an informed national urbanization policy.

It was also decided that the Institute should not undertake training programmes itself. The institute should concentrate on research on field problems as well as coordinate the results of studies in their application to practical issues. It was also decided that the Institute will not have a large faculty but only a core staff for coordinating studies and disseminating research results. The Institute will aim at 'pooling of expertise', enlisting cooperation of specialized institutions and individual specialists in various disciplines concerned with urban affairs and human settlements. Study panels will be set up for preparing expert papers on important matters identified for research in consultation with field agencies.

But the beginning was not easy. The Institute faced serious problems of accommodation from its very inception. At the time of filing papers for registration of the Institute, Shri Jagmohan, Vice-Chairman, Delhi Development Authority, kindly allowed his office-room No. 106 'E' Block, Vikas Bhawan to be the official address of the Institute. Efforts were made to obtain proper accommodation from the D.D.A. as originally envisaged - first in Vikas Bhawan and later in the multi-storied building of the DDA – Vikas Minar, but no arrangements could be made. The office of the Institute functioned from the Director's residence, which continued to be the official address of the institute till such time as regular accommodation was made available.

The Director carried on the work of the Institute with help of a temporary typist and a messenger appointed on ad-hoc basis. Posts of two Research Analysts, a Documentalist and a Technical Assistant were approved in the budget and the posts were advertised in December, 1976 after the sanction of Government grant. The above challenges

did not deter the spirits of its officials. Several studies were taken up in the very first year of inception. These included:-

- a) Implications of Urban Land (Ceiling and Regulation) Act, 1976.
- b) A Study of Rural Pockets in Expanding Urban Areas
- c) Development Plan of Greater Bombay – Case Study of Urban Planning and Development vis-à-vis the Environment
- d) Comparative Study of Laws, Structure and Organization of Urban Development Authorities
- e) Study of Investments in Development Works and Maintenance of Services in Towns and Cities
- f) A Study of the town of Faridabad

The Institute started functioning from 73, Ring Road, Lajpat Nagar-III, Delhi. A Library was also established in the premises with over 500 titles. Gradually research staff was recruited from diverse fields like town & country planning, sociology and political science. The administration & accounts staff was also appointed. Some notable projects during this period included a study of urban prospective 2001 with TCPO, Implication of Urban Land (Ceiling and Regulation) Act, 1976 and a Study of City Master Plans in India for ICSSR. The Institute also started to publish a monthly bulletin on urban research to restricted circulation. The Institute secured its first international collaboration with a team of Japanese scholars of the Institute of Economic Research, Osaka City University on a study of “Rural Urban Migration & Patterns of Employment in India — Socio economic Survey of Kanpur and Jullundur” in 1978.

The Institute was allotted accommodation by the Ministry of Works and Housing in the new office complex, Lok Nayak Bhawan, Khan Market, New Delhi in November - 1978, and the office of the Institute shifted to the new premises on 31st January 1979. Finding the space insufficient to accommodate the increasing staff, the Institute was shifted to the premises No. 6, Community Centre (1st and 2nd floor), Basant Lok, New Delhi on June 12, 1980. The institute also purchased its own staff car in 1980.

During this period the Institute was continuously involved in several research studies like creating “Data Bank on Local Finance, Administration and Municipal Services” for the Ministry of Works and Housing, Study on City Master Plan in India - an ICSSR Project and Development Plan of Bombay, a project for Department of Science & Technology. With the expansion of activities resulting in taking up of new projects and consequential recommitment, the Institute hired two basements and ground floor of premises No. 11, Nyaya Marg, Chankyapuri from ICSSR and shifted there on April 1, 1981.

The Institute was now working on several prestigious and research intensive projects for agencies like UNICEF, Ministry of Education and Social Welfare, Department of Environment (in Planning Commission, then). It started receiving services of experts on deputation from several organization like Department of National Archives, Town & Country Planning Organization, etc. The research staff on study projects expanded and there were also appointments made towards research officer-cum-Editor to look after publication of the Institute's new journal – Urban India, which still remains the flagship journal of NIUA and one of the oldest running periodicals in the Urban field.

Under the visionary guidance of the new and dynamic Director, Mr. M.N. Buch the year 1981-82 can be considered as the period when NIUA succeeded in obtaining for itself a mandate and a role, expanded its staff and activity and moved towards financial viability. The support of the Ministry, State Governments and a large number of local bodies was instrumental in Institute's growing clout. (Keeping with the dignity and new role of the institute, it moved into new premises at 11, Nyaya Marg, Chankyapuri) where it remained till August 1997. NIUA's faculty extended to disciplines of engineering, finance, municipal management, management systems, urban planning, urban economics, regional studies, industrial economics, regional geography, urban sociology, geography, systems analysis, programming, etc. capable of handling complex problems.

The Institute also opened a regional office at Bhopal headed by Shri

K.K. Kaplish, former Director, TCPO, Government of Madhya Pradesh (M.P.). The office was assigned the task of preparing a regional plan for the Narmada Valley for Government of M.P. The office also acted as the Consultancy Division of the Institute. NIUA acquired, for the first time, an in-house computer, a D.C.M. Spectrum 7 system, a photo copying machine, a map printer, electric typewriters, etc.

As per the new mandate, the Institute was asked to perform certain important tasks and to fulfil a role which would give it a truly national status. The first related to contribution to the national policy. Then, our policy relating to urbanization used to be ad-hoc and based on certain hypothesis, conjectures and prejudices. NIUA was asked to conduct necessary studies in order to understand the trends and processes of urbanization in India and to help in evolving and elaborating a national urbanization policy. To quote from UNICEF's Master Plan of Operations (MPO), a plan formally agreed to between Government and UNICEF, "it is felt that the elaboration of the national urbanization policy can be achieved by setting up a cell in the Ministry of Works & Housing with UNICEF cooperation. The cell will be located in the National Institute of Urban Affairs....." (MPO-III, Ch.4, Para 37). "The Institute will also undertake analytical studies that provide a direction to the programme of urban developmentbased on these innovative studies the Institute will be further strengthening to make studies regarding formulation of urban development strategy during the Sixth Five Year Plan Period" (MPO-III, Ch.4, Para 38).

Along with working on these studies, a proposal was also sent to Government (in the context of the MPO) for the strengthening NIUA's expertise in the field of urban planning, urban sociology, environmental engineering, urban economics, local functions and administration, operational analysis and project planning, monitoring and evaluation. A second task given to NIUA was to act as a nodal Institute in the matter of urban research. A parallel organization within the Governmental set up would be the Town and Country Planning Organisation (TCPO), with which NIUA would be working closely

In June 1982, the Government extended financial support for setting up of a documentation centre and for issuing a quarterly index of urban documentation. This activity not only collected and stored data within the Institute, but also fed the urban and regional information system that was being set by TCPO and the environmental information system being set up by the Department of Environment. Meanwhile the Institute's journal 'Urban Research' was completely redesigned as a quarterly journal and renamed 'Urban India'. Three issues were published, with urban India, housing and urban services being the theme of the first three issues. These were followed by issues relating to management, environment, women in the urban scene, city profiles, urban design etc.

In 1982, in order to seek direction in which the Institute should commit itself in the area of research, two committees were constituted (1) Research Advisory Committee (RAC) under the chairmanship of Dr. Ashok Mitra (JNU Delhi) and (2) Editorial Board under the chairmanship of the President of the Institute, Shri Bhagwan Sahay. Specialists from related fields and backgrounds- government, academia research of practice were members of these committees including Shri T.N. Gupta, Shri Kalyan Biswas, Ms Mira Bapat, Prof. Mitra, Mr. Bijlani, Shri L.C. Gupta, Mrs. Swaminathan and Shri Ribeiro.

NIUA's role in urban India of the future was to be defined. The committee was of the strong opinion that NIUA should strive to become the nodal Institute in matters of urban research. It should bring to the fore the status of urban research in India and also the institutions and experts engaged in such research. In addition, NIUA could actively involve itself in documentation, building a data system and act as a clearing house of information in the urban field. One of the points which came up for discussion in detail was whether NIUA could involve itself in basic, fundamental research or should it be more concerned with applied research. It was felt that NIUA, by discussion, interaction and seminars, should bring research agencies and implementing agencies together so that there is coordination between the two. The co-ordinating and catalytic role of NIUA, therefore, found

great emphasis during discussions. There was complete agreement with the Chairman's suggestion that NIUA should engage itself in the following areas:-

1. To do research aimed at understanding the process of urbanization.
2. To undertake research aimed at understanding land values and their effect on urban growth.
3. To collect information on the investments in urban areas and to analyze how much of this will leave a residue of lasting value.
4. To look at problems relating to urban transportation systems, the social inputs into urban development, community organization etc.

The 1st meeting of Research Advisory Committee held on 25.02.1982 made suggestions for research to be undertaken by the Institute :-

1. Organisational set up at state government and city level for planning and implementing urban development.
2. Projects requiring large scale acquisition of land that would displace a sizeable population, all of which has to be resettled. The Institute should address itself to the methodology of research in this field so that a strong socio-economic component is built into rehabilitation programmes in future.
3. There is considerable work done on cost reduction in housing but we are still unable to really tackle the problem of shelter for the urban poor. It was felt that research in this field should be undertaken so that a proper shelter policy can be devised.
4. Industry tends to locate in an around existing clusters. The social overheads tend to be passed on by industry to the city proper. A detailed study of the social cost of industrial location needs to be done in order to arrive at a proper location policy for industry.

The editorial board was of the opinion that NIUA should build a nexus between researchers and citizens to highlight issues; create among citizens an awareness of urban problems and nudge researchers into doing meaningful work in areas which would ultimately prove

beneficial to citizens at large. One method of doing this was to make Urban India a journal of wide acceptability. The journal should address itself to academicians, professionals, administrators, managers, politicians involved in local government, and also to the average citizen. The journal, therefore, must highlight urban issues in such a manner that the academicians would be attracted to the journal, at the same time the citizens too would understand the message that is being communicated.

By 1981-82, the Institute was able to establish a strong working relationship with the metropolitan development authorities. These authorities formed an association and asked the Institute to act as the Secretariat of the association. NIUA therefore, gained a major opportunity to represent the interests of the metropolitan cities at a national level.

Of particular advantage was the interest shown by various international organizations in the Institute. There was constant interaction with the World Bank and the Director was invited to Washington D.C. for consultations and research collaboration in specific projects. The International Development Research Council of Canada, Ford Foundation and the United Nations Centre for Regional Development also agreed to fund research projects. UNICEF collaboration with NIUA was further strengthened. The consultancy services of the Institute were availed of by the Governments of Madhya Pradesh, Gujarat, Punjab, West Bengal and Rajasthan, The Ministries of Works & Housing, Finance and Rural Development also availed of NIUA's consultancy services. In 1982 the Institute also introduced its second journal: Urban Documentation, a quarterly documentation list and abstract of relevant writing in the urban field. NIUA also released an audio-visual, "Narmada Ghati" followed by another one on "Mandu" for the Government of M.P. that gained widespread application for its contents at technical excellence.

Prof. O.P. Mathur took over as Director, NIUA in October 1984. During his proficient leadership, NIUA's work portfolio expanded from studies



CERTIFICATE OF REGISTRATION OF SOCIETIES :
ACT. XXI of 1860.

No. S/ 7932 of 19 76

I hereby certify that The Institute of Urban Affairs

has this day been registered under the Societies Registration Act, XXI of 1860.

Given under my hand at New Delhi
this 12th day of January
One thousand nine hundred and Seventy Six
Registration Fee of Rs. 50/- paid.



REGISTRAR OF SOCIETIES:
DELHI ADMINISTRATION
NEW DELHI



CERTIFICATE OF REGISTRATION OF SOCIETIES :
ACT. XXI of 1860.

No. S/ 7982 of 19 76

I hereby certify that In Pursuance of Section 12A of S.R. Act XXI of 1860 the Name of Society has been changed from "The Institute of Urban Affairs" to "National Institute of Urban Affairs".

has this day been registered under the Societies Registration Act, XXI of 1860.

Given under my hand at New Delhi
this 20th day of June
One thousand nine hundred and Seventy Six
Registration Fee of Rs. 50/- paid.



REGISTRAR OF SOCIETIES:
DELHI ADMINISTRATION
NEW DELHI

in octroi and municipal finance for ULBs, to guide finance commission, evaluation of integrated rural and urban development programmes, organization of urban planning & development (Indo British Project), environmental planning for industrial townships, assessing training capabilities of regional centers for municipal administration (now RCEUS), techno-feasibility reports for city infrastructure, action plans for heritage cities and exploring the viability of setting up Urban Development Finance Corporation (UDFC).

By now, the number of members in the General Body of the Institute grew to 113. Most of them represented municipal corporations and development authorities. It is interesting to note that NIUA, which was itself in a budding state, gave a fertile ground for other networks and institutes to develop. NIUA was instrumental in bringing together urban local agencies and acted as the secretariat of the Association of the Metropolitan Development Authorities (AMDA). AMDA further evolved and has its independent office now in New Delhi. Meanwhile, the Institute generated a good deal of interaction and working rapport with national and international organizations. NIUA got a few very good projects from the International Development Research Council (IDRC) of Canada and Ford Foundation. Similarly, under the Colombo Plan, the Ministry of Works & Housing assigned the responsibility of conducting training programme on “Low Cost Housing” for delegates from Sri Lanka & Bangladesh.

NIUA along with the Institute of Housing Studies (IHS), Rotterdam and the Netherlands Government initiated training, called the India Human Settlements Programme. It was designed to be jointly run by experts from both the countries. The programme was highly successful and instrumental in the formation of Human Settlement Management Institute within HUDCO.

One of the most significant projects entrusted to the Institute by the Government so far was to study the Trends and Processes of Urbanisation in India. The purpose of the project was to analyze the pattern of urbanization in different part of the country and identify

the factors responsible for growth or stagnation of urban centres. It also examined the implications of the trends for future urbanisation patterns, while conducting a few Micro level studies in select regions. The other most important initiative during this period was initiation of two cells in the Institute – legal entitlement cell and a transport research cell.

Meanwhile, appreciating the vital role that transport plays in the development process in general and the crucial bearing it has on urban development, NIUA established in August 1984, a cell to exclusively focus on research in urban transport problems. The Association of State Road Transport Undertaking agreed to provide Rs. 1 lakh per annum for the maintenance of the Cell. In order that the cell remained continuously guided in its research work, the Institute set up a high-powered committee under the chairmanship of Shri Prakash Narain, Secretary, Ministry of Shipping and Transport. Shri P. V. Venkatakrishnan, Executive Director, ASRTU was requested to assume of Vice-Chairmanship of the committee. The following project were executed:

- (1) Compilation of a Bibliography on Rail Transport.
- (2) Fare Structure of the Public bus system in four largest cities of India.

In addition, the cell also prepared designs of two other studies for 1985-86, namely:

- (1) Fare structure of the state road transports undertakings in India.
- (2) Social accounting of the Delhi Transport Corporation.

In 1985-86, NIUA consolidated various research activities that it had been engaged in the past, and to begin work in directions which had been charted out for the Institute in its Five Year Plan. Six areas of research were specifically chosen for in-depth work during the reporting year, namely : 1) Trends and Processes of Urbanisation, 2) Urban Employment, 3) Urban Services, 4) Urban Shelter, 5) Urban

Transportation, and 6) Urban Planning. Research projects in each of the six areas were initiated with the financial support of the Ministry of Urban Development, Ministry of Social Welfare, ASRTU and UNICEF.

In 1986, NIUA embarked on the assessment of State of India's Urbanization. This was a major study of the Institute carried out for the Ministry of Urban Development. The main objective of the study was to analyse the dominant trends in India's urbanisation process during 1961-81, with particular reference to regional patterns of urbanisation, primacy, and urban morphology. In order to pursue this project, NIUA heavily invested in the best of technologies available at that time. It procured Micro Galaxy and IBM computer systems, word and data processing software, which helped the Institute in setting up an urban information system, a first of its kind in the country.

The Institute grew in its stature in providing training to local officials; it conducted several workshops and programs jointly with UNICEF, HUDCO, AIILSG and RCUES. It also provided support for organizing study visits for many state participants of international training courses held at the Institute for Housing Studies, Rotterdam. This kind of collaboration fostered further research opportunities for individuals and institutions.

Under the Indian Human Settlements Programme, which was a collaborative activity with HUDCO, and IHS Rotterdam, NIUA instituted a fellowship programme under which it awarded fellowships amounting to approximately Rs. 45,000/- to individual researchers and institutions for undertaking case studies in fields such as area planning and management, neighbourhood improvement and slum upgrading, low cost infrastructure, housing project finance, construction management, and settlement design. Twenty two fellowships were awarded in the reporting year followed by a research seminar to discuss the results of the case studies.

During this period, the Institute released focused publication in several new areas to become one of the first to raise such issues like Urban

Shelter. Urban Conservation: Safeguarding India's Living Heritage and Responding to the Child in an Urban Setting. Meanwhile the collection of journals and books in the library grew to 53 and 6324 respectively.

The year of 1987-88 were one of the most engaging and productive years in the short history of NIUA. For one thing, the Ministry of Urban Development firmed up the nature of relationship with the Institute by approving for it a core staff of 49 members, and committing itself to meet the expenditure on their salary, allowances etc., on a continuing basis. This action followed the report of the Kamath Committee which had proposed that one way to bring about stability to the Institute would be for the Ministry to agree to a one-time grant of Rs. 2 crores, the interest on which could give to the Institute regular income for meeting its recurring expenditure. Instead of this arrangement, however, the Ministry of Urban Development together with the committee set up by the Institute's Governing Council Shri J.R. Bhalla, K.C. Sivaramakrishnan and H.U. Bijlani and Prof. O.P. Mathur, Director NIUA considered it more appropriate to agree to a minimum of 'core staff' and a budget corresponding to the core staff for the Institute. This arrangement came into effect on 1st April, 1987. With this, the sense of insecurity and instability that had marked the Institute's staff from its inception ended. Now, the Institute started thinking of having premises of its own.

The year 1987-88 was also productive in substantive terms. The National Commission on Urbanisation which was set up by the Government of India to recommend an urbanization policy for the country entrusted to the Institute three major studies, namely:

1. Implications of the Alternative Patterns of Urbanisation
2. The Nature of the Urban Fiscal Crisis
3. Studies on Urban Poverty

These studies were taken up and completed in the reporting year. The National Commission on Urbanisation also invited the Director, NIUA for discussions on the implications of alternative patterns of

Urbanisation, particularly with reference to the costs under each of the various alternatives. In a somewhat similar vein, the Institute established direct links with the Ninth Finance Commission which entrusted to the Institute a major study on the feasibility of direct devolutions to the urban local bodies for purposes of upgrading the levels of urban services. It examined the existing levels of services, determination of the “norms” for upgradation, and estimation of financial requirements. The study covered all cities with a population of 100,000.

There was yet another development of a similar kind. The Sarkaria Committee constituted to look into the setup of Delhi asked NIUA to examine whether Delhi would stand to gain or lose if it was bestowed with the status of a full-fledged state. The Sarkaria Committee also entrusted the Institute with a study on the finances of various agencies responsible for the development of Delhi, including the Delhi Administration.

The Institute began working in the area of rental housing in 1987-88 at the suggestion of the Planning Commission. Part of the reason for initiating work on this subject was the virtual lack of information on the organization and functioning of the rental housing market in the country. No specific studies were available on the factors that determined the supply of and demand for rental housing; even less was known about the forces that led to the segmentation of the rental housing market into smaller sub-markets. This study yielded three monographs —

1. Rental Housing in India: An overview
2. Modelling Rental Housing Market: A conceptual framework
3. Rental Housing in a Metropolitan City: A case study of Delhi.

In addition to the study for the Ninth Finance Commission, NIUA completed a study on local resources in the towns and cities of National Capital Region (NCR) for the NCR Planning Board (NCRPB). NCRPB was concerned with growing disparity in the levels of services in the Union Territory of Delhi and the towns falling in the Delhi Metropolitan

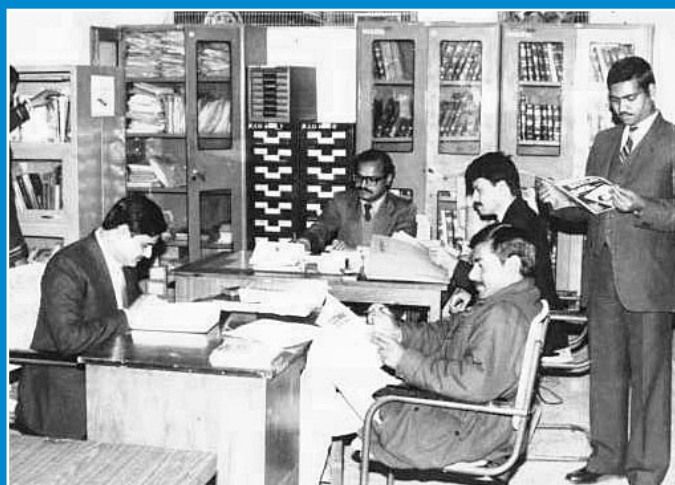
Area (DMA) and the Priority Towns. The issue for investigation in this study was whether the revenues that were generated by the local bodies of the DMA and NCR towns had potentials to increase to levels that would enable them to increase their spending levels.

The Institute also completed a few other studies during this period. These were:

- Urban and Urban Development Policy Issues of the North Eastern Region
- Revamping the Structure of Property Taxes
- Provision of Water Supply: Institutional options

The training activities of NIUA also expanded along with the research activities. The Department of Personnel and Training entrusted to NIUA for the first time, a training workshop on Urban Finance and Management for senior administrators. This workshop was run from 21-25 November 1988. The success of the workshop led the department to entrust two more training workshops to NIUA in the financial year of 1989-90.

In the year 1989-90, NIUA also widened its network of association with the states, state level agencies, training institutions and international organizations. The network now included the State Government of Kerala, with which NIUA got engaged in a major consultancy assignment on preparing slum improvement and upgrading project in Trivandrum, Cochin and Calicut; with the state Government of Gujarat for whom NIUA was preparing a state-wide urban strategy; the National Housing Bank on whose instance it conducted a major study on informal housing finance; and the Administrative Staff College of Uttar Pradesh where NIUA was providing assistance in developing a “training package” for senior State Government officials and vice chairmen of development authorities. At international level, NIUA was able to establish links with the International Labour Organisation, the World Bank, and the Asian and Pacific Development Centre (APDC), Kuala Lumpur.



The links resulted in requests from these agencies for the preparation of research papers on subjects like employment issues and urban policy for the ILO, on urban poverty for the World Bank, and on gender, urban poverty and economic development for APDC, Kuala Lumpur.

In the year 1989-90, the momentum of activities undertaken in the earlier years continued. During the year NIUA Nagarpalika Sammelans were organized with the Ministry of Urban Development. During this year, NIUA completed the evaluation of the Integrated Development of the Small and Medium Towns (IDSMT) programme. Undertaken at the behest of the Ministry of Urban Development, this evaluation study was designed to identify the achievements and shortfalls of the IDSMT programme, and suggest measures for making the programme more effective.

NIUA completed a major study on resource mobilisation capacities of local bodies in the National Capital Region. The main concern of the study was the fiscal capacity of local bodies of towns in the Delhi Metropolitan Area and other Priority Towns to be able to raise additional resources for maintaining infrastructure and services. The study made a series of suggestions on how local bodies could augment their resource base. During these years, NIUA strengthened its portfolio in urban finance by working on several studies like impact of World Bank Credit on Urban Institutions and Urban Finance Policies and Norms, Pricing of Urban Services for IRDC, and informal Housing finance for NHB.

In 1989, NIUA organized a one-week training workshop on “Urban Development strategies and issues” for IAS officials. The main objective of the workshop was to acquaint the IAS officials with major urban issues, the approaches that have been employed to deal with them, their effectiveness and relevance, and the contemporary thinking on urbanization.

The workshop was conducted on behalf of the Department of Personnel and Administrative Reforms. Meanwhile's NIUA was

represented on several committees of importance. NIUA became a member of the Steering Group on Urban Development which was set up by the Planning Commission to draft the Eighth Plan approach to Urban Development . It also become a member of the working group on Urban Poverty set up by the Planning Commission and a member of the Expert Sub-Committee on Property Tax Reform in the Union Territory of Delhi.

NIUA published a book entitled “Urban Management in Asia: Issues and opportunities”, in collaboration with the Economic Development Institute of the World Bank and United Nations Centre for Human Settlements. This book contained articles contributed to the seminars organized by the three institutions.

During the year 1990-91, NIUA began to consider and identify fresh areas for its future research and other activities. Apart from considering this issue in-house, NIUA organized in February 1991 a meeting of the Institute's Research Advisory Committee and invited Dr. G.S. Bhalla and Dr. D. Swaminathan, former members of the Planning Commission, and other experts like Dr. Rakesh Mohan and Prof. D.B. Gupta to give their ideas on how they viewed the future scenario and research priorities. The ideas generated in the meeting were compiled by NIUA in the form of “Themes and Questions for Future Urban Research”. Meanwhile, the International Labour Organisation and NIUA organized a three-day workshop on Employment Issues in the Asian Metropolis. It was a regional workshop and was attended by participants from Thailand, China, Philippines and India. Supported by the World Bank NIUA also organized a one-week workshop centered around a number of case studies which were specially commissioned by NIUA for this workshop.

By 1991-92, NIUA carried out a variety of in-depth studies in the urban arena. Some of the prominent ones being Public

- (i) Public-Private Provision of Urban Services (sponsored by Planning Commission).



- (ii) Women in Urban Informal Sector, with the support of Ford Foundation
- (iii) Pricing of Urban Services and Informal Finance for Urban Housing Status and Properties undertaken on behalf of NHB,
- (iv) Single Migrant Women Workers in Delhi (sponsored by UNESCO),
- (v) Assessment Report Urban – Towards an Urban Policy (for MOUD),
- (vi) The Urban Poor Child – Factors and Processes of Marginalization (for UNICEF),
- (vii) Transport Authority for Medium Sized Cities (for MOUD).

NIUA also organised the fifth annual meeting of the Mega-Cities Project Coordinators from October 28 to November 1, 1991. The meeting was hosted by the MCD and was inaugurated by the Minister of Urban Development, Mrs Sheila Kaul. Coordinators from 16 Mega-Cities and eight experts and representatives from the international donor agencies and Delhi Municipal Corporation took part in the meeting.

As noted, a significant development in early 1990s was the enactment of the Research Advisory Committee of the Institute, under the chairmanship of Dr. Raja Chelliah. It highlighted the need to focus activities of the Institute within the framework of the macroeconomic policy perspective. Thrust areas identified for research and training included, urban economy and policies; alternative arrangements for urban infrastructure financing and delivery, shelter; environment and urban poverty. Accordingly, NIUA took the lead to organise a workshop on impact of New Economic Policies on urban areas. Subsequently, NIUA also prepared a position paper for a national seminar on the same subject organised by the Planning Commission.

During this time, a collaborative programme was initiated between NIUA and the Research Triangle Institute (RTI), North Carolina, USA, supported by the USAID. The goals of the collaboration were to:

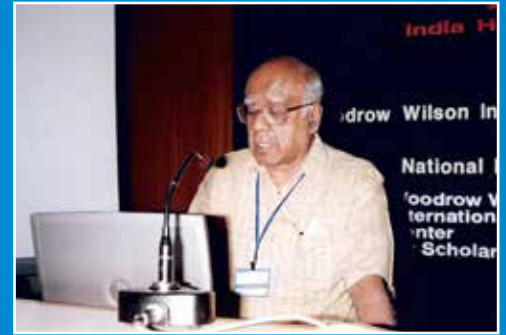
1. Build NIUA's capacity to conduct focused, client-oriented research

with particular emphasis on analysis of research data and effective presentation of findings;

2. Jointly prepare a well-designed research protocol/proposal for a study of Alternative Institutional Arrangements for urban services. The purpose of the research was to identify and document innovative practices, draw lessons of wider applicability, and prepare and present focused policy recommendations; and
3. Draw and apply lessons regarding modalities of productive institutional collaboration, using these lessons as a basis for designing a plan for extension of the collaborative arrangement.

At NIUA, its role of facilitating the process of decision making and policy formulation at the local state and national level, had always been at the forefront in all its activities related to research, training and information dissemination. For instance, through collaboration with a number of local governments, the Ministry of Urban Development and UNICEF, NIUA got actively involved in studies, training programme and communication materials related to urban poverty alleviation. A major national consultation was organized by NIUA in February 1993, on 'Reaching the Urban Poor', A large number of sectoral ministries participated in this consultation, and agreed to coordinate programmes targeted at the urban poor. NIUA also initiated an evaluation of the Environmental Improvement of Urban Slums (EIUS) programme, being implemented by state governments.

Partnerships became another frontier area of NIUA's activities. As a part of its research programme on privatization of municipal services, various studies were initiated. A study to examine the involvement of private developers was completed for DDA. Documentation of CIDCO's efforts at privatization was done. Initial discussions with city officials of Baroda, Vishakhapatnam, Indore and Pune were held to identify potential privatization projects. A manual for enhancing the preparedness of municipal governments for privatization was developed. A major regional seminar on Partnerships in Municipal Infrastructure was organized by NIUA with support of the Urban Management Programme for Asia and Pacific of the World Bank,



UNDP and UNCHS. Participants from nine Asian countries shared their experiences of privatization in urban development.

In 1993-94, NIUA also signed a cooperative agreement with USAID for a US\$ 1.37 million, to initiate a four year programme on Financing Urban Infrastructure through Debt market, under the Financial Institutions Reform and Expansion (FIRE) programme of USAID's bilateral assistance to the Government of India. The programme involved NIUA as a nodal institution to promote policy changes in the sector through research, training, workshops and information dissemination.

Within the context of the 74th Constitution amendment, NIUA organized a major seminar on Urban Management with ODA assistance. Faculty members from University of Birmingham participated in the seminar and discussed the range of options available to Indian municipalities. Studies on decentralisation of municipal governments and on Octroi abolition were finalized. Efforts were made to take up studies for various State Finance Commissions that had been constituted.

NIUA maintained and strengthened its role as a premier research and training institution of urban studies in India. Its role as a nodal institution for urban poverty related studies became well recognized. It had also been identified as a nodal institution in India for the Urban Management programme for Asia Pacific. Its role as coordinating institution for the FIRE-D project on financing urban infrastructure also provided an opportunity to strengthen the capacities of local government to meet the challenge of urban management and project financing. Meanwhile, for the first time, collection of titles in NIUA library crossed five-figure mark (10,327).

As evident, the Constitution (Seventy-Fourth) Amendment Act, 1992 had provided an opportunity to the national and state governments to initiate a series of policy reforms in urban governance and management. The Institute's members had been involved in this process through research, policy promotion and training. The Institute

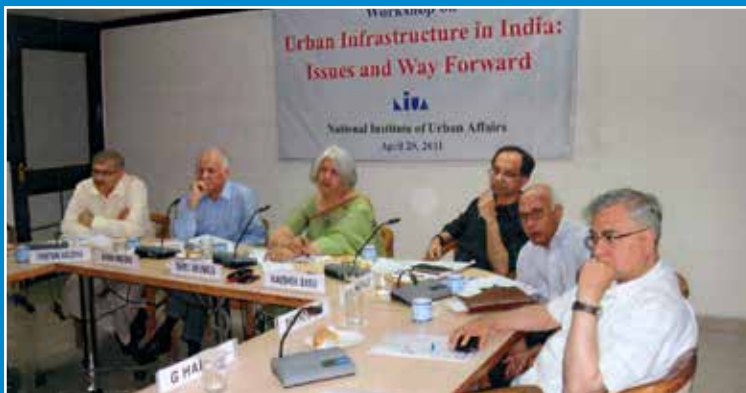
took an initiative along with Planning Commission and the National Institute of Public Finance and Policy (NIPFP) to hold the first meeting of the State Finance Commission, (SFC) established under the 73rd and 74th Constitution Amendment. This meeting culminated in establishing a resource group in which the Institute was a member. Upon the recommendation of the resource group, a SFC cell was established at the Institute. This cell worked very closely with many SFCs to provide technical assistance, research inputs and conduct independent studies.

For the Urban Basic Services Programme of the Ministry of Urban Affairs and Employment, the Institute continued to be the nodal institution. During the year 1994-95, the guidelines of the programme were revised and discussed at the Institute. The training component of the programme was also evaluated by field visits to various states, and the programme was reviewed in a national review meeting organized by the institute.

By now NIUA's stable of publications grew to five including

1. Urban India - Bi-annual Journal
2. Urban Poverty - Quarterly Newsletter (English)
3. Sudama - Newsletter on Urban Poverty (Hindi)
4. Urban File - Bi-annual Compilation of Journals and Articles
5. Urban News - Monthly Compilation of Newspaper Clippings

The Institute produced other publications too like Power to the People: The 74th Constitutional Amendment, and Handbook of Urban statistics, 1995. By 1996, it was being felt that macro-economic liberalisation policies and decentralisation were posing major challenges for urban governance in India. The macro-economic reforms process had not percolated to the urban sector and series of reforms related to urban land, housing and infrastructure were yet to be implemented. The efforts of the states in pursuing the spirit of the Constitution (Seventy-



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Fourth) Amendment Act, 1992), had been quite moderate and a significant amount of work remained to be done for the municipalities to become units of local self governments.

The Institute pursued its role in ensuring effective urban governance through its work in research, training, policy formulation, advocacy and information dissemination. In 1996, the core activities of the Institute related to its participation in various working groups of the Ministry of Urban Affairs and Employment, its major programmes in the field of Urban Basic Services for the Poor (UBSP), the Indo-USAID programme on Financial Institutions' Reforms and Expansion (FIRE) and the work related to the State Finance Commissions. The subsequent follow-up actions by the state and local governments proved to be a major source of inspiration. Municipal Bonds were first introduced in one such meetings and by 1996 nearly 15 cities and infrastructure agencies were being rated by credit rating agencies for potential Bond issues. Many State Finance Commissions followed various studies and reports prepared by the Institute to finalise their recommendations. The UBSP programme approach was adopted by the Government of India for its other urban poverty alleviation programmes. During this period, several research studies and projects were completed namely:-

1. Capacity Building for the Urban Environment – A comparative Research, Training and Experiences Exchange Project.
2. Cost of Urban Infrastructure
3. Patterns and impact of migration
4. Carrying capacity based planning for NCR (in collaboration with NEERI, Nagpur)
5. Decentralisation of Municipal Administration
6. Assessment of current Urban situation in India and Urbanisation strategies
7. Evaluation of NCR schemes
8. Municipal Finance in Haryana
9. Transformation of Low-Income Housing: A pilot project in collaboration with CARDU, University of New Castle, U.K.

10. Research Project on Municipal Finance and Tax Administration in Kanpur
11. Financing Urban infrastructure: Role of Urban Local Governments
12. Base paper for National Urban Environmental Policy and Actions
13. Institutional strengthening for Urban Environmental Management: A Strategy paper
14. Report of the expert group on land, housing and urban renewal and upgradation – Review of master plan of Delhi – 2001
15. Background papers for seminar on role and functions of SFCs, Mussoorie, 1-2 July 1995
16. Working paper on expenditure norms
17. Working papers under the FIRE (D) Programme
18. Regional technical assistance on Urban Improvement Finance of ADB.

In September 1997, NIUA shifted to its present premises at India Habitat Centre, Lodhi Road. By now, the Institute was focusing on a number of important areas of urban policy urban basic service for the poor, pricing and cost recovery of urban infrastructure, improvement of urban slums, and urban environment management. NIUA prepared a compendium of Municipal Legislations in Conformity with 74th Constitutional Amendment Act.1992. It completed research of Financing, Pricing and Cost recovery for Land Development of Urban Infrastructure, Evaluation of Environmental Improvement of Urban Slums (ELUS) programme and Impact of Urban Development of Fringe Areas.

As evident, the institute through its activities tried to maintain a fine balance between financial environmental and social issues in the urban sphere with equal dexterity. The post- Urbanization area was characterized by dramatic socio economic transformations. At the turn of the new millennium in 2000, the Institute completed 25 years of its existence. With the urban population in the country rising to 285 million as per the provisional estimates of urban population by the Census of India, the level of urbanization in the country in 2001 increased to 27.8 per cent. The population figures further revealed that

there were 35 urban agglomerations with population of more than one million in the country.

Responding to the challenges of increasing urban population and expanding cities, the Institute, during the year 2000-2001, developed a draft urban policy for consideration of the Ministry of Urban Development and Poverty Alleviation (MOUD&PA), Government of India. It also took up a major policy and strategy related project on reducing poverty in urban India. This project was a technical assistance to Government of India extended by the Asian Development Bank, Manila. The project aimed to analyse the various schemes and programmes of national and international agencies and develop a strategic framework for reducing poverty in urban India.

One of the research projects completed was Impact Assessment of Mega Cities Schemes sponsored by MOUD&PA. The study helped the Ministry to restructure the guidelines of the scheme. The documentation of the Tirupur water supply project brought out the complexities of developing public-private partnership projects for improving urban infrastructure in our cities. Another major project that was completed during the year was the Assessment of the Status of Urban Water Supply, Sanitation and Solid Waste Management that sponsored by MOUD&PA. The study brought out a very detailed set of valuable information on the three services in 300 Class I and II towns in the country. The study made estimates of capital investment requirements covering the entire urban population by 2022. The agencies that supported the research projects included MOUD&PA, USAID, WHO, ADB, UNICEF, UNDP and DFID.

Considering the importance of imparting training and capacity building programmes at decentralized state and regional levels, the Institute with the support of Indo-USAID Financial Institution Reforms and Expansion Project, developed a network of 14 training institutions spread across the country. This network was further strengthened by providing various kinds of strategic supports, training material and resource persons from the Institute. A number of training programmes

and workshops in the fields related to urban infrastructure management and financing were organised in collaboration with these partner institutions. The target group of these programs included elected representatives of municipal bodies besides the municipal functionaries.

The year was marked by a major upgradation and modernization of IT infrastructure at the Institute. The installation of local area network (LAN), comprising state-of-the-art technology was completed.

By 2001-02 a major contribution of the Institute to the policy making exercise of the Government of India was in terms of providing inputs for the formulation of the Tenth Five Year Plan. The report of the Task Force on Urban Governance and Financing set up under the Working Group on Urban Development (including Urban Transport), Water Supply & Sanitation (including low-cost sanitation sewerage and solid waste management) and Urban Environment for the Tenth Five Year Plan (2002-2007), was prepared at the Institute. The Institute also assisted the Ministry of Urban Development and Poverty Alleviation (MOUD&PA) in consolidating the reports of all the task forces of the working group. Another major policy report prepared at the Institute was that of the Study Group of Economic Activities, Fiscal Policy and Resource Mobilization set up by the National Capital Region Planning Board (NCRPB). The Institute also completed a major policy and strategy related project on Reducing Poverty in Urban India. This project was a part of Technical Assistance (TA) to Government of India extended by the Asian Development Bank (ADB), Manila. The project analysed various schemes and programmes of national and international agencies and developed a strategic framework for reducing poverty in urban India.

A number of studies were conducted to document the best practices in order to disseminate the innovative practices in municipal tax administration, financing, and operations and maintenance of services attempted in various cities in the country. Research carried out during the year included studies on Municipal Accounting and Financial

Reporting System, Reforming the Property Tax, Development of GIS for poor communities in Delhi, and Healthy Cities. Research support for projects at the Institute was received from a number of national and international agencies, including MOUD&PA, Ministry of Human Resource Development, Government of NCTD, Delhi Development Authority, USAID, WHO, ADB, UNICEF, UNDP, AusAID, DFID, and CARE India.

To facilitate development of a capital market for urban infrastructure financing, the Institute supported the Ministry of Urban Development and Poverty Alleviation in its evaluation of proposals from municipal bodies to raise resources for urban environmental infrastructure projects through Tax Free Municipal Bonds. In this area, a study on development of municipal bond market in India was also conducted, sponsored by Canadian International Development Agency through the Ministry of Finance, Government of India.

During the year 2002-2003 research studies including an evaluation of Swarna Jayanti Shahari Rozgar Yojana SJSRY in 5 towns in the state of Rajasthan, an assessment of impact of repeal of Urban Land Ceiling Act, a study of property tax innovations in selected cities were completed. Other research studies undertaken during this period included the UNDP supported studies on municipal accounts and financial reporting systems and reforming property tax, and improving access of poor to basic urban services in Ludhiana under the FIRE-D Project.

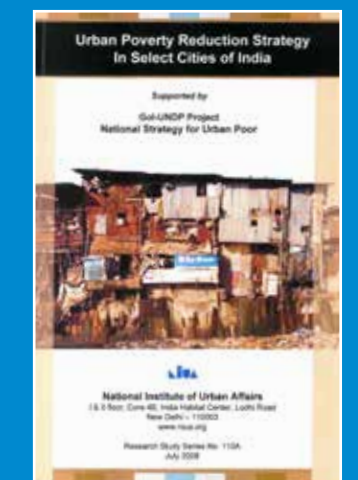
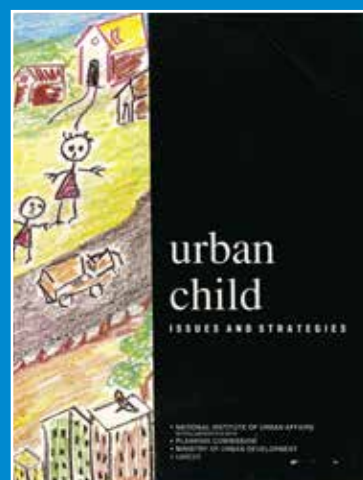
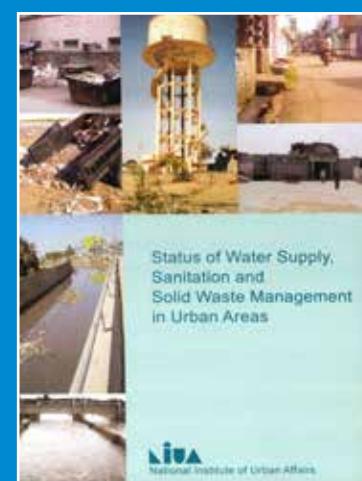
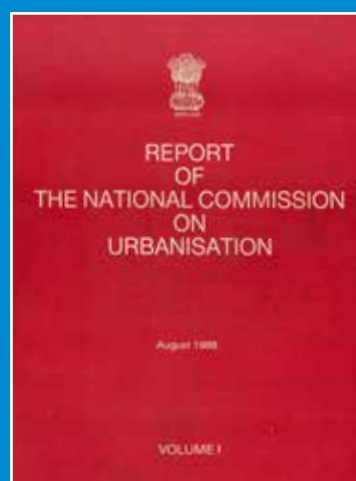
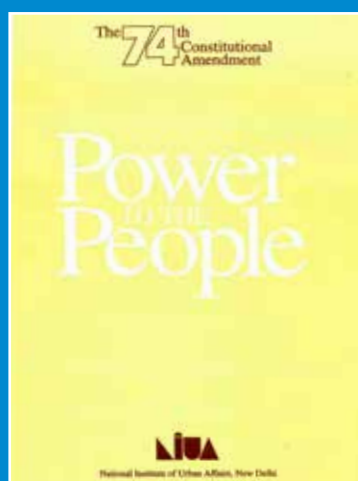
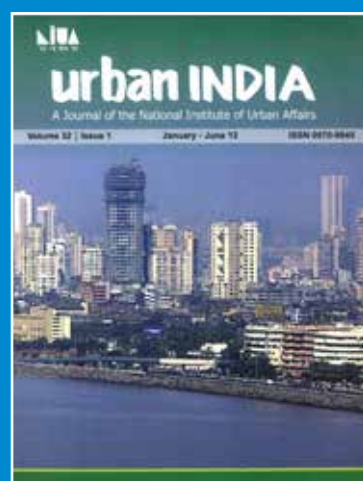
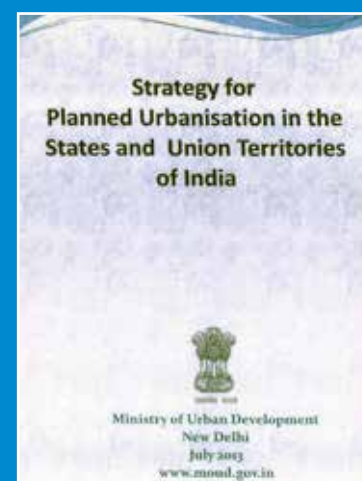
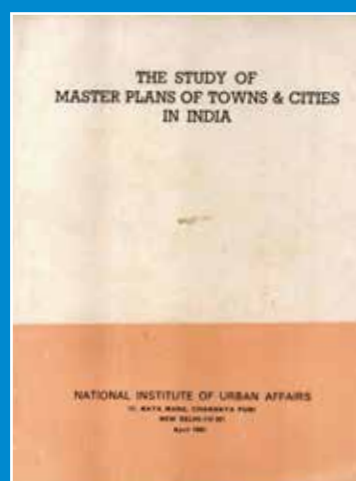
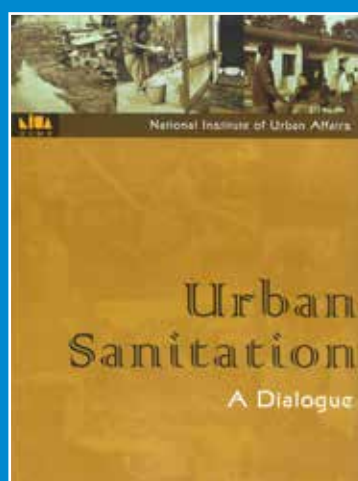
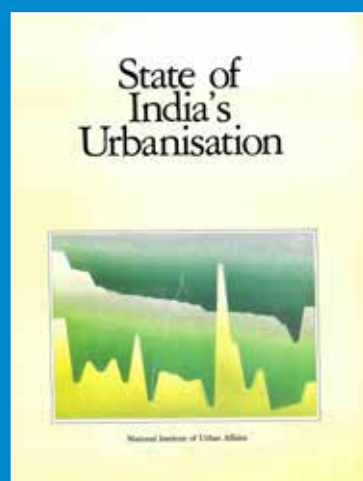
During 2003-2004 a project on Healthy City sponsored by WHO was completed. Other studies that were completed included studies on property tax reforms, and decentralization funded by UNDP. The ongoing FIRE-D project was extended for a further period of five years up to 30 September 2008. NIUA was again designated as the nodal agency of Government of India for this highly successful Indo-US collaborative project that made significant contributions to urban reform process including development of capital market for urban infrastructure financing, training of municipal officials and elected

representatives, and building the capacities of municipal bodies in developing commercially viable urban infrastructure project.

The Institute conducted a number of policy research and evaluation studies, training programmes, workshops and seminars during 2004-05, to provide research inputs, policy support and build capacity of those concerned with the urban sector. Information dissemination activities were also undertaken to provide assistance to policy makers, researchers and all concerned.

Projects completed during then included twelve studies related to urban reforms, decentralization, and urban management conducted as part of Indo-USAID FIRE-D project. A project on Healthy District, sponsored by WHO, and evaluation study of a centrally sponsored water supply scheme, AUWSP, supported by MOUD, were also completed during the year. The on-going projects included three studies sponsored by MOUD on the impact of the 74th Constitutional Amendment Act, the follow-up actions on the Recommendations of State Finance Commissions, and the Impact Assessment of Training of Women Councillors. Work on the MUE & PA and UNDP supported project on National Strategy for Urban Poor was initiated while four other studies, supported by the Indo-USAID FIRE-D project, relating to urban reforms and urban development were in progress. The Institute established a network of 18 training institutions spread across the country, developed as part of FIRE-D activities. A large number of training programmes in fields related to urban infrastructure management and financing, e-Governance, Model Municipal Law and Municipal Accounting Reforms were conducted by these training institutions. The target group of these programmes included both municipal functionaries and elected representatives of municipal bodies, and professionals in these fields. The Institute organized a number of national level policy advocacy seminars during the year to assist the urban reform process in the country.

As evident, NIUA has been at the fore front of key development in the urban sector in India. In fact, the Institute helped give



shape to all of these initiatives be it the studies for National Commission on Urbanisation or the landmark 74th Constitutional Amendment Act in 1992 or the ambitious Jawaharlal Nehru Urban Renewal Mission (JNNURM) launched in 2005.

NIUA played an important role in the pre-launch and launch activities of JNNURM. In the pre-launch activities, NIUA participated in the development of toolkits for the mission and was entirely responsible for their production. NIUA was also responsible for organizing the launch of JNNURM by the Prime Minister at Vigyan Bhawan, New Delhi on 3rd December 2005. The effort put in by the Institute was acknowledged by the Government, which commended the Institute for the successful launch of the Mission. This was followed by NIUA's role in its implementation. It was one of the agencies entrusted with the task of appraising CDPs in addition to being instrumental in preparing a National Strategy for Urban Poor.

The Government of India – UNDP Project was aimed at sustainable socio-economic growth and development in select urban locations through a community-owned and participatory process. The issues that the project addressed were livelihood options and provision of basic services for the urban poor. The project's focus was to support the adoption of a national strategy for urban poverty reduction at the central and state levels. It also aimed to support a combination of initiatives like action research, network building for dialogue on policies and regulations and develop a facility to support and disseminate best practices on urban livelihoods.

In 2008, NIUA got involved in several research studies under the JNNURM that included CDP appraisals, Peer Experience and Reflective Learning (PEARL), Primers for optional reforms and technical advisory group (TAG). The objective of the PEARL project was to create manageable networks between 65 JNNURM cities for cross learning and sharing knowledge on urban reforms and city governance so that objectives of the JNNURM can be successfully achieved. NIUA was nominated by the MOUD to function as National Network Coordinator for PEARL

activities among the JNNURM cities. A portal www.indiaurbanportal.in was put in place, and updated regularly, while the first issue of PEARL newsletter got published.

At the same time NIUA prepared and submitted drafts of the following primers for Optional Reforms:

- Administrative Reforms
- Structural Reforms
- Rainwater Harvesting
- Registration of Properties
- Encouraging PPP
- Revision of Building Byelaws to streamline the Approval Process
- Introduction of Property Title Certification System in ULBs
- Byelaws on Reuse of Waste Water
- Earmarking of Land for Poor
- Conversion of Agricultural Land for Non-Agricultural Purposes.

NIUA also coordinated the activities of National TAG. TAG had sent its two member team to Guwahati to visit the 5 Community Participation Fund project sites, to verify the work happening on the ground followed by its documentation. TAG was successful in bringing out its Annual Report for the year 2008-09, meanwhile the Institute also contributed to the following important research projects :

Clustered City Economic Development (CCED) in South Asia: The research aimed to provide new insights into the changing economic structure and spatial pattern of business activities and investment (including industry clusters) in the selected CCED economies; identify the primary drivers contributing to the economic growth and development of selected cities; factors contributing to the competitiveness of sector industries sectors and the types of infrastructure, economic governance and investment strategies needed to support the development of targeted sectors (including identified industry clusters) for the city.

Capacity Building for Decentralised Urban Governance (CBDUG):

Under this project the Institute coordinated a study titled "Preparation of Devolution Index". This study was carried out by the Society for Participatory Research in Asia (PRIA). Under the CBDUG project, the Institute also appraised the City Development Plans for Alappuzha and Palakkad in Kerala.

Sustainable City Form for India: NIUA in partnership with Oxford Brookes University (OBU), Centre for Environmental Planning and Technology (CEPT), Ahmedabad, and School of Planning and Architecture (SPA), New Delhi carried out this research project funded by MOUD. The project also won the UK- India Education Research Initiative (UKIERI) Award. The major objective of this study was to identify gaps in knowledge relating to sustainable urban form in Indian cities. Rajkot and Faridabad became the two selected case studies for the research due to contrasting land management mechanisms and varied contiguous examples of built form. A consolidated report was submitted to MOUD in December 2008.

Documentation of Urban Transport Initiatives: The objectives of this study were to document the urban transport initiatives undertaken in 10 cities of India with a focus on PPP and identify challenges and lessons learned, and make suggestions for improved urban transportation systems. The draft final report was submitted to MOUD in March 16, 2010. It documented 11 case studies including Bus Rapid Transit System (BRTS) in Ahmedabad, Jaipur, Pimpri-Chinchwad, Visakhapatnam; city bus services in Jalgaon, Jalandhar, Vadodara and Surat; Kolkata's multilevel parking and Thane Railway Station Area Traffic Improvement Scheme.

Tracking of State Finance Commissions and CFC Grants to ULBs in Selected States: The study focused on nature of grants, change in devolution packages, releasing mechanisms of grants, and the impact of these grants on the fiscal health of ULBs. A presentation was made to MOUD based on the Interim Report. Field visits to the state of Madhya Pradesh, Gujarat, and Tamil Nadu were undertaken.

Objectives of the study were to examine the nature and purpose of system of grant-in-aid/devolution packages suggested by the State Finance Commissions (SFCs) and CFCs, to compare the new system of devolution mechanisms compared to earlier system of grant-in-aid to the ULBs and to examine the releasing mechanisms of these SFCs'/CFCs' grants to ULBs.

By 2010-11, there were several initiatives taken by the Government of India to consider an integrated and inclusive view of urbanization in India's development paradigm, for instance setting up of a sub-committee on urbanization by the National Development Council. It was meant to review the legal, financial and institutional framework for urban governance suggesting right set of policies and drawing action plans for strategies capacity building, improvement in service delivery financial resources of cities, etc.

Similarly setting up of National Mission on Sustainable Habitat under the Prime Minister's National Action Plan for Climate Change, the launch of National Urban Sanitation Policy that envisaged the setting up of State Sanitation Strategies and City Sanitation Plans, the launch of Rajiv Awas Yojana seeking to create "Slum-Free India". The period also witnessed the release of two prominent reports in the urban domain, namely- Thirteenth Central Finance Commission that recommended nine conditions for the State Governments qualifying for central grants and the release of the High Powered Expert Committee on Urban Infrastructure that identified the Infrastructure and capacity related challenges evident in Indian cities along with estimating an investment requirement of Rs.31.2 lakh crores over 2012-31 period at 2009-10 prices. The debates and outcomes during this period suggested that a lot still needs to be done in the urban sphere.

During this while, NIUA accomplished several projects like Study on Urban Land Taxation covering six states in India, Social Audit of JNNURM Projects (BSUP and IHSDP), Projection of City Infrastructure Investment Prioritization and Programming Toolkit and Metropolises- NIUA book on, "Indian City – Managing Urban Growth".

The last few years have proved to be very productive for NIUA. During 2012-13, at the instance of Ministry of Urban Development Government of India, NIUA set-up a NUSP Cell to facilitate activities for implementation of NUSP. The Cell helped in bringing together all the stakeholders on a single platform through meetings and workshops with participation from the State and city officials, donor organizations, consultants and subject experts. The cell was funded by the Cities Alliance. Under this 24 states had initiated action for making State Sanitation Strategy (SSS). However, only six states submitted their draft State Sanitation Strategy (SSS) and 73 cities submitted their draft City Sanitation Plans (CSPs). Eighty five cities were thought still preparing CSPs. These cities were supported by MoUD in partnership with a few international bilateral agencies and spread over nine states – Andhra Pradesh, Chattisgarh, Karnataka, Kerala, Madhya Pradesh, Maharashtra, Odisha, Uttarakhand and Uttar Pradesh.

A Study to Qualitatively Assess the Capacity Building needs of Urban

Local Bodies: The Planning Commission under its Socio-Economic Research (SER) Scheme sponsored this research study to be conducted in the six cities of Chandigarh, Surat (Gujarat), Indore (M.P.), Nagpur (Maharashtra), Patna (Bihar), and Mussourie (Uttarakhand). The duration of the study was 10 months. The aim of the study was to do a reality check on the functioning of ULBs by interviewing all the stakeholders i.e. government, elected representatives, officers, NGO's, citizens etc. and to propose measures to build the comprehensive capacity of ULBs.

The Ministry of Urban Development also commissioned a study titled "Compilation of Data on 74th CAA and Preparation of Municipal Directory" to NIUA. The work included compiling the data and preparation of tabulation plan for which NIUA coordinated with the Regional Centre for Urban and Environmental Studies (RCUES) at Lucknow, Hyderabad, Mumbai and the Centre for Urban Studies at IIPA, New Delhi.

Migration in Indian Context: This research initiative to Strengthen and

Harmonize Research and Action on Migration in the Indian Context (SHRAMIC) was funded by the Sir Dorabji Tata Trust (SDTT). It was jointly carried out by IGIDR, Centre for Policy Research and NIUA. A steering committee meeting was held on 1st October, 2012. As part of the capacity building programme, NIUA offered eight month internship to three post graduate students of Young India Fellowship

Monitoring of 13th CFC Grant Parameters- CFC Support Cell: The project was funded by Ministry of Urban Development. The main objective of the Support Cell was to provide help is to provide help to the State for compliance of the nine reforms based conditions stipulated by the 13th Finance Commission, and make them eligible for withdrawal of Performance Based Grants. Based on the information provided by NIUA, the MoUD's Central Monitoring Committee (CMC) made recommendations on March 26, 2013 for the release of performance grant to fifteen states namely: Andhra Pradesh (conditional), Chattisgarh, Haryana, Himachal Pradesh, Karnataka, Kerala, Madhya Pradesh (conditional), Maharashtra, Meghalaya, Mizoram, Rajasthan, Tripura, Uttar Pradesh, Uttarakhand (conditional), and West Bengal.

Review of Model Municipal Law: The objective of the study was to carry out a comparative study to review the status of implementation of Model Municipal Law (MML) in six states, namely, Bihar, Gujarat, Rajasthan, Karnataka, Orissa, and Sikkim. The outcome of the study suggested improvements and changes in the MML and respective Municipal Acts on the basis of the above-mentioned review.

Review of Master Plan, Delhi (MPD 2021): As part of the mid-term of MPD 2021, public suggestions were invited that facilitated modifications and helped revisit specific provisions in the plan. Realistic corrections and modifications in the Master Plan policies, norms and the implementation procedure were all part of this review process. NIUA was asked by the MoUD to deliberate and review the feasibility of some of these suggestions which were then forwarded to the Ministry, through and Expert Committee set up for the same.

The members of the Committee, through bi-monthly meetings, discuss and debated on both sector-wise and crosscutting issues related to the suggestions received, before they were either included or rejected. These deliberations were thoroughly compiled into recommendations to form the basis of the report.

By 2013-14, NIUA played a significant role in the implementation of JNNURM. Key activities in which the Institute contributed were Appraisal of Reforms for 14 JNNURM cities, 7 Urban Agglomeration and 18 towns (under UIDSSMT) Spread over six states of Punjab, Jammu & Kashmir, Himachal Pradesh, Karnataka, Kerala, and Tamil Nadu and 2 Union Territories of Chandigarh & Puducherry. Under JNNURM, NIUA also spearheaded the Institute of Peer Experience and Reflective Learning (PEARL) to support cities to actively pursue activities in implementation of project and reforms, with the objective to create manageable networks, between JNNURM cities for cross-learning and knowledge sharing, NIUA being the National Coordinator for this initiative.

In addition to the above, NIUA was also actively contributing to projects in green growth, socio economics and climate change, as briefly explained below:-

Asian Cities Climate Change Resilience Network (ACCCRN): This project, supported by the Rockefeller Foundation (RF), focused on capacity building through training, integration of climate information, dissemination of existing knowledge products on Urban Climate Change Resilience (UCCR), linking networking partners as a means to influence policies, address the potential impacts of climate change in urban environment, and link climate resilience to development planning and management. The five activities under the project included: (i) Capacity building of NIUA in UCCR; (ii) Knowledge and training needs assessment; (iii) Institutional capacity building of national and state level nodal agencies; (iv) Capacity building of city nodal agencies and authorities; (v) Knowledge networking, research and documentation.

NIUA prepared a Policy Brief on “Policy and Regulatory Frameworks for Climate Adaptation and Building Resilience in Urban Areas”, which was released in TARU’s national seminar on December 10, 2013. TARU held two training programmes for NIUA project staff on UCCR. A Concept note was prepared on Knowledge Networking component of the project. Terms of Reference (TOR) for engaging regional institutions for capacity building of cities was finalized under the capacity building component of the project. Under the Knowledge Networking component, discussions were held with Mercy Corps, Jakarta, Indonesia to provide assistance on this component. Mercy Corps has been given financial support by RF for knowledge networking across countries. Under documentation and research, a list of best practice documents was examined to select specific cases for working on UCCR issues. Research topics were discussed and the focus areas decided –1) sea level rise; 2) urban flooding; and 3) climate change and impact on health.

Ascertaining the Impact/Social Objectives Achieved by Repealing the Urban Land (Ceiling and Regulation) Act, 1976 to ULBs: The purpose of the study was to investigate the extent to which the objectives of the Urban Land (Ceiling & Regulation) Repeal Act, 1999 were achieved such as (a) Did it allow to release expected urban land for development and did it bridge the gap between demand and supply in the real estate sector, (b) Did it contribute to the augmentation of housing stock for the EWS? The study was limited to the availability of land records of 58 UAs from 11 states and 3 UTs where the ULCRA had repealed. It also covered the UAs of the state of West Bengal where the ULCRA was not been repealed especially to see the process of acquisition of urban land in the recent years.

Demographic, Economic and Social Structures of Different Sizes of Urban Settlements in India: This project was envisaged to carry out an empirical research to analyse the demographic, economic and social structures, and the status of basic infrastructure and housing of the different sizes of urban settlements. Such an integrated analysis had never been attempted before, and seemed critical to help formulate

a stratified urban policy manufacturing and labour policies aligned to exploit the positive externalities of the agglomeration economies. The Phase I (October 2012 to September 2013) concentrated on the metropolitan cities in India; drawing upon secondary data from the Census, and unit level data from the relevant rounds of National Sample Survey, supplemented with data from Central Statistical Organisation and Planning Commission. The data analysis for the Phase II report on the non-metropolitan cities (urban settlements with population sizes ranging from 1 lakh to 1 million) followed subsequently.

Sustainable Social Housing Initiative Policy and Financial Assessment:

In July, 2013, NIUA was engaged by the United Nations Environment Programme (UNEP) to conduct a Policy and Financial Assessment and to develop a Summary for Decision Makers with regard to Sustainable Social Housing Initiatives (SUSHI) taken up in India. Comments were received on the Draft Report on Policy and Financing Assessment and Summary for Decision Makers along with the 'Substantive Report', to enable submission of final report.

As part of the design of knowledge base driven information architecture for the web initiatives of NIUA, Web Development Team successfully launched revamped NIUA website on 31st July 2014. Meanwhile PEARL successfully initiated its Dialogue Series. Cities Alliance support for PEARL envisioned a series of dialogues on contemporary and emerging urban issues and trends in the country. These dialogues aimed to enable prolific discussions and put forth diverse approaches set at acknowledging the trends and addressing the issues. The inaugural session in the NIUA Dialogue Series that took place on the August 25, 2014 was based on community use of streets and was titled "Happy Streets - Reclaiming/ Realigning/ Reengineering/ Transforming Streets for Communities".

Urban Green Growth Strategies for Indian Cities: NIUA and ICLEI jointly worked on this project; ICLEI was the lead agency. The project was sponsored by the Global Green Growth Institute (GGGI), Korea. The project focused on defining 'Green Growth' in the Indian context, the

green growth potential in Indian cities, and assembling best-practices, analytical tools, and policy/financing instruments to be utilized in other activities of the India Urban Program of GGGI. The project had two work streams - Work Stream 1 was on defining green growth in the Indian context, profiling cities and working out green growth path for Indian cities. This work stream was led by ICLEI. Work Stream 2 was on documenting best practices in green growth in urban India, and led by NIUA.

Plan for Solar Street Lighting in Delhi: The study was awarded to NIUA by Greenpeace India Society (GPIS). This project was a four-month study to address safety, dark spots and decentralised street lighting options in cities. The study aimed to understand status of street-lighting in the NCT of Delhi and provide appropriate solutions for addressing the different scenarios.

SHRAMIC Project: This research initiative to Strengthen and Harmonize Research and Action on Migration in the Indian Context (SHRAMIC) was funded by the Sir Dorabji Tata Trust (SDTT). jointly carried out by IGIDR, Centre for Policy Research and NIUA. A special issue of Urban India journal on 'Migration' has been published based on compilation of case studies and research done by Tata Trust funded NGO partners.

The South Asia Urban Knowledge Hub (the K-Hub): aims to increase the influence of evidence-based advocacy for urban policy and practice in South Asia. Presently consisting of the 4 countries Nepal, Bangladesh, Sri Lanka and India, the K-Hub will build a network of training and research institutions in the region and develop a forum for improving knowledge management within and between countries and regions. K-Hub activities will facilitate sharing of best practices in urban management, infrastructure and services delivery in South Asia and other regions and develop capacity for outcome-oriented research in the urban sector. NIUA-ADB-IHC Urban Dialogue Series was organised on the 3rd Friday of every month with an eminent urban sector expert (both national and international) speaking on emerging themes on the urban sector.

DIRECTORS



Deva Raj

01.02.1976 - 24.10.1979



M.N. Buch

21.11.1979 - 12.06.1983



Amitabh Kundu

13.06.1983 - 04.10.1984



Om Prakash Mathur

05.10.1984 - 01.04.1992



Dinesh B. Mehta

02.04.1992 - 30.06.1997



Vinod K. Tewari

01.07.1997 - 31.10.2004



Shreekant Gupta

01.03.2006 - 28.02.2007



Chetan Vaidya

06.02.2008 - 20.09.2012



Jagan A. Shah

02.04.2013 - Till date

The 'CIDCO Smart City Chair' was established at NIUA on July 3, 2014 as a research and capacity-building unit. It is developing and providing opportunities for training to CIDCO's technical personnel, with a focus on the development of 'smart cities'. The unit is assisting CIDCO staff in implementing key projects, developing proposals and undertaking research for planning and engineering projects, coordinating between agencies and capturing and creating awareness about the existing knowledge within CIDCO. The unit also creates awareness about smart and innovative solutions in priority sectors, such as land-use planning and management, traffic & transportation, utility networks, public services, conservation/ preservation of greenery and energy efficiency.

E-Learning Course: The e-Learning course is an initiative for developing an India specific course titled, 'Sustainable Land Use Planning' supported by the World Bank Group. The course would enable a student to intelligently and meaningfully engage in urban land use planning discourse as well as critically monitor and evaluate the progress of any city or urban space of interest in the Indian context. The pilot E-Learning initiative customized to the Indian context is planned for a wide range of participants including city and state officials. This promises to help NIUA strengthen its existing capacity building initiatives and mark NIUA as one of the premiere institutes in the country for developing and delivering e-learning courses to city and state officials.

Child Friendly Smart Cities: NIUA has partnered with the Bernard van Leer Foundation (BvLF) to develop knowledge and advocacy for Child-Friendly Smart Cities (CFSC) in India. This project is a three year engagement between NIUA and BvLF that aims to promote policies and practices to make Indian cities more child and family- friendly. The goal of the project is to mainstream the needs of young children in Indian cities in a comprehensive manner and bring greater awareness amongst urban planners and policy makers about the interrelationship between a child's health and the build environment/ living conditions. The project focuses on interventions

and advocacy related to the issue across four key theme areas - public health, safety and security, transportation/ mobility and living conditions. Governance aspects across the key theme areas will also be considered for greater convergence of various agencies to address children's needs.

The Sanitation Capacity Building Platform: The purpose of the platform is to support and build the capacity of the cities to plan and implement decentralized sanitation. Decentralized sanitation is a key solution to accomplish the Swachh Bharat Mission, AMRUT and the Smart City scheme. NIUA will actively reach out to cities and states to learn about their sanitation situation, assess their needs, and develop a customized capacity building programme for each city. NIUA will then connect each city with the appropriate capacity building partners of the platform. These partners include prominent universities, training centres, resource centres, non-governmental organizations, consultants and other experts. The partners will deliver capacity building activities to each city according to the city's unique needs and ambitions, targeting not only city officials, but also other stakeholders involved in sanitation value chain.

Evaluation of Urban Planning Course Curricula: The study funded by UNDP, sets out the objectives and framework for the evaluation of the curricula in the Planning Schools of India with respect to the modules and training materials on disaster risk reduction and climate change adaptation tools. It summarizes the proposed strategy to assess the critical gaps between the scientific approaches towards disaster risk reduction and climate change and existing planning education in India. The study comprised literature review, questionnaire survey and consultation with the key people in Planning Education in India. This assessment enabled identification of the critical gaps between the current policies and programme of climate resilient city and disaster risk reduction and planning education in the selected schools in India. The study recommended a series of measures including proactive initiatives by the academic fraternity on these themes, capacity building of the planning schools, access to relevant literature through

an e-library, setting up a national forum for planning schools so that the learning environment is reformed and new themes are effectively integrated in training the future planners who are demanded by the market to work in new knowledge domains.

Establishing of Geospatial Infrastructure at NIUA: NIUA initiated the establishment of geospatial computing facilities to cater the need of geoinformatics support for all the ongoing projects. It has been supported by the Rockefeller Foundation. GIS team initiated GIS & Remote Sensing data creation activities, collection of primary and secondary data for the same, Image processing, Geospatial analysis and establishment of GIS Server applications using Open Source Platform and started supporting other team members of NIUA in their ongoing Projects.

Review of the Urban Land (Ceiling & Regulation) Repeal Act: The purpose of the study is to investigate the extent to which the objectives of the Urban Land (Ceiling & Regulation) Repeal Act, 1999 were achieved such as (a) Did it allow to release expected urban land for development and did it bridge the gap between demand and supply in the real estate sector, (b) Did it contribute to the augmentation of housing stock for the EWS? The Draft Final Report was submitted to MOUD on 31st July 2015, titled, "Impact Assessment of the Urban Land (Ceiling and Regulation) Act, 1976 and the Urban Land (Ceiling and Regulation) Repeal Act, 1999".

There were some significant dissemination activities like conferences,

seminars and publications during this time. Urban Age Conference on Governing Urban Futures, organized by LSE Cities at the London School of Economics and Political Science and Deutsche Bank's Alfred Herrhausen Society and NIUA, New Delhi, November 14-15, 2014; National Conference on Climate Change Adaptation and Resilience on behalf of IDC Foundation, New Delhi at India International Centre, New Delhi. The conference was supported by Ministries of Earth Sciences, Science and Technology, ICMR, Northumbria University, UK, TARU Leading Edge Pvt. Ltd. and several others, November 19-20, 2014.

The bi-annual, interdisciplinary journal, Environment and Urbanization ASIA aimed to (i) engage the civil society, non-governmental organizations researchers, academia, and policy-makers into thinking and writing about Asia's urban and environmental issues, and (ii) improve and strengthen the knowledge base on the different facets of environment and urbanization, with cases and ground-level realities. The journal focuses on Asia but encourages articles on inter-regional comparison of experiences. Environment and Urbanization ASIA is prepared by NIUA and published by Sage, New Delhi.

The Institute has been following the Official Language Policy effectively. Under this policy, the Institute organises Official Language Committee meeting to review Hindi activities under the Chairmanship of Professor Jagan A. Shah, Director, NIUA / Mr. S. B. Jain, Advisor (Legal & Finance) NIUA.

PROJECTS AND STUDIES AT NIUA



ONGOING

1. Migration in Indian Context
2. Asian Cities Climate Change Resilience Network (ACCCRN)
 - Measuring Cost of Resilient Cities from a City Level Finance Perspective
3. South Asia Urban Knowledge Hub-ADB
4. CIDCO Smart City Lab
5. E-Learning Course at NIUA
6. Child Friendly Smart Cities
7. Demographic, Economic and Social Structures of Different Sizes of Urban Settlements in India (Phase II)
8. The Sanitation Capacity Building Platform (SCBP)
9. Evaluation of Urban Planning Course Curricula in Select Planning Schools to incorporate Disaster Risk Reduction and Climate Change Adaptation.
10. Establishing of Geospatial Infrastructure at NIUA
11. Swachh Bharat Mission (SBM) Exposure Workshops cum Training
12. SmartNet

- NIUA-GIZ MoU for Preparation of Online Training Calendar on PEARL website
- Peer Experience and Reflective Learning (PEARL)
- Support to Activities and Technical Advisory Group (TAG) activities
- Grassroots reality of JNNURM: A study of selected projects (under TAG)
- Research Study on "Transit Oriented Development"
- Research papers- 1. "Managing Peri-urban: A case of NCR"
- Documentation and Dissemination of good practices
- Primers for Optional Reforms:
 - Administrative Reforms;
 - Structural Reforms;
 - Rainwater Harvesting;
 - Registration of Properties;
 - Encouraging PPP.
- Revision of Building Byelaws to streamline the Approval Process;
- Introduction of Property Title Certification System in ULBs;
- Byelaws on Reuse of Waste Water;
- Earmarking of Land for Poor; and
- Conversion of agricultural Land for Non-Agricultural Purposes

COMPLETED

2006 TO 2016

1. Ascertaining the Impact/Social Objectives Achieved by Repealing the Urban Land (Ceiling and Regulation) Act, 1976 to ULBs
2. A Study to Qualitatively Assess the Capacity Building needs of Urban Local Bodies
3. Demographic, Economic and Social Structures of Different Sizes of Urban Settlements in India (Phase I)
4. Jawaharlal Nehru National Urban Renewal Mission (JNNURM)
 - Appraisal of Implementation of Reform Measures in the States as per MoA of the Cities
 - Appraisal of City Development Plans under JNNURM
 - Status of devolution of powers and functions under 74th Constitutional Amendment Act in select JNNURM cities.
 - MIS Support to JNNURM
5. Analysis of Data and Preparation of Report on RAY : Slum Free City Plan of Delhi
6. Plan for Solar Street Lighting in Delhi
7. Monitoring of the 13th Central Finance Commission (CFC) Grant Parameters- CFC Support Cell
8. Sustainable Social Housing Initiative Policy and Financial Assessment
9. Compilation of data on 74th Amendment Act and Preparation of Municipal Directory
10. Urban Green Growth Strategies for Indian Cities
11. National Urban Sanitation Policy (NUSP) Coordination Cell
12. Review of Model Municipal Law
13. Standardized Structure of Supplementary Budget and Finance

Accounts to ULBs

14. Peer Review of Master Plan of Delhi, 2021 (MPD 2021)
15. Odisha City Sanitation Plans
16. Metropolis-NIUA Book: Indian Cities - Managing Urban Growth
17. Study on Urban Land Taxation
18. Social Audit of JNNURM projects (BSUP and IHSDP)
19. Sectoral Environment and Social Assessment under the 'India – Urban Water Supply and Sanitation - Transformation Project'
20. CIIPP Toolkit: City Infrastructure Investment Prioritisation and Programming Toolkit
21. Study to Examine Slum Up gradation and Its Consequential Effect on Economic Productivity
22. Financial Institutions Reform and Expansion - Debt Component [Indo-US FIRE-(D) Project]
 - Municipal Credit Rating: Evolution and Implications for Urban Sector Financing in India
 - Manual for Training Needs Assessment Plan for Urban Local Bodies in India
 - Manual on Improved Resource Mobilization of Urban Local Bodies
 - Development of a Model National Municipal Assets Valuation Methodology Manual
 - Impact Assessment of Training Programmes (conducted during the period 2000 - 2003) Supported by NIUA under Indo-USAID FIRE (D) Project
 - Process and Procedure for Obtaining Municipal Water Supply and Sewerage Connections in India: Case Study of Selected Municipalities
 - Status of Municipal Accounting Systems in Selected ULBs of India
 - Bhubaneswar Slum Development Project: Phase 2
 - Study on Development of Orissa Municipal Account Rules
23. City Clustered Economic Development in South Asia: Phase 2
24. Sustainable City Form for India
25. Documentation of Urban Transport Initiatives
26. Tracking State Finance Commissions (SFCs) and Central Finance

Commission (CFC) Grants in Selected States and ULBs

27. GOI – UNDP Project on National Strategy for Urban Poor: Phase 2: Expanded Component
28. Support to High Powered Expert Committee (HPEC)
29. The Urban Climate Project: Building Clean and Efficient Cities.
30. Capacity Building for Decentralized Urban Governance
31. Study on Best Practices in Property Tax Reforms in India
32. Simplification of Building Approval process for Public Buildings in Delhi
33. Urban Climate Project: Building Clean and Efficient Cities
34. National Strategy for Urban Poor (GOI-UNDP Project) – Two components:
 - a) National Capital Region (NCR)
 - b) Urban Poverty Reduction Strategy (UPRS)
35. Doing Business in Indian Cities
36. Preparation of Surat City Training Needs Assessment Plan to Identify Training Needs of Surat Municipal Corporation (SMC)
37. Development of a Model National Municipal Accounting Training Manual (NMATRAM) and Selection of Municipal Accounting Software
38. Study to Develop Templates for State Level Policy on Property Tax Reforms in India
39. Impact Assessment of Training of Women Councillors
40. Government of Rajasthan: Modifying/Amending Rajasthan State Municipal Act.

1996 to 2005

41. Study to Evaluate and Recommend HRD Policies and Strategies for ULBs in Maharashtra
42. Study on Municipal Accounts and Financial Reporting System
43. Preparation of a Policy Agenda and Legislative Intentions for the Chapter on Buildings and other Relevant Chapters on the Delhi Municipal Corporation Act, 1957 and for Framing New Building Bye-laws for Delhi
44. Drafting of Bye-laws for Levy of Tax on Professions, Trades &

- Callings and Employment under the Delhi Municipal Corporation Act, 1957.
45. Report on Implementation Assistance to Indore Municipal Corporation in Revenue Generation
 46. Strengthening Institution Capacity to Facilitate Decentralisation Initiatives, Jabalpur Municipal Corporation.
 47. Evaluation Study of Centrally Sponsored Accelerated Urban Water Supply Programme (AUWSP)
 48. Healthy District Project.
 49. Evaluation of the Plan schemes regarding Environmental Improvement in Urban Slums : Community halls/Basti Vikas Kendras; Pay and use Jan Suvidha complexes and Relocation of JJ Clusters.
 50. Healthy City Project
 51. Review of Urban Decentralisation in India
 52. Preparation of Policy Agenda and legislative intentions for the part on Municipal Revenue including tax on profession, Trades, Callings and Employments for the proposed New Municipal Law for Delhi to replace The MCD Act, 1957.
 53. Community Based Information System (CBIS) for CAREPLUS.
 54. Study on Reforming Property Tax.
 55. Property Tax Reforms in Uttaranchal.
 56. Study on Urban Management of Hill Towns : A Case Study of Manali.
 57. Urban Development Timeline
 58. Innovative Municipal Management for Mobilization of Financial Resources and Upgradation of Environmental Infrastructure.
 59. Resource Mobilisation Practices in Urban Local Bodies of Tamil Nadu, India (Part A – A case study of Tirunelveli Municipal Corporation and Part B – A case study of Madurai Municipal Corporation).
 60. Development of Municipal Bond Market in India
 61. Evaluation/Impact Study of SJSRY Programme in 5 towns of Rajasthan.
 62. Assessment of the Impact of the Repeal of the Urban Land (Ceiling & Regulation) Act, 1976
 63. Waste Management Systems: An Infrastructure Imperative – A Study of Waste Disposal Patterns at the Neighbourhood Scale in Urban Centres of Gujarat.
 64. Study on the Educational Needs of Urban Deprived Children.
 65. Property Tax Innovation in Ahmedabad, Bangalore, Hyderabad and Patna.
 66. Water in Asian Cities
 67. An Analysis of Urban Indicators Using Geographic Information Science (GIS)
 68. Status of Urban Poor in Nagpur – Benchmark Study.
 69. Status of Urban Poor in Surat – Benchmark Study.
 70. Taskforce on Urban Governance and Financing
 71. ADB Technical Assistance to Government of India on Reducing Poverty in Urban India.
 72. Access of Environmental Infrastructure Services to Urban Poor
 73. GIS for Primary Education Enhancement Project
 74. Best Practices in Municipal Management – The following studies were done:
 75. Study on “Resources Mobilisation and Privatisation in Ludhiana Municipal Corporation
 76. Study on “Documentation of the bond issue in Madurai”.
 77. “Documentation of the Bond Issue in Nasik”.
 78. Documentation of Land Mobilization for Kochi Road
 79. Municipal Personnel System
 80. Documentation of Resource Mobilization Practices in the selected States.
 81. Impact Assessment of Mega Cities Scheme.
 82. Financing Urban Infrastructure : A Case Study of Tirupur.
 83. Draft National Urban Policy
 84. Urban Water Supply, Sanitation Status and Investment Implication.
 85. Access of Environmental Infrastructure Services to Urban Poor.
 86. EIA for Urban Environmental Infrastructure Project : An added Advantage
 87. Public-private Partnerships Initiative in Urban Environmental Infrastructure Finance in Asia : The case of Tiruppur Water Supply & Sewerage Project.

88. Innovative Urban Management Practices : The Case of Mirzapur.
89. The Alandur Underground Sewerage Project : Experiences with Implementing Private Sector Participatory Project.
90. Resource Mobilisation and Privatisation in Ludhiana Municipal Corporation.
91. Impact of Air Pollution on Agriculture in the Urban and Peri-Urban Area.
92. Best Practices in Solid Waste Management.
93. Eleventh Central Finance Commission – A Study on Estimating the Financial Requirements for the Municipalities.
94. The Role of Urban and Peri-Urban Agriculture in Metropolitan City Management in the Developing Countries.
95. Finances of Municipalities in Assam, Rajasthan, Tamil Nadu, Kerala and Karnataka
96. Draft National Urban Policy
97. Finances of Municipalities in Assam, Rajasthan, Tamil Nadu, Kerala and Karnataka – II Phase.
98. Local Initiatives in Solid Waste Management.
99. Impact Assessment of Mega Cities Scheme
100. EIA for Urban Environmental Infrastructure Projects : An added Advantage.
101. Urban Sector Profile : State Urban Profile and City Profiles
The following were completed under the ADB sponsored Technical Assistance project-
 - i. Report on Capacity Building of Urban Governments
 - ii. Proceedings of the seminar under the project , “Urban Sector Profile Projects : An Agenda for the State Level Interventions for Urban Development”.
 - iii. Urban Sector Reforms in India : Issues and Suggestions
 - iv. Urban Sector Profile : Andhra Pradesh
 - v. Urban Sector Profile : Gujarat
 - vi. Urban Sector Profile : Karnataka
 - vii. Urban Sector Profile : Rajasthan
 - viii. Urban Sector Profile : Tamil Nadu
102. Documentation of the Tirupur Project
103. Model Citizen Charter for Municipal Services
104. Scheme for Urban Micro Enterprises : An Impact Assessment
105. Financial Institutions Reform and Expansion Programme (Debt Market Components): Status Report.
106. Agenda for Municipal Reforms in the Context of the Constitution (74th Amendment) Act 1992.
107. Metropolitan Development Planning : Some Suggestions in the Context of Constitutions (74th Amendment) Act, 1992
108. Demand Scenario for Dheerpur Project of Delhi Development Authority
109. Project Development Experience in Urban Environmental Infrastructure
110. Structure and Dynamics of Urban Economy.
111. Technical Group of Urban Perspective and Policy.
112. Developing a Training Agenda for Capacity Building of Municipalities.
113. Bench Mark Study for Project Impact Analysis : Tirupur
114. Impact of Air Pollution on Agriculture in the Urban and Peri-Urban Areas
115. Best Practices in Solid Waste Management
116. Financial Requirements for Urban Local Bodies : An Analysis of SFC Recommendations.
117. The Role of Urban and Peri Agriculture in Metropolitan City Management in the Developing Countries
118. Finances of Municipalities in Assam, Rajasthan, Tamil Nadu, Kerala and Karnataka: Phase – 1
119. Study of Municipal Finance for Faridabad and Sonapat.
120. A Study on Sale of Commercial Properties of DDA
121. Abolition of Octroi: A Study of its Impact on Municipal Finance & Transport Efficiency.
122. Municipal Debts In India
123. Credit Rating of Public Sector Urban Infrastructure Agencies
124. A study on Early Childhood Development (ECD)
125. Draft Approach Paper for Development Plan of Delhi – 2001
126. A compendium of Municipal Legislations inconformity with Constitution (74th) Amendment Act, 1992.
127. Appraisal of PLA Processes.

128. Impact of Urban Development of Fringe Area
129. Financing, Pricing and Cost Recovery for Land Development
130. A compendium of Municipal Legislations in Conformity with Constitution (74th) Amendment Act, 1992.
131. Kanpur Municipal Corporation: A Study of its Finances.
132. Community Based Organisation- Case studies
133. Regional Technical Assistance on Urban Infrastructure Finance of ADB
134. Benchmark Survey on UBSP
135. Environmental Status Report for Pune.
132. Pricing and Cost Recovery of Urban Infrastructure.
133. Evaluation of Environmental Improvement of Urban Slums (EIUS) Programme
134. Multi-Indicator Cluster Survey (MICS)
135. Paper on Pricing and Cost Recovery of Urban Infrastructure.
136. Paper on Management of Urban Water Supply
137. Paper on Institutional Strengthening for Urban Environment Management.
138. Capacity Building for the Urban Environment- A Comparative Research, Training and
139. Experiences Exchange Project
140. Cost of Urban Infrastructure
141. Patterns and Impact of Migration
142. Carrying Capacity Based Planning for NCR (in collaboration with NEERI, Nagpur)
143. Decentralisation of Municipal Administration.
144. Assessment of Current Urban Situation in India and Urbanisation Strategies
145. Evaluation of NCR Schemes
146. Municipal Finances in Haryana
147. Transformation of Low-Income Housing: A pilot Project in Collaboration with CARDO, University of New Castle, U.K.
148. Research Project on Municipal Finances and Tax Administration in Kanpur
149. Financing Urban Infrastructure: Role of Urban Local Governments

150. Base Paper for National Urban Environmental Policy and Actions
151. Institutional Strengthening for Urban Management: A Strategy Paper
152. Report of the Expert Group on Land, Housing and Urban Renewal and Upgradation – Review of Master Plan of Delhi – 20001.
153. Background papers for Seminar on Role and Functions of SFCs, Mussoorie, 1-2 July 1995
154. Working Paper on Expenditure Norms
155. Working Papers under the FIRE (D) Programme
156. Regional Technical Assistance on Urban Improvement Finance of ADB.

1986 to 1995

157. Abolition of Octroi: A study of its Impact on Municipal Finances and Transport Efficiency
158. Sale of Commercial Properties under DDA
159. Scope and Practice of Privatisation of Urban Services in India
160. Preparedness of Urban Local Bodies for Privatisation
161. Carrying Capacity Study for Doon Valley
162. Feasibility Study of Air-conditioned shopping complex at Laxmi Nagar District Centre
163. Public-Private Partnership in Delivery of Service Land in Delhi – Draft Report
164. Privatisation of Land Development and Urban Services: A Case Study of CIDCO
165. Urban Environment Maps
166. Urban Development Strategy for the State of Gujarat: Final Report
167. Assessment of Current Urban Situation in India and Urbanisation Strategies
168. Inner City Environment and Urban Renewal – A Case Study of Mysore
169. Down Marketing Housing Through Community Based Financial System
170. Trends, Patterns and Implications of Rural Urban Migration

171. Urban Environment – Poverty Care Study Series for Mega Cities project – Action for Servicing Health for All (ASHA), Delhi.
172. Research Triangle Institute (RTI), NIUA Collaborative Programme on Alternative Institutional arrangements for delivery of urban services.
173. Single Migrant Women Workers in Delhi
174. Transport Alternatives for Medium Sized Cities
175. Settlement Status in Sites and Services Schemes at Madras
176. Urban Development Strategies for the State of Gujarat
177. Slum Improvement and Upgradation for Trivendrum, Cochin and Calicut
178. Urban Information System
179. Urban Assessment Report
180. District Spatial Planning
181. RTI/NIUA Collaborative Project - programme between NIUA and the Research Triangle Institute (RTI), North Carolina, USA is supported by the USAID.
182. Public Private Provision of Services
183. Women in the Urban Informal Sector
184. Informal Finance for Urban Housing Status and Properties
185. Pricing of Urban Services
186. Informal Finance for Urban Housing: Status and Prospects (National Housing Bank)
187. Basic Services and the Urban Poor
188. Delivery of Urban Services: Alternative Institutional Arrangement
189. A Study of Dangerous Katras in the Union Territory of Delhi
190. Case Study of Sulabh Sauchalaya
191. NIUA prepared basic documents and a discussions paper for the Nagarpalika Sammelans which were organised by the Ministry of Urban Development. The documents included –
 - i. Urban Local Bodies: A Discussion Paper.
 - ii. Urban Local Bodies: A Profile.
 - iii. Urban Local Bodies: A Summary of the Recommendation of selected Commissions, Committees and Conference.
 - iv. Urban Local Bodies: A Summary of the Legislations.
 - v. A “questionnaire” for collection of views on different aspects of municipal administration from the municipal functionaries and elected representatives.
192. Evaluation of the Integrated Development of the Small and Medium Towns (IDSMT) Programme.
193. Local Resources Mobilisation in the National Capital Region.
194. Profile of the Urban Poor.
195. The National Commission on Urbanisation (NCU) - three major studies:
 - (i) Reshaping Urban Growth Patterns: Some Options,
 - (ii) The Nature of the Urban Fiscal Crisis,
 - (iii) Studies on Urban Poverty.
196. The Ninth Finance Commission: Upgradation of Municipal Services.
197. The Sarkaria Committee on the Reorganisation of Delhi
198. Research on Urban Poverty:
 - (i) Approach to Urban Poverty: A Position Note
 - (ii) Urban Poverty: A Study in Perceptions
 - (iii) Dimension of Urban Poverty: A Situational Analysis
199. Three Monographs on Rental Housing:
 - a. Rental Housing in India: An Overview
 - b. Modelling Rental Housing Market: A Conceptual Framework
 - c. Rental Housing in a Metropolitan City: A Case Study of Delhi.
200. Study on local resources in the towns and cities of National Capital Region for the National Capital Region (NCR) Planning Board.
201. Urban and Urban Development Policy Issues of the North Eastern Region
202. Revamping the structure of Property Taxes: A Study
203. Provision of Water Supply: Institutional Options
204. The National Commission on Urbanisation (GOI)- three major studies:
 - i. Implicating of the Alternative Patterns of Urbanisation
 - ii. The Nature of the Urban Fiscal Crisis
 - iii. Studies on Urban Poverty
205. “Approach to Urban Poverty”- A position note; for consideration

of the MOUD, Planning Commission, NIUA for Eighth Five Year Plan

206. Management of Urban Services
207. Revision and upgrading of the Srinagar Master Plan
208. Maintaining Gujarat's Municipal Services: A Long Range Perspective.
209. Delhi's Green Areas and Spaces : Study
210. Pattern of Migration in the National Capital Region
211. The Nature and Dimension of the Urban Fiscal Crises.
212. Evaluation of IRDPs in Hoshangabad and Raisen Districts of Madhya Pradesh
213. Impact of Tourism on Urbanisation in Madhya Pradesh.
214. Urban Studies in India – A Bibliography.
215. Functioning of the Delhi Rent Control Act 1958.
216. Fare Structure of the State Road Transport Undertaking in India.
217. Social Accounting of the Delhi Transport Corporation.

1976-1985

218. Development of Small and Medium Towns
219. Trends and Process of Urbanisation in the State of Karnataka.
220. Metropolitan Region of Karnataka
221. Human Settlements Strategy in Narmada Valley
222. Human Settlement in Narmada Valley Region.
223. The Schemes for the Development of Small and Medium Towns with UNICEF Assistance.
224. Trends and Process of Urbanisation in the State of Karnataka.
225. Metropolitan Region of Bangalore
226. The Municipal Finance vis-à-vis level of Services in Local Bodies.
227. Evaluation of the Integrated Rural Development Programme in

Alleppey, Kerala and Sambalput, Orissa.

228. Evaluation of the Integrated Urban Development Programme for Large and Metropolitan Cities.
229. Octroi.
230. Organisation of Urban Planning and Development
231. Urban Development Finance Corporation – a Study on behalf of the Government of Madhya Pradesh.
232. Environmental Planning for industrial township Swai Modhopur.
233. Evaluation of the Functioning of Regional Centres for Municipal Administration.
234. Techno-feasibility report for Water Supply and Drainage in Katihar.
235. Preparation of Action Plans for Mehbub Nagar, Andhra Pradesh and Panch Mahals, Gujarat.
236. Study on Women Construction Workers with particular reference to legal security and social justice.
237. Financial Management Pattern in Local Bodies.
238. Study of News Towns – Faridabad Study.
239. Study of City Master Plan (ICSSR Project)
240. Development Plan of Greater Bombay.
241. Data Bank on Local Finance, Administration and Municipal Services
242. Urbanisation and the Control and Prevention of Water Pollution.
243. Rail-links in South Delhi and Utilisation of Nala Land
244. Study on City Master Plan – ICSSR Project.
245. Study of New Town - NIT Faridabad – ICSSR Project.
246. Development Plan of Bombay – Department of Science & Technology

SEMINARS AND CONFERENCES



2006 - 2016

- NIUA in partnership with ADB and India Habitat Centre has launched a monthly dialogue series for initiating discourses on emerging themes in the urban sector.
- Inaugural dialogue on 'National Commission on Urbanisation: Findings and relevance in shaping the New Urban Agenda' by Dr. M. N. Buch, IAS (Retd.), at Gulmohar Hall, India Habitat Centre (IHC), New Delhi, January 28, 2015.
- 2nd dialogue on 'Rural-Urban Nexus: The India Story' by Prof. Dipankar Gupta, at IHC, New Delhi on February 23, 2015.
- 3rd dialogue on 'A new city? Media, information and the urban future' by Prof. Ravi Sundaram, Centre for the Study of Developing Societies, Delhi, at IHC, New Delhi, March 20, 2015.
- The 4th dialogue was on 'Disaster Risk Reduction in Urban Scenario: Challenges for South Asia' by Prof. Santosh Kumar, Executive Director, NIDM, Delhi. The discussant for this dialogue was Mr. Kamal Kishore, Member, National Disaster Management Authority at Gulmohar Hall, IHC, New Delhi on April 17, 2015.
- 5th dialogue on 'Thinking Spatially' by Mr. Phil Williams, Vice President, Royal Town Planning Institute, United Kingdom was held at Gulmohar Hall, IHC, New Delhi on May 15, 2015.
- 6th dialogue was on 'Reshaping the Indian city-Convergence in the New Urban Agenda' by Prof. K.T. Ravindran. The discussant for this dialogue was Dr. Shrawan Kumar Acharya, Professor at Centre for the study of Regional Development (CSRD), Jawaharlal Nehru University, New Delhi at Gulmohar Hall, IHC, New Delhi on June 19, 2015.
- 7th dialogue was on 'Capitalising on India's Urban Growth' by Ms. Ireena Vittal, former partner, McKinsey & Co. The discussant for this dialogue is Prof. DTV Raghu Rama Swamy, Director, School of Infrastructure, Research & Institutional Consultancy at RICS School of Built Environment, Amity University, NOIDA, at Gulmohar Hall, IHC, New Delhi on July 10, 2015.
- 8th dialogue was on "Titanic Quarter Redevelopment: Belfast's Proposals for Global Investment" by Dr. M. Satish Kumar, Associate Professor, School of Geography, Archaeology & Palaeoecology, Queen's University Belfast, Northern Ireland, UK. The discussant for this dialogue was Mr. Alain Grimard, Senior Human Settlements Officer of UN-Habitat and Country Representative in India, at Gulmohar Hall, IHC, New Delhi on August 21, 2015.
- The 9th dialogue was on "Children and Young People as key stakeholders in India's Urban Agenda" The speakers who lead this discussion were Dr. Sophie Hadfield-Hill, Lecturer in Human Geography, School of Geography, Earth & Environmental Sciences, University of Birmingham, UK and Dr. John Horton, Associate Professor in Human Geography and Associate Director of the Centre for Children and Youth (CCY) at the University of Northampton, UK, at Gulmohar Hall, IHC, New Delhi, on September 18, 2015.
- The 10th dialogue was on "The role of Public Realm in making Smart Cities more Liveable" by Mr. Shyam Khandekar, Urban Designer, Planner and Architect, Netherlands and India Co-Founder and Editorial Director, My Liveable City. The discussant for this dialogue was Mr. S. K. Das, Chief, S. K. Das Associated Architects, New Delhi, at Gulmohar Hall, India Habitat Centre (IHC), New Delhi on October 16, 2015.
- The 11th Urban Dialogue was on "Technotopias - is a city like a machine or a corporation?" by Prof. Sanjay Srivastava, Professor of Sociology at JNU and author of 'Entangled Urbanism: Slum, Gated Community and Shopping Mall in Delhi and Gurgaon'. The discussant for this dialogue was Mr. Awadhendra Sharan, Associate Professor at CSDS, historian and author, at Gulmohar Hall, India Habitat Centre (IHC), New Delhi, November 27, 2015.
- The 12th Urban Dialogue was on "Discovering the City through Filmmaking" by Akanksha Sood Singh, National Award winning filmmaker for her documentaries 'The Pad Piper (2014)' and 'Tigress Blood' (2015). The discussant for this dialogue was Mr. Vasan Bala, actor and writer known for 'The Lunch Box' (2013), 'Bombay Velvet' (2015) and 'Dev. D' (2009), at Gulmohar Hall, IHC, New Delhi on December 18, 2015.
- NIUA had been appointed as a Lead Partner of the World Urban Campaign and was asked to organize an "Urban Thinkers Campus-

India (UTC India): The City We Need Fosters Inclusive Prosperity". Thus, the UTC India was designed in consultation with HUDCO, National Housing Bank, UN-ESCAP, UNGCN India, Cities Alliance, DFID, Research Councils UK, BvLF, World Bank, Shakti Foundation and India Habitat Centre, at Gulmohar Hall, India Habitat Centre (IHC), New Delhi, October 5-8, 2015.

- Organized and conducted World Environment Day for the awareness of the theme of the year 'Raise Your Voice, Not the Sea-level', with video on human impact on environment, impact of climate change on small islands along with literary competition on climate change impacts, at NIUA on June 5, 2014.
- Presentation of the case story for PEARL in a Roundtable 8 titled 'The Art of Knowledge Sharing' at the Second High-Level Meeting on Country-Led Knowledge Hubs (HLM2) held by the World Bank at Seoul, South Korea, June 23-26, 2014.
- The inaugural session in the NIUA Dialogue Series was titled "Happy Streets - Reclaiming/Realigning/Reengineering/ Transforming Streets for Communities" where Mr. Amit Bhatt from Embarq and Anuj Malhotra from the Centre for Green Growth were the two speakers, August 25, 2014.
- The second NIUA Dialogue Series was titled "Making Bangalore Smart" with, Dr. Ashwin Mahesh, co-founder of Mapunity Bangalore as speaker was held in September 29, 2014.
- The third NIUA Dialogue Series was on 'Learning Cities' by Tim Campbell, Urban Age Institute organized by NIUA, New Delhi, October 13, 2014.
- The fourth NIUA Dialogue Series was on Cities and Heritage Conservation by Ratish Nanda, Aga Khan Trust for Culture. The session was titled "Conserving our Identities", October 27, 2014.
- The fifth NIUA Dialogue Series was on "Open Data for Effective Planning" as a talk by Dr. Neeta Verma, Deputy Director General, National Informatics Centre, November 24, 2014.
- Organised the 11th Metropolis World Congress on "Cities for All" at Hyderabad, October 6-10, 2014.
- Urban Age Conference on Governing Urban Futures , organized by LSE Cities at the London School of Economics and Political

Science and Deutsche Bank's Alfred Herrhausen Society and NIUA, New Delhi, November 14-15, 2014.

- Organized and Conducted the National Conference on Climate Change Adaptation and Resilience on behalf of IDC Foundation, New Delhi at India International Centre, New Delhi. The conference was supported by Ministries of Earth Sciences, Science and Technology, ICMR, Northumbria University, UK, TARU Leading Edge Pvt. Ltd. and several others, November 19-20, 2014.
- National workshop on "Sharing of Urban Good Practices" and release of 9 volumes of Documentation of Good Practices, organised by NIUA, under PEARL, Cities Alliance, at India Habitat Centre, January 20, 2015.
- Launch of HRIDAY Scheme for Rejuvenation of Heritage Cities at Vigyan Bhawan, organised by NIUA, January 21, 2015.
- National Workshop on "Urban Green Growth Strategies for Indian Cities", to release final report of GGGI project for 10 cities, organized by ICLEI-SA, GGGI and NIUA, at IHC, New Delhi, January 27, 2015.
- The "Consultation Workshop with States and Stakeholders on Smart Cities" organized by MOUD and NIUA at Vigyan Bhawan, New Delhi, January 30-31, 2015.
- Jointly organizing a day-long workshop "Urban Dialogue on Energy Smart India" NIUA with All India Institute of Local Self Government (AIIILSG) and Cities Network Campaign (CNC), February 3, 2015.
- Workshop on SHRAMIC Project supported by Dorabji Trust, IHC, February 13, 2015.
- NIUA, under the Cities Alliance (CA) grant for PEARL Project of MOUD organized a study tour to Seoul (Korea) from April 1 - 5, 2013.
- Jointly organised a Workshop on "Ahmedabad – More but different Government for Slum Free and Liveable Cities" with World Bank, Sewa Housing Trust, New Delhi, April 3, 2012.
- National Consultative Workshop with Consultants engaged in preparation of CDPs and DPRs under JNNURM organized by NIUA under the PEARL Network on behalf of the MOUD on April 12, 2013.
- A one day Conference of Principal Secretaries/Secretaries (Urban Development) of States and UTs was held on July 10, 2013 at New Delhi.

- An exposure visit for city officials was organised to Rajkot Municipal Corporation (RMC) under the PEARL Programme on July 18-19, 2013.
- Organised the inaugural meeting of the Metropolis Initiative on “Integrated Strategic Planning and Public Private Partnership” (on behalf of Metropolis) in partnership with UNGCCP and NIUA, at NIUA, New Delhi on July 26-27, 2013.
- Workshop on the study on “Changes in Public Transport System under JNNURM”, PEARL Programme organized by MOUD and NIUA, July 29, 2013.
- NIUA and GIZ has jointly organised the launch workshop for the Online Training Calendar module for the India Urban Portal website. Some of the training institutes who will be a partner in providing information to this online calendar have also participated, August 02, 2013.
- A workshop entitled ‘The Urban Sanitation – A dialogue with stakeholders on the challenges in implementation of NUSP’ was organized by NIUA, August 5-6, 2013.
- Jointly organized the Asian Cities Climate Change Resilience Network, India Partners Meet, with TARU, at NIUA, New Delhi on August 17, 2012.
- Proceedings of the NAREDCO-NIUA Conference on Smart Cities held on August 30, 2013.
- National Capacity Development Workshop on E-waste Management jointly organized by NIUA, CEE and GIZ and supported by Ministry of Environment and Forests, Government of India at NIUA, September 17, 2013.
- JNNURM Experience Sharing Workshop - II Learning from Cities, organized by MOUD and NIUA, September 18, 2013.
- Workshop on ‘Improving Access to Capital Market through Municipal Bonds’ organized by MOUD and NIUA, September 19, 2013.
- Presentation of PEARL activities in Knowledge Meet Workshop which was held to disseminate: (a) key findings of ‘Knowledge Need Assessment Report and (b) learning from International Exposure Visit to Seoul, South Korea, organized by MOUD, NIUA and CA, September 24, 2013.
- Talk by Webinar on Metropolitan Cities in the National Fiscal and Institutional Structure, organized by Lincoln Institute of Land Policy in collaboration with World Bank Institute, October 29, 2013.
- Exposure Visit cum Group Workshop of Hill Cities and North-East Cities Groups under PEARL Programme to Srinagar Municipal Corporation, organized by MOUD, NIUA and Srinagar Municipal Corporation, November 27, 2013.
- National Conference on “Emerging Mechanisms and Responses of Cities to Climate Change” organized by TARU Leading Edge; supported by Rockefeller Foundation and ACCCRN Partners, at IHC, N. Delhi, December 10, 2013.
- International Workshop titled ‘Resource Institutions in Support of Efficient Urban Management’ to provide a platform for global knowledge exchange on such support institutions was organized by MOUD, NIUA and CA and WBI, under PEARL Programme, December 16, 2013.
- Lecture on Going Green, How Cities are leading to next economy, by Philip Rode, Executive Director, LSE Cities, NIUA, New Delhi, January 6, 2014.
- Workshop on SLB Benchmarking with CEPT at NIUA, January 22, 2014.
- A one day National Workshop on “Land Based Fiscal Tools” was organized by MOUD in collaboration with CBUD project and NIUA at IHC, N. Delhi on February 3, 2014.
- Workshop on ‘Research Needs for Promoting Smarter, Competitive Cities’, organised by NIUA and Metropolis International Training Institute, at NIUA, N. Delhi, February 13, 2014.
- Seminar on ‘Making Cities Slum Free’ achieving the vision of Rajiv Avas Yojna organised by Centre for Urban and Regional Excellence (CURE) and NIUA at NIUA on March 13, 2014.
- Jointly organised a Workshop on “Ahmedabad – More but different Government for Slum Free and Liveable Cities” with World Bank, Sewa Housing Trust, New Delhi, April 3, 2012.
- Organised the inaugural meeting of the Metropolis Initiative on “Integrated Strategic Planning and Public Private Partnership” (on

behalf of Metropolis) in partnership with UNGCCP and NIUA, at NIUA, New Delhi on July 26-27, 2012.

- Jointly organized the Asian Cities Climate Change Resilience Network, India Partners Meet, with TARU, at NIUA, New Delhi on August 17, 2012.
- Organised workshop on Urban Infrastructure in India: Issues and Way Forward, New Delhi, April 20, 2011.
- Conference on, “Slum Upgradation – Financing of Incremental Housing”, with World Bank, WBI, CA, DFID, May 2011.
- Workshop on, “PPP in Solid Waste Management”, with World Bank, WBI and CA, June 04, 2011.
- Hosted Meeting of Australian Delegation on “Leading Australian Future in Asia and Pacific”, June 20, 2011
- “Consultation on the Formulation of a Public Policy Framework for Monetising Excess Public Lands” with India Development Foundation, World Bank and PPIAF, June 29, 2011.
- Organised interaction of Afghan Urban Officials with urban organisations in Delhi, jointly with JICA, June 30, 2011.
- Book release, “Indian Cities – Making Urban Growth”, jointly with Metropolis (World Association of Major Metropolis), July 2011.
- Organised, “Roundtable on Development City Resilient Strategy in India”, with Rockefeller Foundation, August 2011.
- Organised discussion on, “Re-visioning Indian Cities”, book by K.C. Sivaramkrishnan, October 5, 2011.
- Organised, “Workshop on Sustainable Cityform for India”, with SPA and CEPT, in New Delhi and Ahmedabd, January 9 and 11, 2012.
- Organised, “Talk on Re-municipalisation of Water Services” by Prof. Bernard Barraque, CNRS, France, with CSH and CPR at New Delhi, February 15, 2012.
- Organised “Interactive Meeting with Ethiopian Urban Health Program Officials” with USAID, New Delhi, February 22, 2012.
- Organised, “Workshop on Learning from India Urban Reforms” for Nepal Urban Officials, with ADB, New Delhi, February 23, 2012.
- Consultation workshop on National Sustainable Habitat Standards jointly with MOUD at NIUA, New Delhi on February 29, 2012.
- Organised, “Workshop on Monetizing Excess Public Lands to

Finance Urban Infrastructure” with World Bank, PPIAF and India Development Foundation, New Delhi, March 29, 2012

- A Workshop of Heritage Cities Group was organised by NIUA jointly with Center for Environmental Planning and Technology (CEPT) University, Ahmedabad Municipal Corporation and UNESCO in Ahmedabad on April 18, 2010.
- Roundtable on “Developing Sustainable and Inclusive Urban Infrastructure – A Handbook” jointly organised with MOUD, NIUA and FIRE (D) Project, New Delhi, April 29, 2010.
- Experience Sharing Workshop on Strengthening Peer Learning Networks in the Indian Urban Sector - PEARL Programme under JNNURM, Goa on July 23 -24, 2010.
- Workshop on, “Slum Free Cities – Strategies for Citywide Upgradation” with CHF, CEPT and AILSG at NIUA, New Dehli on August 13, 2010.
- Workshop on, “Citywide Slum Upgrading: Challenges and Opportunities in Delhi” with Water Aid and Centre for Urban and Regional Excellence (CURE) at NIUA, August 31, 2010.
- North-East Group Workshop on PEARL Programme, Shillong, September 14, 2010.
- As part of Habitat Day 2010, NIUA organised a Workshop on Municipal Governance, Urban Infrastructure and Civic Services” supported by MOHUPA, October 2010.
- A roundtable on, “Communication Support for National Urban Sanitation Policy” with MOUD and WSP at NIUA on October 12, 2010.
- Workshop on, “Working with Market-A New Approach to Reduce Urban Slums in India” jointly with Brookings Institution and World Bank, November 2010.
- Three consultations on, “Education, Poverty and Urban Child”, with KATHA and IHC in January, February, March 2011.
- Facilitated Presentation of “India’s Urban Awakening Report” by McKinsey Global Institute to Ministers of Urban Development and Housing and Urban Poverty Alleviation, New Delhi, February 26, 2011.
- Workshop on Upgrading Informal Urban Settlements in India



organized for Afghan Urban Officials organized with UMC, Ahmedabad under “Land Titling and Economic Restructuring (LTERA)” supported by the USAID, May 25, 2009.

- National Workshop on Capacity Building and Dissemination under Indo-USAID FIRE (D) Project in New Delhi organized on July 31, 2009.
- Workshops on Urban Sector Reforms for the Elected Municipal Representatives in Bhubaneswar and Puri under the FIRE-D project in association with Orissa Government, August 27 and 28, 2009.
- Presentation on “City Without Slums-Case of Delhi” by Dr. Ayona Datta jointly with LSE Alumni Society, New Delhi, September 17, 2009.
- Workshop on Strengthening City Managers Association in India in collaboration with the CMA Gujarat under the USAID FIRE- D project at Ahmedabad, September 4, 2009.
- National Workshop on PEARL Programme under JNNURM jointly with ASCI, Hyderabad, November 6, 2009.
- Metropolis-Commission 2 on Urban Growth meeting jointly with Metropolis, at NIUA, December 4-5, 2009
- Workshop on Real Estate and Housing Markets with the Wolfensohn Centre for Development at Brookings at NIUA on December 7, 2009. Mr Alain Bertaud made presentation on, “Land Markets, Government Interventions and Housing Affordability” at the workshop.
- Workshop for Urban Team from Gujarat to discuss Affordable Housing and Slum Upgradation Policy, Jointly with IIPA November 17, 2009.
- Launch of Book “Welcome to the Urban Revolution: How are Cities Changing the World” by Jeb Brugmann jointly organized with FICCI, July 1, 2009.
- Co-sponsor of Workshop on, “Unlocking Urban Land Values for Infrastructure Financing” jointly with Brookings Institute and India Urban Space Foundation, Bangalore and New Delhi, September 14-16, 2009.
- Official Language Committee meeting to review the Hindi related work was organized, September 24, 2009.
- Workshop on Urban Poverty Research Agenda at NIUA on October 29, 2009 jointly with the Wolfensohn Center for Development at Brookings. Mr. Johannees F. Linn of Brookings Institute made a presentation on, “New, Old and Forgotten Challenges of Urban Poverty in Developing Countries – A Tentative Research Agenda” at the Workshop.
- Workshop on National Urban Poverty Strategy under GOI and UNDP Project jointly with All India Institute of Local Self Government (AIILSG), Goa, December 14-15, 2009.
- Workshop on Land-use Planning and Affordable Housing with the Wolfensohn Center for Development at Brookings on February 12, 2010. Lecture by Ms. Kate Barker, Author UK Government Housing Supply and Land-Use Planning Reviews.
- “Hindi Prayog Protsahan Maas” was celebrated in September 2008.
- Workshop on, “Alternate Sources of Financing Urban Development” March 26, 2009.
- Hindi workshops were organized quarterly.
- Workshop on, “World Development Report 2009: Reshaping Economic Geography” on March 12, 2009.
- Third Roundtable on City Cluster Development in NCR, March 3, 2009.
- “Chinese Experience in Urban Infrastructure Development and Governance: Lessons for India” HPEC-NIUA Public Lecture by Mr. Keshav Varma, Director EAP Region, Urban Development, World Bank on February 16, 2009.
- NIUA and CISCO signed a “Statement of Work” for PEARL on February 9, 2009.
- National Workshop on Culture, Heritage and Religious Cities under PEARL was organized in Madurai on February 2, 2009.
- Presentation on, “Unlocking Value of Urban Land” by Ms. Patricia Annez, World Bank, January 28, 2009.
- PEARL website “India Urban Portal” [www.indiaurbanportal.in] is operationalized in January 2009.
- Meeting on Optional Primers on January 21, 2009.

- Meeting on, “Legal Framework for Urban Sector” organized by CII at NIUA: January 10, 2009
- Roundtable on PEARL/JNNURM organized on December 4, 2008.
- Roundtable on, “Mandatory Reforms under JNNURM” organized on August 25, 2008.
- Conference on, “Sustainable City Form” organized in collaboration with Oxford Brookes University on August 21, 2008.
- Workshop on “Municipal Licenses and Registering Property”, organized by Department of Industrial Policy Promotion and NIUA on August 19, 2008.
- Working Session on Developing India’s Municipal Bond Market: Constraints to Overcome was organized at NIUA on July 29, 2008.
- Expert Group Meeting on, “Fair Valuation of Assets of ULBs” on July 3, 2008.
- First Expert Group meeting of IGNOU-NIUA on Urban Management Training Course was held on May 22, 2008.
- Workshop on “Regional Planning” organised in collaboration with TAG/JNNURM on May 9, 2008.
- Workshop on, “Bhubaneswar Citywide Slum Up gradation Strategy” jointly organised with FIRE Project at NIUA, June 6, 2008.
- Workshop on, “Citywide Services for the Poor” organized with FIRE Project, April 11, 2008.
- Workshop on “Mainstreaming Gender in Urban Development”, was organised under FIRE (D) project, at NIUA, New Delhi, April 17, 2007.
- National Roundtable on the Model Municipal Law at New Delhi, July 12, 2007.
- A workshop was conducted on “Doing Business in Indian Cities” at the Institutes to discuss the methodology of the study, October 16, 2007.
- A Roundtable on Municipal Governments in Large Federations at NIUA, New Delhi on November 8, 2007.
- Review of JNNURM Reform Agenda Implementation was held at NIUA, New Delhi on November 29, 2007.
- Launching of the National Municipal Accounting Training Manual was done at NIUA, on February 15, 2008.
- ICLEI-South Asia in collaboration with British High Commission has initiated a project on “Carbon Emissions Reduction through City Level Local Action Plans by Integrating Renewable Energy and Energy Efficiency Measures into City Activities”. A meeting on the project was jointly organized by British High Commission, British Council, NIUA and ICLEI, at NIUA on March 4, 2008.
- Seminar on Transforming Water and Wastewater Services in Urban India: Lessons from International Best Practices, Nagpur, August 2, 2006.
- Seminar on ‘Transforming Water and Wastewater Services in Urban India: Lessons from International Best Practices’, Kolkata, August 4, 2006.
- Seminar on Transforming Water and Wastewater Services in Urban India: Lessons from International Best Practices, Jaipur, August 8, 2006.
- Roundtable on Transforming Water and Wastewater Services in Urban India: Lessons from International Best Practices, New Delhi, August 11, 2006.
- Regional Workshop for the Southern States on Municipal Accounting Reforms, Bangalore, September 22, 2006.
- Urban Age Seminar series on investigating the future of cities was organized by London School of Economics, Alfred Herrhausen Society and International Forum of Deutsche Bank, at NIUA, New Delhi, on March 26, 2007.
- Good Governance India (Municipalika) Exhibition-cum-Conference, New Delhi, March 3-5, 2005.
- ‘The Mega Cities Club’, Organised by MCD, USAID, WSP and supported by NIUA, Manesar, Haryana, March 18-19, 2005.
- ‘FICCI- Environment Conclave’, New Delhi March 22-23, 2005.
- ‘World Mayors Conference’, organised by All India Institute of Local Self Government, Department of Local Self Government, Government of Kerala, in Association with Corporation of Cochin and KILA and supported by NIUA, Cochin, April 2-4, 2005..
- Fourth Regional Workshop on Model Municipal Law, NIUA along with MOUD, Government of Maharashtra, FIRE and YASHDA, Pune, April 8, 2005.
- An ‘Inter-agency meeting on National Urban Renewal Mission’,

NIUA with Cities Alliance, New Delhi, June 2, 2005.

- 'Agra Conclave: Developing an Agenda for Growth and Renewal of Agra', organised by CII, supported by NIUA, Agra, June 3-4, 2005..
- 'All-India City Manager's Association (CMA) Round Table Meet', organised by ICMA and Supported by USAID and USAEP, New Delhi, June 27-28, 2005.
- The first workshop on Municipal Accounting Reforms, NIUA along with MOUD (GOI) & in collaboration with Department of Local Self Government (Government of Rajasthan) and HCM RIPA, Jaipur, August 26, 2005.
- National Seminar on Strengthening Training and Capacity Building in the Urban Sector, NIUA along with the MOUD (GOI) & in collaboration with YASHADA, Pune, September 2-3, 2005.
- National Workshop on 'Cities for Climate Protection (CCP) India Programme', organised by ICLEI and USAID, New Delhi. September 20, 2005.
- 'Session on e-governance in urban bodies in Conflux 2005', organised by Centre for Science, Development and Media Studies (CSDMS), New Delhi, October 17-19, 2005.
- Second regional workshop on 'Municipal Accounting Reforms', along with MOUD (GOI) & in collaboration with Department of Urban Development (Government of Maharashtra), Mumbai, October 21, 2005..
- Round Table Conference on 'Proposed Legal Reforms (Public Disclosure Law and Community Participation Law)' under JNNURM with the support of Ministry of Urban Development (GoI), USAID FIRE-D Project and Janagraha, in New Delhi, December 13, 2005.
- Regional Workshop on 'Jawaharlal Nehru National Urban Renewal Mission (JNNURM)' for sensitisation of states as support to Ministry of Urban Development, Guwahati, January 9, 2006,
- Regional Workshop on 'Jawaharlal Nehru National Urban Renewal Mission (JNNURM)' for sensitisation of states as support to Ministry of Urban Development at Jaipur on January 16, 2006.
- Workshop on 'CDS to CDP: Lessons Learnt', a quick evaluation process of Cities' Alliances and presentation of best case studies of City Development Plan (CDP's) being prepared under FIRE

project, with the support of USAID, New Delhi, January 30, 2006,

- Regional Workshop on 'Jawaharlal Nehru National Urban Renewal Mission (JNNURM)' for sensitization of states as support to Ministry of Urban Development (MOUD), Kolkata, January 31, 2006.
- 'Conference on India's Urban Spaces: 2006', supporting India's Urban Forum on integrated planning with equitable economic growth with support of USAID, Janaagraha and FIRE (D) project, Goa, February 9-11, 2006.

1996 - 2005

- A Forum on "Urban Infrastructure and Public Service Delivery for the Urban Poor- Regional Focus: Asia", was organised jointly with Woodrow Wilson International Centre for Scholars at India Habitat Centre, June 24-25, 2004.
- A workshop on "Municipal Resource Mobilisation" was organised by NIUA and USAID in collaboration with UNDP and RCUES (Lucknow) at India Habitat Centre, New Delhi, June 11, 2004.
- A workshop on the launching of "Cities for Climate Protection (CCP) Programme – Phase II", was organised by NIUA in collaboration with USAID and International Council for Local Environmental Initiatives (ICLEI) at Himachal Pradesh Institute of Public Administration, Shimla on June 21-22, 2004.
- National Seminar on "E-Governance in Municipalities", organised by MOUD, DIT, MOC&IT, NIUA, USAID at New Delhi on August 2-3, 2004.
- Workshop on "Model Municipal Law", organised by NIUA and MOUD in collaboration with Government of Rajasthan, RIPA and USAID at Jaipur on September 17, 2004.
- South Asia Mayors' Conference at Indore , was organized by All India Council of Mayors' and Indore Municipal Corporation in collaboration with National Institute of Urban Affairs.
- Formation of City Managers' Association : In the State of Bihar; to provide service to citizens through professional management of urban local bodies in India. the City Managers' Association.
- Review of FIRE (D) by DEA : The Department of Economic Affairs,

Ministry of Finance, Government of India, reviewed the progress of FIRE (D) at the Tripartite Meeting of USAID Projects held in May 2003.

- A National workshop on Municipal Reforms for Good Urban Governance was organized by the Institute in collaboration with the UNDP at New Delhi on July 16-17, 2003.
- A State level workshop on 'Resource Mobilization and Asset Management' was organized in collaboration with RIPA, Rajasthan and City Managers' Association, Rajasthan (CMAR, Jaipur.
- FIRE (D) Partners' Meeting, chaired by the Joint Secretary, Urban Development, Ministry of Urban Development & Poverty Alleviation, Government of India was held at NIUA, on October 20, 2003.
- A workshop on UNDP Studies on 'Municipal Accounting Reforms and Property Tax Reforms' was held at Bangalore on August 28, 2003.
- A national workshop on 'Municipal Accounting Reforms' was organized at Hotel Imperial, New Delhi in collaboration with the Ministry of Urban Development and Poverty Alleviation (MOUD & PA), Government of India & USAID on September 26, 2003.
- A workshop on "Enroute to Reforms in Urban India, India Best Practices Symposium, 2003" was organized in New Delhi in collaboration with International City/Country Managers' Association, USAID, US-AEP, Ahmedabad Management Association and City Manager Association, Ahmedabad on October 16-17, 2003.
- A National Women Mayors' Conference was organised at T.T.T.I Bhopal on September 6, 2003.
- A National Workshop on 'Model Municipal Law' was organized in collaboration with Ministry of Urban Development & Poverty Alleviation (MOUD&PA) and Indo-USAID Financial Institutions Reform Project (FIRE-D), in New Delhi, on November 21, 2003.
- Management of Water Supply Services in Municipal Areas including Pricing and Cost Recovery – ILGUS, Kolkata on September 8-10, 2003.
- Resource Mobilization for Financing Urban Infrastructure-KILA, Kerala on August 11-13, 2003.
- Project Development for ULBs: Commercialization of Urban Infrastructure CRRID, Chandigarh on September 18-19, 2003.
- Training Network Review Meeting: The meeting of NIUS's urban management training network was held at New Delhi on November 20, 2003.
- Presentation made to Delhi Jal Board on the efforts carried out by the Institute in low-income communities of Delhi to facilitate a partnership on May 20, 2003.
- Intra community exchange meetings were organized on the issues of 'Water Supply' at Shahadra and 'Sanitation' at Udham Singh Park. The meetings were attended by supervisors, facilitators and representatives from 10 NIUA-CARE PLUS settlements.
- A workshop on "Municipal Accounting and Financial Reporting System", jointly organized by the Institute and the UNDP was held at Jaipur, on July 19, 2002
- A two days Workshop on "Cities for Climate Protection" was organized in collaboration with ICLEI & USAID in New Delhi, October 2002.
- A half a day launching workshop on "Urban Development Timeline" was organized at NIUA, New Delhi, October 2002.
- National Seminar on "Municipal Accounting Reforms" was organised in collaboration with USAID in New Delhi, October 2002.
- Review of FIRE (D) by DEA: The Department of Economic Affairs, Ministry of Finance, Government of India, reviewed the progress of FIRE (D) in physical and financial terms.
- Policy Advocacy Meeting with State Government: In order to extend the FIRE (D) agenda in Orissa, an exploratory dialogue was pursued with the Secretary, Department of Urban Development & Local Administration, Directorate of Local Administration, Orissa, Commissioner, Bhubaneswar Municipal Corporation.
- Formation of City Managers' Association in Four New States: To provide services to citizens through professional management of urban local bodies in India, the City Managers' Association in the states of Orissa, Uttaranchal, Rajasthan, Madhya Pradesh were formed.
- Round Table Workshop on State Level City Managers Association:

Organized a round table workshop on “State level City Managers’ Association” in collaboration with USAID and International City Managers’ Association (ICMA) for City Managers’ Association.

- Training Network Review Meetings: Review meeting of network training Institutes was held in Cochin, with participation from USAID, representatives from all network-training institutes, TCGI-PADCO.
- Awards for Reforms in Accounting System: Best awards for accounting to the municipalities in Tamil Nadu, on the basis of their performance under the new accounting system and also for Regional Director, Municipal Administration.
- Working Partners’ Meetings: Meeting of working partners’ was held to review the activity pursued under FIRE (D).
- Steering Committee Meeting: Meeting of the steering committee chaired by the Secretary, Urban Development, Ministry of Urban Development & Poverty Alleviation, Government of India was held to review the activities pursued under FIRE (D).
- “National Workshop on State-Municipal Fiscal Relations” was organized for the benefit of the second round of State Finance Commissions.
- Workshop on “Home-based Enterprises in Informal Settlements – The Way Forward” was organized by NIUA in collaboration with Centre for Architectural Research and Development Overseas (CARDO), New Castle upon Tyne, U.K., at India Habitat Centre, New Delhi on May 14-15, 2001
- National Seminar on “Municipal Accounting Reforms”, was jointly organized by the Ministry of Urban Development and Poverty Alleviation, GOI, NIUA, Institute of Chartered Accountants of India and Indo-US FIRE (D) Project.
- Award for Best Municipal Websites: With a view to motivate and providing incentives to municipal authorities, NIUA gave awards for the best municipal website. A Committee consisting of NIUA, TCGI-PADCO, and USAID was constituted for this purpose.
- Best Award for Accounting to Municipalities in Tamil Nadu: Tamil Nadu was the first state to have switched over to double entry accrual based accounting system. The awards to be given was

decided in a meeting at Chennai in which NIUA-TCGI-PADCO, TNUDP-II participated.

- The bids for the award of Improving Access of Poor to Basic Services in Ludhiana was considered by the Committee constituted for this purpose.
- Two meetings with the Director India Habitat Centre were held for initiating a computer – learning centre for adolescent children and SSK workers from the poor communities. The first training module for 15 SSK started on March 8, 2002.
- Workshop for ‘Developing a Health Plan for Hyderabad’, as part of WHO project on Healthy Cities, organized by NIUA, October 12-13, 2000.
- International Seminar on ‘Development Projects in Emerging Countries’ was organized jointly by NIUA, Management Development Institute, Gurgaon and Ecole Superior de Commerce de Paris (ESCP-EAP) at Taj Palace, New Delhi on July 10-12, 2000.
- National Meet on “An Approach to State-Municipal Fiscal Relations” held at New Delhi on June 16, 2000.
- International conference on “Information Security Managerial and Technological Challenges” was organized, in collaboration with Forum Engelberg Switzerland, Indian Institute of Management Lucknow and Management Development Institute, Gurgaon, at Vigyan Bhawan, on February 12-13, 2001.
- Seminar on “Global Climate Change and the Cities” was organized at Hyderabad under USAID – FIRE (D-II) project, December 7-9, 2000.
- “Reducing Poverty in Urban India”, a round table was held at India Habitat Centre, New Delhi.
- PLA Workshop for volunteers under PEEP programme- Five workshops for training of field facilitator and NGO master trainers in PLA techniques for working with urban poor communities and formation of self help groups in Delhi.
- A workshop Urban Infrastructure Financing Options was conducted in collaboration with Association of Metropolitan Development Authority (AMDIA) for the top level functionaries working in urban development authorities under FIRE – D programme, at New Delhi on May 29-30, 1999.



- Urban Management- Technical Sessions were conducted in collaboration with School of Planning, Ahmedabad to strengthen techniques in urban management, on September 13-15, 1999.
- South-Asia Urban and City Management Course, organized by World Bank Institute, Washington DC in collaboration with NIUA, NIPFP and NCAER in Goa, January 9-21, 2000.
- Workshop on “Municipal Finance and Accounting”, as a part of FIRE (D-II) decentralized training activities, organized by NIUA in collaboration with the KUIDFC for the officers of municipalities and service delivery agencies at Bangalore on December 9-10, 1999.
- Workshop on “Transformation of Government Built Dwellings as Housing Supply”, organized in collaboration with Centre for Architectural Record and Development Overseas (CARDO) University of New Castle upon Tyne, U.K. at Bangalore, on February 3-4, 2000.
- Workshop on City Planning for Education, organized with the collaboration of UNICEF and the Aga Khan Foundation was aimed at enabling preparation of Action Plans for cities in Northern India for undertaking city initiatives for education.
- Moving People of Delhi : Public Transport Now and Future , the seminar was organized by India Habitat Centre in collaboration with TERI, AIAM and NIUA at India Habitat Centre, New Delhi, April 10, 1999.
- Seminar (Road show) on ‘Solid Waste Management’ organised in collaboration with the three State Governments, MOUD and World Bank, at Chennai (November 11- 12,1999) Bangalore (November 15- 16, 1999) and Ahmedabad (November 18-19, 1999).
- Seminar on “From Illegal People to Illegal Settlements: Does the new millennium spell hope for the poor” organised in collaboration with IHC on February 11, 2000.
- A consultative meet of PEEP partners on developing a GIS for educational planning was held. The participants were NIUA, UNICEF, NIEPA, MCD & ESRI – NIIT India, on October 27, 1998.
- PLA Workshop for Municipal Officers of Nagpur Division on using participatory process in Planning for the poor for the Nagpur Municipal Corporation was held. This workshop was supported by the Regional Water and Sanitation Group – the World Bank, at Nagpur on September 17-18, 1998.
- A ‘National Workshop on Micro Planning in Education’ was organized in collaboration with UNICEF, at New Delhi, on December 14-15, 1998.
- National Workshop on Micro Planning was organised to share experiences of PEEP at the state and community level, December 14-15, 1998.
- PLA Workshop for Volunteers Identified by the Directors of the DIET from Seven Districts of Delhi was organized to build skills among field facilitators in PLA techniques for scaling education initiatives across Delhi, in January 23-24, 1999.
- Networking NGO under PEEP Programme was organised to create awareness about PEEP objectives and discuss the role of NHOs in programme scaling, February 19, 1999.
- PLA Workshop for Volunteers under PEEP Programme - Seven workshops for training of field facilitators and NGO master trainers in PLA techniques in Delhi were held on July 9-10, 1998; September 24-25, 1998; November 17-19, 1998; December 23-24, 1998; February 23-24, 1999; March 15-16, 1999 and March 30-31, 1999.
- An International Seminar on “Development Experience in Urban Environmental Infrastructure” as part of FIRE(D) activities, was organised at Pune from April 20-22, 1998.
- A dissemination seminar on “Urban Sector Profile Project : An agenda for State Level Interventions for Urban Development” was held in Delhi on April 27, 1998.
- A National Seminar on “Informal Settlements and the Build Environment” under the FIRE (D) programme in collaboration with EPC, Ahmedabad was held in Calcutta from September 19-21, 1998.
- Regional Met on Devolution of Functional and Financial Powers to Urban Local Bodies was organized by NIUA in collaboration with the Ministry of Urban Development, New Delhi, December 23-24, 1998.
- International Conference on Business Citizenship and Equitable Cities was organized under FIRE (D) programme in collaboration

- with HUDCO, CII, UMP, etc. at New Delhi from February 23-24, 1999
- Seminar on Social Dimensions of Urban Poverty in India was organized in collaboration with World Bank, from March 3-5, 1999.
- To build the skills of trainers in participatory training techniques a national level course on 'Participatory Methodologies' was conducted for trainers, August 19-21 1997.
- National level courses on Participatory Learning and Action (PLA) techniques were conducted at Pune from June 4-7, 1997, and at Delhi, December 3-7, 1997.
- A three-day regional workshop for city level administrators, education officers and ICDS was organised at Mysore, from June 24-26, 1997.
- A Seminar on 'Capacity Building for Urban Governance' was organized by the Institute in collaboration with the Ministry of Urban Affairs and Employment, Government of Karnataka and the Asian Development Bank, April 3-4, 1997.
- A Seminar on Healthy Cities for Better Life: Participation and Partnership was held at Delhi on April 4, 1996.
- Workshop on the UBSP Approach – to sensitize NGOs to the UBSP approach a one-day workshop was organized at NIUA on May 7, 1996.
- A Brain-Storming Session on City Planning for the city of Jaipur was organised by ULB and UNICEF at Jaipur on May 10, 1996.
- Workshop on Planning for Joyful Learning was organised under the UBSP programme at Baroda, from August 7-9, 1996.
- A workshop on City Planning was organized the UBSP Programme at New Delhi in collaboration with USAID from September 23-24, 1996.
- Workshop, on Community Based Organisations was held on December 12-13, 1996.
- Experience Exchange Workshop was organized at New Delhi from January 2-3, 1997.
- Workshop on the Multi-Indicator Cluster Survey (MICS) was conducted at Hyderabad from March 18-19, 1997.
- Regional Workshop on Financing Urban Infrastructure organised under FIRE (D) programme, at Calcutta on May 24, 1996.
- National Seminar on Property Tax Reforms was organised in collaboration with CCI and NIPFP, the seminar was held at New Delhi from August 29-30, 1996.
- Under the FIRE (D) Programme a national seminar on Pricing and Cost Recovery in Urban Infrastructure and Services was held at Delhi on November 18-19, 1996.
- A regional Workshop on Women in Urban Local Governments in South Asia was organized by ESCAP, at Allahabad from December 3-5, 1996.
- A colloquium Mayors was organized jointly by the India International Centre, NIUA and the Centre for Policy Research at New Delhi on March 25, 1997.
- A symposium was organized jointly by the Ministry of Urban Affairs and Employment, NIUA, and the Centre for Policy Research at New Delhi on March 26, 1997
- Three regional workshops were organised to promote the idea of assessing capital markets by developing commercially viable infrastructure projects:
 - Northern Region : February 26, 1996, New Delhi
 - Western Region : March 1, 1996, Bombay
 - Southern Region : March 15, 1996, Hyderabad
 These were attended by state government officials.

1986 - 1995

- Fourth National Workshop on "State Finance Commissions" was organised by NIUA at Vigyan Bhawan, New Delhi on November 3-4, 1995.
- A workshop was organised for teachers at the Teachers Resource Centre, IIT and NCERT, Delhi on May 6, 1995.
- A workshop for pre-school workers at Ashoka Memorial School, Faridabad was organised on May 14, 1995.
- The UBSP Assistance Plan and UBSP Training Plan 1995 for Delhi was prepared by NIUA in collaboration with Delhi UBSP and submitted to UNICEF and Ministry of Urban Affairs & Employment.

- City Consultation: UBSP Delhi on empowerment and better health for women in Delhi's slums was organised with a view to focus on skill training and income generation for women for safe and hazard free occupations on July 5-6, 1995.
- Meeting of POs and APOs: UBSP, Delhi was organised to discuss the strategy for universalization of education in Delhi along with the Education Secretary, Government of NCT of Delhi on July 20, 1995.
- The national level review meeting on UBSP was organised by NIUA at Vigyan Bhawan on August 29-30, 1995.
- Meeting with NGOs: UBSP, Delhi was held with IND-CARE, and NGO, to discuss their possible role in the implementation of the UBSP programme in the West Zone of Delhi on September 11, 1995.
- Advocacy Meeting with MLAs, to discuss the problems of the poor affected by the recent floods in Delhi, UBSP, Delhi
- Two meeting of the Core Group for PMIUPEP crash training were organised.
- A workshop on exchange of experiences between Sulabh International and PO's of UBSP, Delhi was held.
- National Seminar on Financing Urban Infrastructure through Debt Market was held under the FIRE(D) programme at New Delhi from August 28-29, 1995.
- NIUA 2000 – A Strategic Planning Exercise- Under the FIRE(D) programme a faculty 'retreat' was organised with the purpose of formulating a strategic plan for NIUA so as to enable it to perform its future roles more effectively, September 1-3, 1995.
- NIUA, in collaboration with Community Consulting International, organised a national workshop on "Municipal Bond Experiences" at Bangalore, December 4-5, 1995.
- A state level workshop on 'Financing Urban Infrastructure' was organised for officials of the state and local governments in Tamil Nadu, in collaboration with TACID, at Madras on December 7, 1995.
- National Meet on the State Finance Commissions at Vigyan Bhawan, October 28-29, 1994.
- A workshop was organised by the collaborating institutes namely, NIRD, NIPFP and NIUA, at NIRD, Hyderabad, on March 6-7, 1995.
- Project Initiation Workshop – NIUA organised a workshop in May 1994.
- A Policy Agenda workshop, attended by the representatives of the identified states was held at Neemrana, Rajasthan on October 1994.
- Project Initiation Workshop – Organised by ILFS and NIUA, discussed the Tirupur project with officials of Tamil Nadu State Government. Members of the FIRE(D) partner institutions, at Madras on December 23, 1994.
- Project Initiation Workshop – under FIRE(D) in Bangalore on December 28, 1994.
- Project Initiation Workshop – under FIRE(D) in Trivandrum on January 4, 1995.
- Review of UBSP guidelines by MOUD, on April 25-26, 1994.
- Workshop on 'National Consultation on Planning for Urban Poor at City Level' under UBSP on June 6-7, 1994.
- 'Education for All' Conference, organised by NIUA. facilitated the project of MALES' Department of Education, University of Delhi, in Jehangirpuri, October 1994.
- Convergence meeting on Education under UBSP in Delhi at NIUA , November 14-15, 1994,
- Area Level Planning Workshops - The UBSP has been propagating the idea of the mini-plans at the neighbourhood level and community plan at the CDS level as well as city plan for urban poor.
- Meeting on Thrift and Credit mechanism in the field – UBSP , December 22-23, 1994.
- Meeting to finalise UTP, UAP under UBSP, January 30-31, 1995,
- Meeting for the preparation of an Operations Manual and a Training Manual for UBSP were held on February 22-23, 1995; March 13-14, 1995; and March 21-22 1995.
- Education for all in NDMC Zone –organised under UBSP, Delhi, March 15,1995.
- World Bank Sponsored Visit of Kenyan Delegation, was coordinated by NIUA on behalf of the Ministry of Urban Development and the World Bank, August 3-8, 1994.
- Seminar on Development Planning by Prof. Brish Sanyal, Urban

Studies Department, MIT, USA, July-August 1994.

- Seminar by Prof. Tridip Banerjee, University of Southern California, at NIUA, September-October, 1994.
- Workshop on Trends and Patterns of Rural-Urban Migrations, on ESCAP sponsored project on Rural-Urban Migration, organised by NIUA at NIUA, December 1, 1994.
- Lecture on Sustainable City, by Prof. Richard Meier, University of California, Berkeley on December 2, 1994.
- Lecture on Sustainable Development by Dr. Michael Cohen, World Bank a senior policy advisor to the Vice-President on Environmentally Sustainable Development. A talk on the World Bank's recent work in the field of sustainable development.
- Lecture by Edwin Mills formerly with the World Bank and Princeton University, lecture in NIUA on Issues in Urban Policy Research abased on his long standing work on India's urbanisation, January 27, 1995.
- Development Planning Unit of U.K. and NIUA Training Programme on Integrated Approaches to Slum Improvement, organised under British Council sponsorship, NIUA and DPU, March 31–May 31, 1993.
- Location of Service Centres and Strategy for Sub-regional Development – A Case Study of Kottam, Tamil Nadu, a seminar by Dr. Sudhir Wanmali of International Food Research Institute, Washington, 13th May, 1993
- Workshop on Urban Infrastructure & Financing , conducted by Dr. Ronald Johnson of RTI, N. Carolina, USA, May 24, 1993
- Annual Review Meeting of UBSP, organised by NIUA in collaboration with MOUD and UNICEF, June 11-13, 1993
- Visit of the Joint Parliamentary Committee on Urban Development, at NIUA, June 15, 1993.
- Seminar on Inner City Renewal of Mysore, at Mysore, organised by NIUA, August 20, 1993.
- Policy Workshop on 74th Constitutional Amendment organised by NIUA, at HIPA Shimla, August 30 - September 1, 1993.
- New Economic Policy and Housing, Organised by Ebert Stiftung (Foundation) Germany and NIUA at New Delhi, October 15, 1993.

- Seminar on Urban Management, 3 in collaboration with Overseas Development Administration (ODA) of the U.K., at NIUA December 13-15, 1993.
- National Consultation of UBSP Guidelines was organised with MOUD and UNICEF, December 17-18, 1993.
- National Level Consultation on Reaching the Urban Poor. The meeting was organised by NIUA with MOUD and UNICEF collaboration, February 19-20, 1994.
- 'Regional Seminar on Partnerships in Municipal Infrastructure Service', The Urban Management Programme of Asia and the Pacific, Kuala Lumpur, sponsored the seminar at New Delhi, February 7-11, 1994.
- 'National Consultation on Urban Child' was organised by NIUA in collaboration with the Ministry of Urban Development, Planning Commission and UNICEF in New Delhi on April 6-8, 1992.
- 'South-Asia Consultation meeting of Urban Planners', with participants from Pakistan, Bangladesh, Nepal, Sri Lanka, Maldives and India, the meeting was supported by the South-Asian regional office of UNICEF, May 6-7, 1992.
- 'Symposium on the Impact of Economic Returns on Urban India', at NIUA, November 18, 1992.
- Seminar on 'Urban Development Strategies', at NIUA, October 1, 1992.
- Seminar on 'Urban Issues, Land Policies and Housing in India and China', jointly organised by NIUA, NIPFP and MOUD and supported by HDFC, Bombay, March 10-11, 1992.
- Workshop on 'Strategies to meet the Basic Needs of Poor in Delhi', organised by NIUA under UBSP, November 12-12, 1992.
- Workshop on Research Methods, organised by NIUA in collaboration with the Research Triangle Institute (RTI) under UBSP, May 11, 1992.
- Seminar on Alternative Institutional Arrangements for Urban Services, organised by NIUA under UBSP, conducted by Dr. Dan Goetz and Dr. Jerry Vansant (RTI), on May 12, 1992.
- Seminar on Community Development and Housing in USA by Fulbright scholar Dr. Larry Keating, Professor of City Planning

- at Georgia Institute of Technology, Atlanta, USA, under UBSP, on November 4, 1992.
- Seminar on Olympics 1996 and its impact on Atlanta's Economy and People by Dr. Larry Keating, Professor of City Planning at Georgia Institute of Technology, Atlanta, USA, under UBSP, on November 11, 1992.
 - Problem Diagnosis Workshop, under UBSP, at NIUA, September 21-22, 1992.
 - Mega-Cities Meeting, the fifth annual meeting of the Mega – Cities Project Coordinators organised by NIUA from October 28 to November 1, 1991.
 - A Seminar on Urban Land, organised by the Institute was held in Udaipur on July 20, 1991.
 - Policy 'Seminar or Strengthening of Municipal Finances in India', with the support of the International Bank for Reconstruction and Development, Washington D.C. (The World Bank), organised by NIUA, from January 28 to February 1, 1991.
 - Regional Workshop on 'Employment Generation in the Asian Megapolis', NIUA jointly organised with ILO's Asian Regional Team for Employment Promotion (ARTEP), a Regional Technical Workshop in New Delhi on December 6 and 7, 1990.
 - Symposium on Urban Policy and Development Agenda for the 1990's was held at the National Institute of Urban Affairs, New Delhi, on October 5, 1990.
 - "Urban Development: Strategies and Issues" for IAS officials, organised by NIUA, from September 25-30, 1989.
 - Urban Poverty Seminars, NIUA provided support to the Regional Centres and UNICEF in organising, August 24, 1989.
 - Workshop on Urban Health Care System was held on April 28, 1989.
 - An International/ Regional Workshop on 'Public and Private Initiatives in the Delivery of Urban Services' was organised by the Institute. The workshop was supported by USAID, New Delhi, and UNICEF, New Delhi, April 18-22, 1988.
 - A seminar on Cultural Identity in Urban Development Programme was organised by NIUA in collaboration with the Indian National Trust for Art and Cultural Heritage (INTACH) on October 27, 1988.
 - The Institute organised the second meeting of experts under its research project on the Role of Women in the Urban Informal Sector.
 - "International Congress on Human Settlements in Developing Countries", organised by the Institute.
 - "Urban Primary Health Care System", organised by NIUA.
 - "Expert Group Meeting", organised by the Institute.
 - "Mega-Cities in the Developed and Developing Countries", organised by the Institute.
 - 'Regional Seminar on Urban Finance and Management', organised by NIUA with the Economic Development Institute of the World Bank (EDI) and the United Nations Centre for Human Settlements (UNCHS), with participants from India, Pakistan and Sri Lanka and several international organisations, December 7-11, 1987.
 - "Regional Seminar on Urban Land Management", organised by NIUA and the Asian Institute of Technology (Bangkok).
 - "Street Children in Urban Areas" a meeting organised by NIUA with UNICEF on the Urban Basic Services Programme.
 - NIUA organized two Policy Seminars on "Urban Development Projects and the World Bank" The First Seminar was held in Covelong (Madras) on May 29-30, 1986. The Second Seminar was held 1987 in Goa on January 7-9, 1987.
 - International Seminar on, "Calcutta's Basic Development Plan : In Retrospect", organized by NIUA was held in Calcutta from December 15-19, 1986.
 - Institute collaborated with the All India Institute of Local Self Government in organizing an International Seminar on 'Role of Local Government in Development' held in Vigyan Bhavan from October 27-29, 1986.

1976 - 1985

- Lecture on 'Some Issues on the sites and services programme' by Shri Geoferey K Payne Oxford Polytechnic U.K. held on May 8, 1984.

- Lecture on 'Communications in Management' by Shri Ashok Kapur, I.A.S. held on July 20, 1984.
- Lecture on 'Demographic Projections for Economic Planning in India' by Shri Prof. K. Sundaram held on August 03, 1984.
- Lecture on 'Service Sector in an Urban Economy' by Prof. T.R. Laxman and Prof. Lata Chatterjee held on December 12, 1984.
- Lecture on 'India's Urban Future' by Prof. Britton Haris, on August 05, 1983.
- Lecture on 'Municipal Finance in India' by Mr. R. Seshadri, on August 19, 1983.
- Lecture on 'Certain Myths about India's Urbanisation' by Prof. Asok Mitra, on September 2, 1983.
- Lecture on "Urbanisation in India: Issues and Non-Issues", by Prof. Moonis Raza, on September 19, 1983.
- Lecture on 'Policies for Regional Development and Balanced Urbanisation in France' by Prof. E. Dalmasso of Cire University, Paris, October 10, 1983.
- Lecture on 'Socio-Economic Profile of the Migrants into the cities of India' by Dr. M.K. Premi, on October 11, 1983.
- Lecture on 'Urban Property Tax' by Dr. R.J.Chelliah, held on November 09, 1983.
- Lecture on 'Level of Services in Delhi' by Miss Pratibha Mehta, held on November 25, 1983.
- Lecture on 'Functioning of an Economy with Multiple Technologies - A Core Theoretic Approach' by Prof. P.N. Mathur, held on December 14 & 15, 1983.
- Lecture on 'Public Sector Pricing & Industrial Location' by Prof. T. K. Alagh, Prof. Niten Desai, Prof. K.A. Nagri, Prof. C. Kadekodi and M.N. Murthy, on December 16, 1983.
- Lecture on 'Issues on Urban Planning and Development' by Prof. Ved Prakash, on December 30, 1983.
- Lecture on 'Urban Dead End' by Prof. Braham Prakash, held on January 17, 1984.
- Lecture on 'Town Planning Act and Urban Development in West Bengal' by Prof. Mitra, on February 20, 1984.
- Lecture on 'Comparative Experiences of Urban Development in India and Great Britain' by C.S. Chandrasekhra, held on March 08, 1984.
- Seminar on 'Principal Issues for National Urban Policy' was organized by the Institute at New Delhi on March 23, 1980.

TRAINING WORKSHOPS



A. JNNURM Training Programmes organized by partner training institutes

1. Centre for Good Governance (CGG), UAA, Nainital

- JNNURM: Concept, Strategy and Reform Agenda, August 6-8, 2007.
- JNNURM: Concept, Strategy and Reform Agenda, May 7-9, 2007.
- Issues and Reforms in Municipal Finance: Innovative ways to mobilize resources, April 17-18, 2007.
- Training Programme on JNNURM for elected representatives, September 26, 2006.
- Community Mobilisation and Resource Mobilisation in Operation and Maintenance, August 1-5, 2006.
- Training Programme for Municipal Functionaries on JNNURM: Process & Procedures, July 11-13, 2006.
- Public Private Partnership of Infrastructure Management, March 21-25, 2006.

2. Centre for Research in Rural and Industrial Development (CRRID), Chandigarh

- Orientation Training Programme for Newly Elected Councillors and Selected Officials of Municipal Corporations for Punjab for two days, December 2007
- Orientation Programme for Newly Elected Representatives of Municipal Corporations, October 2007
- Twenty First Century Urban Governance: Imperatives and Policies, August 16-17, 2007
- Municipal Resource Mobilization for Strengthening Fiscal Domain of ULBs, July 2007
- Municipal Resource Mobilization for Strengthening Fiscal Domain of ULBs, June 7-8, 2007
- Implementing Urban Reform Agenda in JNNURM cities, March 8-9, 2007.
- E-governance, Management Information System and Double Entry System of Accounting, August 25, 2006.
- Privatisation of Municipal Services for Strengthening Fiscal Domain of Urban Local Bodies, June 20-21, 2006.

- Seminar on Urban Infrastructure Development Scheme for Small and Medium Towns, April 7, 2006.

3. Assam Administrative Staff College (AASC), Guwahati

- Elected representative of ULBs Implementing JNNURM Agenda, Agartala, June 18-10, 2007.
- JNNURM – Implementation of Reform Agenda, Guwahati Municipal Corporation, July 2007
- JNNURM – Implementation of Reform Agenda, Agartala Municipal Council, August 2007
- JNNURM – Implementation of Reform Agenda, Imphal Municipal Council, August 2007
- JNNURM – Implementation of Reform Agenda, Kohima Municipal Council, September 2007
- Municipal Resource Mobilisation, August 19-21, 2006.
- JNNURM for Municipal Functionaries, July 12-15, 2006.

4. Institute of Local Government & Urban Studies (ILGUS), Kolkata

- Training of the Trainers (ToT) on Project Formulation, January 16-17, 2008
- Training Workshop on JNNURM for elected representatives, September 15, 2006.
- Capacity Building of Elected Representatives, March 26-28, 2006.
- Accrual Based Double Entry System, March 9-11, 2006.

5. Administrative Training Institute (ATI), Kolkata

- Training Programme for Municipal Functionaries, September 2006.

6. Rajasthan Institute of Public Administration (HCM-RIPA)

- Accrual Accounting for ULBs, June 18-20, 2007
- JNNURM Reform Agenda, August 30-31 & September 27-28, 2007.
- Refresher Course for Technical Officers with specific reference to Urban Sector, December 2007

7. Kerala Institute of Local Administration, Thrissur

- Training Workshop on JNNURM for elected representatives, October 8, 2006.

- JNNURM Training Programme for Municipal Functionaries, July 24-26, 2006
- Financing Urban Infrastructure, March 20-22, 2006.
- Financing Urban Infrastructure, March 9-11, 2006.

8. Himachal Pradesh Institute of Public Administration (HPIPA)

- Urban Renewal Mission for Municipal Corporation, Shimla, August 31 - September 2, 2006.

B. Training Programmes under Financial Institutions Reform and Expansion Programme (Debt Market Components), FIRE(D)

- **FIRE (D-II) Training Network of urban management training institutions-**
 - i. HCM Rajasthan Institute of Public Administration, Jaipur
 - ii. U.P. Academy of Administration, Nainital.
 - iii. M.P. Academy of Administration, Bhopal.
 - iv. Yashwant Rao Chavan Academy of Development Administration, Pune.
 - v. Tamil Nadu Urban Development Project-II, Chennai
- Two weeks MS Office Computer Training Programme was organised for the Capacity Building of Institute Staff, jointly conducted by NIIUA and NIIT under the FIRE-D Project. 2006.
- Preparation of Management Action Plan for a City, organised by CMA Karnataka, Bangalore, May 6, 2004.
- Leadership and Management Skills for Elected Representatives of Suryapet Municipality, organised by CUDS, Dr. MCR-HRD Institute of Andhra Pradesh, Hyderabad, May 24 -26, 2004.
- Strengthening Fiscal Domain of ULBs for Upgradation of Urban Infrastructure, organised by Centre for Research in Rural and Industries Development (CRRID), Chandigarh, May 25-26, 2004.
- Financing Urban Infrastructure, organised by Indian Institute of Capital Markets, Navi Mumbai, June 11-12, 2004.
- Urban Solid Waste Management, organised by CMS, HCM-RIPA, Jaipur, June 15-16, 2004.

- Capacity Building of elected Representatives, organised by ILGUS, Kolkata, June 16-18, 2004.
- Financing Urban Infrastructure for ULBs in Kerala, organised by Kerala Institute of Local Administration (KILA), Thrissur, Kerala, June 21-23, 2004.
- Municipal Accounts and Budget, organised by CUDS, Dr. MCR-HRD Institute of Andhra Pradesh, Hyderabad, June 21-26, 2004.
- Financing Urban Infrastructure, organised by Yeshwantrao Chavan Academy of Development Administration (YASHADA), Pune, July 12-14, 2004.
- Urban Poverty Alleviation Programme, organised by M.P. Academy of Administration, Bhopal, July 12-16, 2004.
- Innovative Urban Management for Enhancing Local Fiscal Capability and Raising Resources from Capital Markets, organised by Centre for Research in Rural and Industrial Development (CRRID), Chandigarh, July 13-14, 2004.
- Financing Urban Infrastructure, organised by Yeshwantrao Chavan Academy of Development Administration (YASHADA), Pune, July 15-17, 2004.
- Community Mobilisation and Resource Management in Operation and Maintenance, organised by Centre for Development Studies (CDS), Uttaranchal Academy of Administration, Nainital, July 19-23, 2004.
- Efficiency Improvement for Operation and Maintenance of Urban Services, organised by Institute of Local Government and Urban Studies (ILGUS), Kolkata, July 21-23, 2004.
- Resource Mobilisation in ULBs, organised by M.P. Academy of Administration, Bhopal, July 24-29, 2004.
- Resource Mobilisation for Urban Infrastructure Development for ULBs in Kerala, organised by Kerala Institute of Local Administration (KILA), Thrissur, Kerala, July 28-30, 2004.
- Community Mobilisation and Resource Management in Operation and Maintenance, organised by Centre for Development Studies (CDS), Uttaranchal Academy of Administration, Nainital, July 26-30, 2004.
- Municipal Accounts and Budget, organised by MCR-HRD,

Hyderabad, August 2-7, 2004.

- Project Formulation, organised by MP Academy, Bhopal, August 2-7, 2004.
- Solid Waste Management in Medium Size Towns of Rajasthan, organised by HCM-RIPA, Jaipur, August 9-10, 2004.
- Mobilising Communities to Rejuvenate Water Resources (leadership series), organised by City Managers' Association Karnataka (CMAK), Bangalore, August 10, 2004.
- Office Procedures in Municipalities, organised by MCR-HRD, Hyderabad, August 16-18, 2004.
- Reforms in Municipal Management and Administration, organised by City Managers' Association Orissa (CMAO), Bhubaneswar, August 25, 2004.
- Democratic Decentralisation for Strengthening Urban Governance under the 74th Amendment: Status, Concerns and Future Direction, organised by Centre for Research in Rural Industrial Development (CRRID), Chandigarh, August 26-27, 2004.
- Efficiency Improvement of O&M of Urban Services, organised by Institute of Local Government and Urban Studies (ILGUS), Kolkata, September 1-3, 2004.
- Financing Urban Infrastructure for B Class Municipal Councils – II, organised by Yeshwantrao Chavan Academy of Development Administration (YASHADA), Pune, September 1-3, 2004.
- Financing Urban Infrastructure for Municipal Corporations – I, organised by Yeshwantrao Chavan Academy of Development Administration (YASHADA), Pune, September 13-17, 2004.
- Financial Resource Mobilisation for Bankable Projects, organised by Centre for Good Governance (CGG), Hyderabad, September 14-16, 2004.
- Financial Resource Mobilisation, organised by Centre for Good Governance (CGG), Hyderabad, September 15-17, 2004.
- Refresher course on Basic Services for Urban Poor, organised by Centre for Development Studies (CDS), Nainital, September 14-18, 2004.
- Public Private Partnership in Infrastructure Management, organised by Centre for Development Studies (CDS), Nainital,

September 20-24, 2004.

- Financing Urban Infrastructure for Municipal Corporations – II, organised by Yeshwantrao Chavan Academy of Development Administration (YASHADA), Pune, September 20-24, 2004.
- Urban Infrastructure for Urban Areas, organised by MP Academy, Bhopal, September 20-25, 2004.
- Municipal Accounts and Budget, organised by MCR-HRD, Hyderabad, September 20-25 2004.
- Double Entry Accrual Based Accounting System for ULBs of Uttaranchal, organised by City Managers' Association Uttaranchal (CMAU), Dehradun, October 5, 2004. Office Procedures in Municipalities, organised by MCR-HRD, Hyderabad, October 4-6, 2004.
- Innovation and Management of Street Lights in ULBs of Rajasthan, organised by HCM-RIPA, Jaipur, October 5-6, 2004.
- Innovative Urban Management through Reforms in Accounting, Budgeting, Information and Data Management, CRRID, Chandigarh, January 7-8, 2004.
- Infrastructure Development of ULBs in Kerala, KILA, Kerala, January 27-29, 2004.
- Public Private Partnership in Infrastructure Management, CDS, Nainital, January 28 –February 1, 2004.
- Concept of Best Practices, RIPA, Jaipur, February 3-4, 2004.
- Training Programme on Leadership and Management for Elected Representatives of Ramagundam Municipality, Andhra Pradesh, MCR-HRD Institute of A.P. February 3-5, 2004.
- Commercialization of Urban Infrastructure for Strengthening Urban Governance, CRRID, Chandigarh, February 5-6, 2004.
- Model Municipal Law (workshop), CDS Nainital, February 19-20, 2004.
- Training of Trainers Programme, UTI Institute of Capital Market, Mumbai, February 25-26, 2004
- Training of Trainers (TOT) Programme was conducted at Jaipur, for the training coordinators of the Tamil Nadu Urban Development Project- II (TNUDP- II), Unit Trust of India (UTI) Institute of Capital Market, Mumbai, Centre for Development Studies, Academy of

Administration, Uttaranchal.

- Municipal Accounting Reforms organised by Yeshwantrao Chavan Academy of Development Administration (YASHADA), Pune, October 8, 2004.
- Innovative Urban Management and PPP for Urban Infrastructure- CRRID, Chandigarh, April 28-29, 2003.
- State Level Workshop on Area Based House Tax- RIPA. Jaipur, April 29-30, 2003.
- Financing Urban Infrastructure – CMAG, June 6-7, 2003.
- Enhancing Performance Effectiveness –IMS, Indore, July 6-7, 2003.
- Financing Urban Infrastructure –KILA, Kerala, July 7-9, 2003.
- Resource Mobilization for Empowerment of City Government – CRRID, Chandigarh, July 21-22, 2003.
- Financing Urban Infrastructure – CMAG, Ahmedabad, July 4-5, 2003.
- Financing Urban Infrastructure- Kerala Institute of Local Administration (KILA) in Thrissur, Kerala, January 6-8, 2003.
- Financing Urban Infrastructure- Unit Trust of India (UTI) Institute of Capital Market in Mumbai, January, 2003.
- Solid Waste Management- Institute of Local Government for Urban Studies (ILGUS) in Kolkata, January 28-30, 2003.
- Project Formulation for Siums- Centre for Development Studies (CDS), Academy of Administration in Nainital, February 4-8, 2003.
- Training Programme for Elected Representatives on Financing Urban Infrastructure- All India Institute of Local Self Government (AIIILSG) in Mumbai, February 20, 2003.
- Financing Urban Infrastructure- Rajasthan Institute of Public Administration (RI PA) in Jaipur, February 13-15, 2003.
- Municipal Resource Mobilization- Institute of Local Government for Urban Studies (ILGUS) in Kolkata, March 3-5, 2003.
- Water Supply- Operation & Maintenance- City Managers' Association, Gujarat (CMAG) in Ahmedabad, March 11, 2003.
- Management of Water Supply Services - Institute of Local Government for Urban Studies (ILGUS), in Kolkata, April 2-4, 2002.
- Financing urban infrastructure – Unit Trust of India (UTI) Institute

of Capital Market in Mumbai, May 3-4, 2002.

- Solid Waste Management- Centre for Development Studies (CDS), Academy of Administration, in Nainital, May 20- 24, 2002.
- Skill Upgradation Training Programme on Solid Waste Management, at Karnataka Urban Infrastructure Development Finance Corporation (KUIDFC), Bangalore, June 12-14, 2002.
- Solid Waste Management, Madhya Pradesh Academy of Administration, at Bhopal, June 12-21, 2002.
- Urban Good Governance, Madhya Pradesh Academy of Administration, at Bhopal, June 24-29, 2002.
- Urban Good Governance, Madhya Pradesh Academy of Administration, at Bhopal, July 1-6, 2002.
- Office Management & Secretarial Practices- Institute of Management Studies, in Indore, July 19-20, 2002.
- Orientation Programme on Municipal Accounts and Budget, in Hyderabad, July 22-26, 2002.
- Resource Mobilization from Major Taxes for Empowerment of Municipal Government, CRRID in Chandigarh, July 5, 2002.
- Municipal Resource Mobilization- Centre for Development Studies (CDS), Academy of Administration Nainital, July 2-6, 2002.
- State level workshop on Inventory Management for Urban Local Bodies (ULBs) at Rajasthan Institute of Public Administration (RIPA), Jaipur.
- Financing Urban Infrastructure- Unit Trust of India (UTI) Institute of Capital Market in Mumbai, August 9-10, 2002.
- State level policy seminar on Modernisation of Solid Waste, Management Practices in Rajasthan Cities, at Rajasthan Institute of Public Administration (RIPA), Jaipur, September 11-12, 2002.
- Financial Management-Yeshwantrao Chavan Academy of Development Administration (YASHADA), Pune, October 17-19, 2002.
- Financing Urban Infrastructure- Kerala Institute of Local Administration (KILA) in Thrissur, October 21-23, 2002.
- Water Supply- Operation & Maintenance- City Managers' Association, Gujarat (CMAG) in Ahmedabad, October 19, 2002.
- Financing Urban Infrastructure- Centre for Urban Development



- Studies MCR-HRD Institute of Andhra Pradesh in Hyderabad, November 18-20, 2002.
- Resource Mobilization from Taxes & Cost Recovery of Urban Services- Centre for Research in Rural & Industrial Development (CRRID) in Chandigarh, November 12-13, 2002.
 - Training Programme for Elected Women Representatives- All India Institute of Local Self Government (AIIILSG) in Mumbai, December 10, 2002.
 - Training of Trainers (TOT) programme in Urban Management was conducted at Indore.
 - Resource Mobilisation and Municipal Accounting Reforms at ILGUS, Kolkata.
 - Innovative Urban Management and Financing Urban Infrastructure at CRRID Chandigarh.
 - Municipal Finance and Accounting at M P Academy of Administration, Bhopal.
 - Solid Waste Management at MP Academy of Administration, Bhopal.
 - Sustainable Solid Waste Management at HCM Rajasthan State Institute of Public Administration, Jaipur.
 - Advanced Integrated Waste Water Pounding System, CMAG, Gujarat
 - Conservation of Quasi Affected Architectural Heritage of Urban Gujarat, CMAG, Gujarat
 - Six workshops on Repairs and Retrofitting of Earthquake Damaged Buildings in Ahmedabad and other cities by the School of Planning, CEPT, Ahmedabad
 - Workshop on study of Urban Indicators and Performance Management of 10 cities in Gujarat
 - Assessment Report of the Earthquake Damaged Properties in nine towns in Kutch district
 - Assessment Report of the Earthquake Damaged properties in Ahmedabad
 - Training of Trainers for capacity building of Local Communities by EXNORA, Chennai
 - Decentralisation and Empowerment of Municipal Governments, CRRID, Chandigarh
 - Municipal Resource Mobilisation and Accounting Reforms, ILGUS, Calcutta
 - Municipal finance and accounting at MPAA, Bhopal.
 - Financing of urban infrastructure at KILA, Thrissur.
 - Orientation programme on financial resource mobilization in urban local bodies at Dr. MCR-HRD Institute of AP, Hyderabad.
 - Municipal accounting and budget at Dr. MCR-HRD Institute of AP, Hyderabad.
 - Urban planning at Dr. MCR-HRD Institute of AP, Hyderabad.
 - Tools for improved solid waste management at CMAG, Gujarat.
 - Financial management for Councillors at YASHDA.
 - Financing of urban infrastructure at KILA, Thrissur.
 - Financial management for Councillors at YASHDA.
 - Public private partnership in infrastructure management at CDS-UPAA, Nainital.
 - Financing of urban infrastructure at KILA, Thrissur.
 - Four Training of trainers (TOT) programme in municipal accounting was conducted by KUIDFC, Bangalore.
 - Training workshop on orientation and empowerment of elected councillors and senior level municipal officials at ILGUS, Kolkata.
 - Fiscal decentralization and innovative urban management for strengthening municipal government at CRRID, Chandigarh.
 - PPP in Infrastructure Management, CDS, UPAA, Nainital
 - Solid Waste Management, CDS, UPAA, Nainital
 - Municipal Finance and Accounting, KUIDFC, Bangalore
 - Private Sector Participation in WS&S, YASHADA, Pune.
 - Financial Management of ULBs and PPA, RIPA, Jaipur.
 - Resource Mobilisation by the ULBs and Infrastructure Financing, CDS, UPAA, Nainital.
 - GIS and Urban Development, RIPA, Jaipur.
 - Training Workshops organized during 2000-01
 - Urban water supply, YASHADA, Pune
 - Emerging concepts in Urban Governance, CMAG, Ahmedabad
 - Public-Private-People participation in development of civic infrastructure,
 - RIPA, Jaipur

- Urban Project Development, MPAA, Bhopal
- Solid Waste Management at M.P. Academy of Administration, Bhopal
- Project Formulation for Urban Infrastructure at M.P. Academy of Administration, Bhopal
- Urban Project Development at Bangalore
- Municipal Financial Resource Mobilisation and Accounting at Bhopal
- Financial Management of Urban Local Bodies at Jaipur
- Innovative Urban Management and Financing of Urban Infrastructure at Chandigarh
- Urban Infrastructure Project Development and Finance, KUIDFC, Bangalore
- Management of Urban Basic Services, ILGUS, Calcutta
- Resource Mobilisation & Financing Urban Basic Services, ILGUS, Calcutta
- Training Programmes conducted by Training Network Partners
- Devolution of financial powers to urban local bodies, YASHADA, Pune
- National Trainers' Workshop, EXNORA INTERNATIONAL, Chennai
- Geographic information system, KILA, Thiruvananthapuram.
- Solid Waste Management, MPAA, Bhopal
- Empowerment of the city governments in the context of 74th Constitutional Amendment, CRRID, Chandigarh
- A training programme on Management of Urban Environment, in collaboration with YASHADA, Pune. The programme was attended by participants from Maharashtra and Gujarat, held at Pune from December 30, 1996 - January 3, 1997.
- A training programme on Municipal Finance and Resource Mobilisation was held at Jaipur from January 6-10, 1997.
- A training programme on Project Development for Urban Infrastructure was held at Calcutta from January 13-17, 1997.
- A training programme on Management of Urban Services was held at Jaipur from January 20-24, 1997.
- A training programme on Project Development for Urban Infrastructure was held at Jaipur, February 3-7, 1997.
- A training programme on Municipal Finance and Resource Mobilisation was held at Hyderabad, February 11-14, 1997.
- A training programme on Management of Urban Services was held at Hyderabad, February 17-21, 1997.
- A training programme on Management of Urban Services was conducted at Calcutta, March 3-7, 1997.
- Training Programme on Municipal Finance and Services was held at Pune in collaboration with YASHADA, Pune for municipal officials from Maharashtra and Gujarat on August 19-23, 1996.
- A training programme on Municipal Finance and Accounting was held in collaboration with ILGUS at Calcutta for municipal officials from the state of West Bengal, Bihar, Orissa and Assam on August 28-30, 1996.
- A training programme was held at Hyderabad in collaboration with RCUES on Project Development for Urban Infrastructure, for officials from the four Southern States, December 2-6, 1996.
- A training programme-cum-seminar on Pricing and Cost Recovery in Municipal Services for representatives of the North-eastern States, West Bengal, Bihar and Orissa was held at Siliguri on December 6-7, 1996
- A Training Workshop on Planning and Financing of Municipal Infrastructure for Municipal Commissioners, was held at New Delhi from December 18-20, 1995.
- Orientation Training of Sulabh Volunteers and Area Volunteers on UBSP approach and strategy, 1995
- A training workshop was organised to exchange experiences of trainers and to share with them the Training Manual and the contents of the Training Modules developed for training under the 74th Constitution Amendment Act on August 26-28, 1995.
- A training programme was organised to orient officials and trainers of UBSP functionaries to the new MIS formats on August 21-24, 1995.
- A training session on training methodologies for trainers of child care workers was organised for Field Officers of the India Council for Child Welfare on June 14, 1995.
- A training workshop on revised guidelines on UBSP and New

Agenda for UBSP in Delhi, New Delhi on 12 June 1995.

- A training workshop on “Achieving mid-decade goals in UBSP JJ clusters of Delhi,” was organised for UBSP functionaries and functionaries of the registered CDSs on April 5-6, 1995.
- ‘Training Workshop on Planning and Management of Urban Services’, sponsored and funded by Department of Personal and Training, organised and conducted at NIUA, January 11- 16, 1993.
- Training Workshop on Planning and Management of Urban Services, sponsored by the Department of Personnel, Government of India, August 5-10, 1991.
- Training Workshop on ‘Planning and Management of Urban Services’, at the instance of the Department of Personnel and Training, Government of India, the NIUA, organised a one-week training workshop from August 5-10, 1990.
- A training workshop on ‘Urban Finance and Management’ for senior administrators entrusted to NIUA by The Department of Personnel and Training, November 21-25, 1988.

C. Improving Access of Urban Poor to Basic Services with CARE PLUS.

- GIS training was given to field supervisors.
- Four training programs for facilitators were organized.
- A leadership and articulation training programme was conducted by resource persons from India Care for basti leadership from all communities on August 14 - 16, 2003.
- Two Livelihood Training Workshops were organized at Gandhi Peace Foundation Hall; Resource persons from 5 different agencies were called.
- Vocational training on livelihood generation was provided to 40 women in Narela resettlement colonies for soap making by trainers from Shramik Udyog Peeth.
- 4 Training programs for facilitators were organized.
- A vision-building meeting of all partners was organized for CARE PLUS project.
- A Workshop on Right to Information was organized by CARE Plus for building capacities of Project Supervisors.

- An NGO from Rajasthan organized a community level street play on Right To Information (RTI) project sites for community capacity building.
- Meetings with NGO- Swasthya were organized for additional health inputs in the CARE PLUS projects. Swasthya workers were trained on use of PLA tools.
- Participatory impact assessments have been organized by Care plus in the first generation project sites.

D. Training, under Primary Education Enhancement Programme (PEEP)

- Under the programme, the Institute had undertaken the processes for microplanning and community building in the urban poor settlements of Delhi to make these communities responsible for ensuring primary education to each child. The institute was directly working in almost 300 communities with the help of facilitators trained in house. The majority of these communities are located in the East and North – East districts of the city.
The training and workshop activities undertaken under the PEEP programmes are :
 - Training workshop for volunteers
 - Basti Leaders Training
 - NGO Meeting
 - Training workshop for Government of Gujarat
- 6 Training programmes were organized for community workers, both new/old volunteers and Balwadi workers in the use of PLA tools, enhance their communication skills, focus on making concrete action plans and making a schedule for future action, and introducing some joyful learning techniques.
- 4 training programmes were organized to orient the facilitators to the project, train them to apply the PLA tools in infrastructure mapping and form infrastructure committees.
- 8 Training programmes were organized for community workers for both new/ old volunteers in the use of PLA tools, enhance their communication skills, focus on making concrete action plans and making a schedule for future action.

- 6 Training programmes were organized for community workers for both new/ old volunteers in the use of PLA tools, enhance their communication skills, focus on making concrete action plans and making a schedule for future action.
- 3 Basti Leaders training programmes were organized at Rohini, Udham Singh Park and Narela respectively for networking leaders at the ward level and building their capacities to dialogue with administrators.
- Two Balwadi Worker Trainings were organized at Mobile Creches for some of the balwadis running under PEEP.
- Training was organised for new NGO coordinators on the use of PLA tools.
- As part of the advocacy campaign under PEEP, Nukkad Natak (Street Play) competition was held in which all NGO's and the NIUA team participated.
- Training Workshops for Facilitators - aimed at training new/ old volunteers in the PLA tools, communication skills. Three programmes were organized on April 27 – 28, May 4 – 5, and July 11 – 12, 2000.
- Basti Leaders Training : Three workshops were organized in I.P. Ext., Majboor Nagar on April 18-19, near Nehru Stadium on April 20-21, and in Wazirpur on May 8 & 19, 2000.
- Training Network for NGOs- A network of NGOs was established and 14 NOGs had been provided funding for upscaling of the project in 105 communities.
- GIS Seminar: A module of 6 communities with a detailed data structure was prepared and shared with a group of professional in the field of education and information technology at NIUA on October 10, 2000.
- Training for Workers of Sahayak Shiksha Kendras : Training programmes were organized by Ankur Primary School at their own premises, from July 6-8, and August 30 –September 1, 2000, and by Mobile Crèches from October 11 – 13, 2000.
- Four PLA Workshop for volunteers under PEEP Programme were held for training of field facilitators and NGO master trainers in PLA techniques for working with urban poor communities and

formation of self help groups in Delhi.

- Training of Volunteers for Enhancement of Primary Education (PEEP) - A series of three training programmes were conducted on January 27-29, February 18 -20 and March 18-20, 1998.
- Primary Education and Enhancement Project (PEEP) -
 - Five workshops were organised during the period to build capacities of facilitators for undertaking participatory learning and action (PLA) techniques in planning with the community; May 19-20, 1998; July 9-10, 1998; September 10-11, 1998; September 24-25, 1998 and November 17-18, 1998.
 - A Planning workshop for MCD officials was organised at NIUA with UNICEF support and Training of Facilitators in micro planning with communities was provided.

E. Urban Basic Services for the Poor (UBSP) Programme

- PLA Training for AVs and APOs of UBSP West Zone were conducted in Delhi on June 17-20 and July 22-25, 1997.
- Training of Balwadi Workers, January 6-11, 1997
- Training on UBSP-MIS, February 18-20, 1997
- Training on PLA, February 24-27, 1997
- PLA Training for POs/APOs, March 10-12, 1997
- Meeting of the Delhi Action Group, March 19, 1997
- Training on Shift from Self –To–Need–Based Approach, April 17-19, 1995.
- Participatory Learning and Action Exercise, May 15, 1996
- Training on Strategies for Empowering Women, June 19-21, 1996
- Training for Area Volunteers/APOs, June 20-21 and 22-23, 1996
- Training for Research Investigators, July 16 –August 12, 1996
- Training to Sulabh Trainers, August 8-11, 1996
- Rapid Needs Assessment, August 22–September 2, 1996
- Training of Finance Persons, October 11, 1996
- Technical Support to Administrative Training Institute, Uttar Pradesh, December 5-7, 1996
- Training of Trainers Workshop under UBSP at NIUA and AMDA, November 28 –December 2, 1994.

- Based on the Annual Training Plan (1994) of the UBSP Delhi, NIUA undertook a training programme for the APOs and POs of UBSP Delhi, on May 13 and 26-27, 1994.
- Training of Trainers for UBSP, organised at NIUA, July 19-23, 1993.
- Training of Trainers for UBSP organised by NIUA at Lucknow, October 11-15, 1993
- Training of UBSP Functionaries of Delhi – was organised at NIUA, November 17-18, 1993
- Training of Delhi UBSP Functionaries - The first phase was conducted from October 7-15, 1991; the second from October 15 – December 8 1991 (which was the field work phase) and the third phase was from December 9-13, 1991.
- The Institute organised in this year five training workshops for the functionaries of Urban Basic Services Programme (UBSP), during the year 1988-89.
- A three-day training workshop on PLA was organised for the functionaries of Mobile Creches at New Delhi on May 25-27, 1998.
- In-house training in Using Micro Computers Effectively was conducted under UBSP by Mr. Gordon Cressman of RTI, North Carolina, USA, at NIUA, New Delhi from April 3 – 15, 1992.
- Three Phase Training of POs and APOs of the model UBSP Area in Delhi, organised by NIUA on November 23-27, 1992.
 - Second Phase was from November 29, 1992 - January 16, 1993.
 - Third Phase was on January 18 -22, 1993.

F. Training under SJSRY

- The first state level experience exchange workshop was held in Varanasi from the May 22-25, 2000.
- A masters training programme on community organization process and technique at NIUA from July 25-28, 2000.
- A training assessment meet with different state representatives was organized to discuss capacity building requirements
- A training assessment meeting was organized at NIUA on the September 12, 2000.
- SJSRY - Provided technical support to the HSML and the

Government of Punjab for planning the participatory training interventions under the SJSRY programme, 1998.

G. Other Trainings

- The training for the ULBs on 'Urban Climate Change Resilience' was conducted in collaboration with the Centre for Environment Education, Kolkata, at Administrative Training Institute, Kolkata from April 27– 29, 2015.
- International Training Programme: Urban Planning and Service Delivery, Ahmedabad and Singapore. Supported by: Capacity Building for Urban Development Project (CBUD), Ministry of Urban Development, GOI, The World Bank Assisted Project; Organised by CEPT, Ahmedabad ;Delivery partners: CDIA, Nanyang University, Singapore, April 11-17, 2013.
- A meeting of training institutions for proposals under the Capacity Building Programme under JNNURM was organized by MOUD and NIUA under PEARL held on November 14, 2011 at NIUA.
- Organised, "Training on Climate Change and Adaptation for Indian Cities", with ICLEI-SA and GIZ, November 22-23, 2011
- Training of Trainers (TOT) Workshop on Leadership and Management and CMA Consultation, June 29-30, 2005.
- Four trainings of field facilitators held under PEEP for Community Organisation, sponsored by UNICEF were organized on: November 10-11, 1999; December 16-17, 1999; December 22-23, 1999; and January 18-19, 2000.
- Assessment of Gender Training Programmes , workshop in collaboration with Asia Pacific Development Centre and Department of Women and Child Development, at Manesar, Gurgaon, from November 16-19, 1999.
- Training workshops on 'Management of Urban Environment' were held at ILGUS, Calcutta on May 4-8, 1998 and ISEC, Bangalore on December 1-5, 1998.
- Training workshop on 'Empowerment of Municipal Government and Infrastructure Financing' was held at CRRID, Chandigarh on May 13-15, 1998 and November 12 -14, 1998.
- Training Programme for TNIUS -Conducted for the Municipal

Commissioners and other middle level municipal officers was held at Coimbatore on May 5-6, 1998.

- Training workshop on 'Solid Waste Management' was held at the Vadodara Municipal Corporation for the staff of the Corporation, April 28, 1998 .
- Summer Training - Two students of Urban and Regional Planning from the Guru Nanak Dev University were trained on Environmental Impact Assessment as part of their summer training, 1998.
- Empowerment of City Government and Urban Infrastructure Financing- Two training programmes were conducted from for the elected councillors of the Municipal Corporations of Amritsar, Ludhiana and Patiala at Amritsar and Chandigarh in association with CRRID, Chandigarh, December 1998.
- Training workshops on 'Project Formulation for Urban Infrastructure' were held at RIPA, Jaipur on May 19-23, 1997; ILGUS, Calcutta on June 16-20, 1997; YASHADA, Pune on August 4-8, 1997; and ISEC, Bangalore on March 16-20, 1998.
- Training workshops on 'Management of Urban Environment' were held at RIPA, Jaipur, April 7-11, 1997; ILGUS, Calcutta, May 5-9, 1997; YASHADA, Pune, June 2-6, 1997; RCUES, Hyderabad, August 4-8, 1997; and RIPA, Jaipur, March 16-20, 1998.
- A Training workshop on 'Empowerment of City Governments and Urban Infrastructure Financing' was held at CRRID, Chandigarh on March 16-18, 1998.
- Training on Municipal Financial Management - As a part of the Municipal Institutional Capacity Building, the Tamil Nadu Urban Infrastructure Financial Services Ltd. and the Tamil Nadu Institute

of Urban Studies appointed NIUA as a consulting organisation to conduct ten training programmes at Coimbatore, Madurai and Chennai.

- Training workshops on 'Management of Urban Services' held at RCUES, Hyderabad, September 1-5, 1997; and ILGUS, Calcutta, November 17-21, 1997.
- Training workshops on 'Municipal Finance and Accounting' were held at CRRID, Chandigarh on May 5-9, 1997; RIPA, Jaipur June on 9-13, 1997; ILGUS, Calcutta on August 4-8, 1997; YASHADA, Pune September on 22-26, 1997 and RCUES, Hyderabad on October 20-24, 1997.
- Training workshops on 'Financing Urban Infrastructure' held at CRRID, Chandigarh, May 5-9, 1997; June 14-16, 1997; and August 18-20, 1997.
- Training workshop on 'Resource Mobilisation, Privatisation Pricing and Cost Recovery' was held at AMDA, Simla, August 6-8, 1997.
- A training workshop was conducted for Chief Officers and Accountants of the municipal bodies in the Nagpur Division, Maharashtra under FIRE-D Programme, at Nagpur on June 15-16, 1999.
- Under the Prime Minister's Integrated Urban Poverty Eradication Programme (PMIUPEP) crash training was conducted in 1995-96 for:
 - a) Elected councillors of Haryana and Punjab;
 - b) Executive officers of Haryana and Punjab;
 - c) Only Class II towns of Rajasthan.

PUBLICATIONS

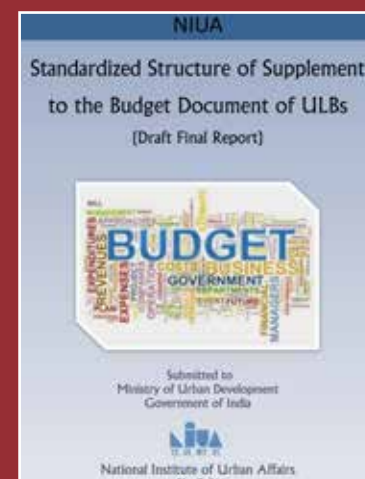
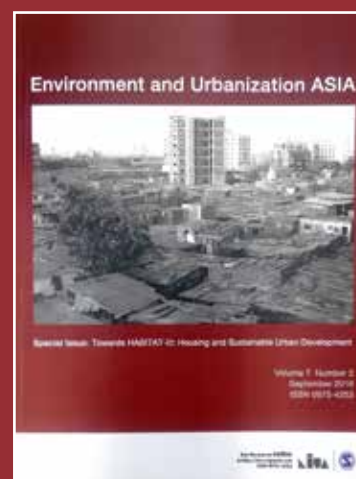
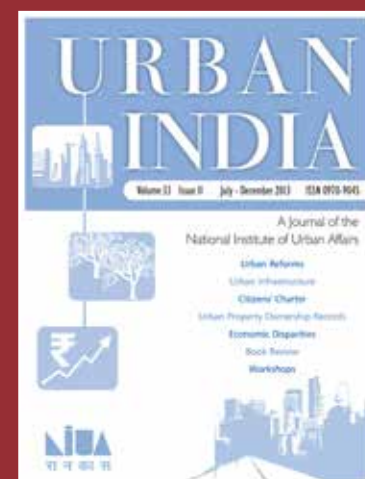
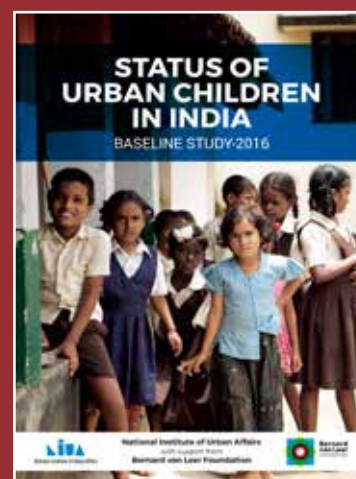
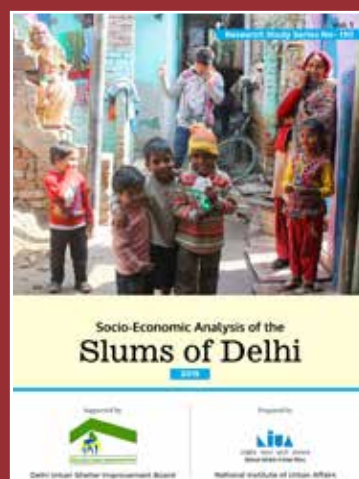
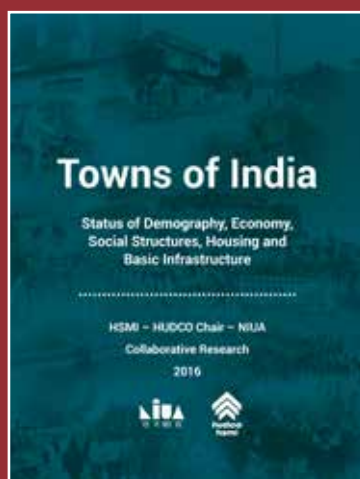
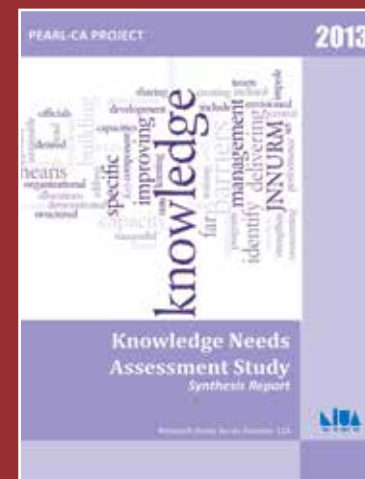
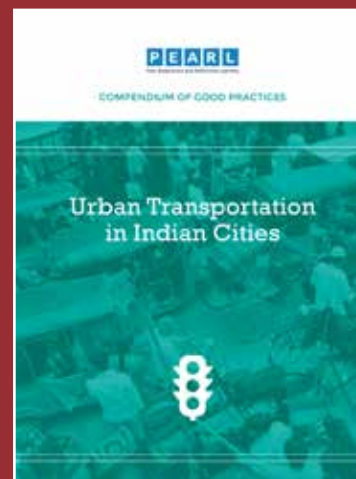
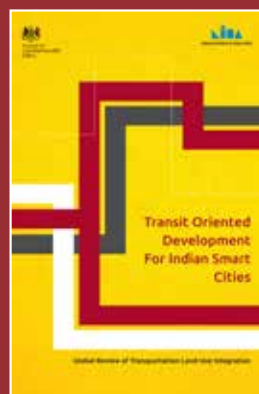


S. No.	Title	Month/Year
1	Study of Master Plans of Towns & Cities in India	April 1981
2	Development Plan for Greater Bombay	June 1981
3	Faridabad Study	1981
4	Financial Management Pattern of Local Bodies in India. Vol I&II	1981
5	Municipal finances vis-à-vis Level of Services	1983
6	Women Construction Worker (A case study of Delhi)	April 1982
7	Evaluation of IRDP in Alleppey Kerala State and Sambalpur, Orissa	1983
8	Abolition of Octroi	1983
9	Organization of Urban Planning & Development (Indo-British) I&II	November 1982
10	The scheme for the Development of Small Medium Towns with UNICEF Assistance. District Profile on (a) Alleppey (b) Thanjavur (c) Tumkur	1983W
11	Comprehensive Survey of Siliguri Town	1984
12	Study of the Evaluation of the IUDP of the erstwhile integrated urban development projects.	August 1983
13	Access to Basic Services, A case study of Delhi	May 1984
14	Management of Urban Services (I4, 14A to 14N)	May 1985 - July 1986
15	Maintaining Gujarat's Municipal Services A Long Range Perspective	October 1987
16	Calcutta's Basic Development Plan	October 1986
17	Patterns of Migration in the National Capital Region	November 1986
18	The Nature and Dimensions of the Urban Fiscal Crisis	February 1987
19	Structure and Performance of Informal Enterprises: A Study of Four Cities	September 1987
20	Gender Bias in Employment: Women in the Urban Informal Sector	November 1987
21	Women and Urbanisation	December 1987
22	Women Vendors in India's Urban Centre	December 1987
23	Sites and Services Projects in India's Secondary Cities: An Evaluation Study	January 1988
24	Identification of Central Places for Sub-Regional Developments	January 1988
25	Dimensions of Urban Poverty: A Situational Analysis	March 1988
26	The Media on Urban Poverty	March 1988
27	Approach to Urban Poverty: A Position Note	March 1988
28	Urban Poverty: A Study in Perceptions	March 1989
29	National Capital Region: A perspective on Patterns and Processes of Urbanisation	May 1988
30	Reshaping Urban Growth Patterns: Some Options	June 1988
31	Rental Housing in India: An Overview	March 1989
32	Provision of Urban Water Supply: Institutional Options	December 1988
33	Revamping the Structure of Property Taxes: A Study	January 1989
34	The Role of Intermediate Towns in Regional Development: A Case Study	January 1989
35	Modelling Rental Housing Market: A Conceptual Framework	March 1989
36	Rental Housing in a Metropolitan City: A Case Study of Delhi	March 1989
37	Upgrading Municipal Services: Norms and Financial Implications (Vol. I & II)	February 1989

S. No.	Title	Month/ Year
38	Urbanisation and Urban Growth: Policy Issued of the North Eastern Region (Volume I)	February 1989
38-A	Urbanisation and Urban Growth: Policy Issues of the North- Eastern Region (Volume II)	July 1989
39	Profile of Urban Poor: An Investigation into Their Demographic, Economic and Shelter Characteristics,	July 1989
40	Resource Mobilisation by Local Bodies in the National Capital Region	December 1989
41	Integrated Development of Small and Medium Towns: An Evaluation Study	January 1990
42	Women, Urban Poverty and Economic Development	May 1990
43	Employment Issues and Urban Policy	May 1990
44	Impact of World Bank Credit on Urban Institutions and Policies	August 1990
45	Basic Services and Urban Poor	April 1990
46	Informal Finance for Urban Housing: Status and Prospects	January 1992
47	Pricing of Urban Services	November 1990
48	Women in the Urban Informal Sector	December 1990
49	Public-Private Sector Provision of Urban Services	December 1992
50	Slum Improvement and Upgradation Project for Trivandrum, Cochin and Calicut (Vol. I, II & III)	December 1993
50-A	Municipal Corporation of Delhi: A Study of its Finances	November 1990
51	A Directory of NGOs in Urban Areas	November 1991
52	Settlement Status in Sites and Services Schemes in Madras	February 1993
53	Urban Development Strategy for the State of Gujarat (Vol. I, II & III)	December 1993
54	Transport Alternatives for Medium-Sized Cities	July 1993
55	Privatisation of Land Development and Urban Services: A Case Study of CIDCO	February 1994
56	Inner City Environment and Urban Renewal of Mysore	July 1994
57	Financing Urban Infrastructure in India	March 1997
58	Scope and Practice of Privatisation of Urban Services in India	December 1997
59	India's Urban Sector Profile	January 1998
60	Strategy for Capacity Building of Urban Government Institutions in India, 1998	April 1998
61	State Urban Profile: Andhra Pradesh	April 1998
62	State Urban Profiles: Gujarat	April 1998
63	State Urban Profiles: Karnataka	April 1998
64	State Urban Profiles: Rajasthan	April 1998
65	State Urban Profiles: Tamil Nadu	April 1998
66	Abolition of Octroi: A Study of its Impacts on Municipal Finances and Transport Efficiency	January 1998
67	A Compendium of Municipal Legislations in Conformity with Constitution (74th) Amendment Act	July 1998
68	Kanpur Municipal Corporation: A Study of its Finances	April 1996
69	A Study of Municipal Finances for Faridabad and Sonapat	April 1996
70	A Study on Sale of Commercial Properties of DDA	1998
71	The Role of Urban and Peri-urban Agriculture in Metropolitan City Management in the Developing Countries	February 2000
72	Improvement Initiatives in Solid Waste Management in Selected Cities of India	October 1999
73	Scheme for Urban Micro Enterprises: An Impact Assessment	October 1999

S. No.	Title	Month/ Year
74	Environmental Improvement of Urban Slums: An Evaluative Study	March 1997
75	Demand Scenario for Dheerpur Project of DDA	1999
76	Technical Group of Urban Perspective and Policy (Volume I & II)	1999
77	Structure and Dynamics of Urban Economy: Study of Linkages between Formal and Informal Sectors in Ahmedabad and Visakhapatnam	October 2001
78	Public-Private Partnership in the Delivery of Serviced Land in Delhi	November 1995
79	Dangerous Katras/Properties in Delhi: A Situational Analysis	September 1990
80	Feasibility Study of Air-Conditioned Circular Shopping Complex in Laxmi Nagar District Centre	October 1993
81	Fare Structure of the Public Bus System in the Four Super- Metropolitan Cities of India	May 1985
82	Social Accounting of the Delhi Transport Corporation	September 1985
83	Financial Profile of the Municipalities of Assam, Karnataka, Kerala, Rajasthan and Tamil Nadu	1999
84	Impact Assessment of Mega City Scheme	April 2000
85	Status of Water Supply, Sanitation and Solid Waste Management in Selected Urban Areas of India	2005
86	Status of Urban Poor in Nagpur - A Benchmark Study	September 2001
87	Status of Urban Poor in Surat - A Benchmark Study	March 2002
88	Development of Municipal Bond Market in India - Municipal Bond Assessment Studies Visakhapatnam, Bhopal and Dehradun	June 2002
89	Mirzapur Healthy City Project	February 2003
90	Status of Education in Urban India	June 2003
91	Property Tax Reforms in Uttaranchal	June 2003
92	Urban Governance Decentralization in India - A Review	February 2004
93	Municipal Accounting and Financial Reporting System	March 2004
94	Reforming the Property Tax	March 2004
95	Innovative Resource Mobilisation Practices: A Case of Urban Local Bodies in Tamil Nadu	December 2004
96	Swarna Jayanti Shahari Rozgaar Yojna in Rajasthan: An Impact Assessment	June 2002
97	Assessment of the Impact of the Repeal of the Urban Land (Ceiling & Regulation) Act, 1976	June 2002
98	Evaluation of Plan Schemes: Relocation of JJ Squatters	October 2004
99	Evaluation of Jan Suvidha Complexes and Bastee Vikas Kendras in Delhi	October 2004
100	Environmental Improvement in Urban Slums: A Case of Delhi	October 2004
101	State Finance Commissions' Recommendations and Follow-up Actions Thereon	July 2005
102	Evaluation of Centrally Sponsored Accelerated Urban Water Supply Programme (AUWSP)	September 2005
103	Impact of the Constitution (74th Amendment) Act on the working of Urban Local Bodies	November 2005
104	Impact Assessment of Training of Women Elected Representatives	December 2006
105	Training Needs Assessment of Surat Municipal Corporation	September 2008
106	Doing Business with City Governments	September 2008
107-A	Urban Poverty Reduction Strategy In Select Cities of India	July 2008
107-B	Urban Poverty Reduction Strategy for Jaipur	July 2008
107-C	City Cluster Economic Development - India case study	February 2010
108	Best Practices on Property Tax Reforms in India	March 2010
109	Sustainable Urban Form for Indian Cities	March 2011

S. No.	Title	Month/ Year
110	Urban Transport Initiatives in India	March 2011
111	Tracking Central Finance Commissions and State Finance Commissions Grants to Selected States and Urban Local Bodies in India	December 2010
112	A Research Study to Examine Slum Upgradation and its Consequential Effect on Economic Productivity	April 2012
113	City Sanitation Plan – Balasore, Orissa	June 2012
114	City Sanitation Plan – Baripada, Orissa	June 2012
115	City Sanitation Plan – Berhampur, Orissa	June 2012
116	City Sanitation Plan – Bhubaneswar, Orissa	June 2012
117	City Sanitation Plan – Cuttack, Orissa	June 2012
118	City Sanitation Plan – Puri, Orissa	June 2012
119	City Sanitation Plan – Rourkela, Orissa	June 2012
120	City Sanitation Plan – Sambalpur, Orissa	June 2012
121	Knowledge Needs Assessment Study – Synthesis report	April 2013
122	Central Finance Commission Support Cell	June 2013
123	Review of Model Municipal Law	July 2013
124	Standardized Structure of Supplement to the Budget Documents of ULBs	February 2014
125	Impact Assessment of ULCRA 1976 and Repeal 1999	July 2015
126	Urban Sanitation – A dialogue	March 2014
127	Socio-Economic Analysis of the Slums of Delhi Volume –I&II	2015
128	Review of Master Plan of Delhi 2021	December 2013
129	Competitive Smart Cities in Rajasthan	July 2015
130	Metropolitan Cities of India – Status of Demographic, Economic, Social Structures, Housing and Basic Infrastructure	2014
131	A Study to Qualitatively Assess the Capacity Building Needs of Urban Local Bodies	August 2015
132	PEARL Urban initiatives (Vol 1-6)	2009-2013
133	PEARL Compendium of Good Practices: 9 No.	2015
134	Non-Metropolitan Class I Cities of India – Status of Demographic, Economic, Social Structures, Housing and Basic Infrastructure	2015
135	Urban Green Growth Strategies for Indian Cities, Vol – I, II & III	2015
136	Handbook of Statistics	2016
137	Status of Children in Urban India Baseline Study 2016	2016
138	Indicators for Child friendly Local Development (I-CHILD)	2016
139	Smart Cities of India – Case studies from lighthouse cities	June 2016
140	Town of India – Status of Demography, Economic, Social Structures, Housing and Basic Infrastructure	2016
141	Indicators for Child friendly Local Development (I-CHILD)	2016
142	Smart Cities of India – Case studies from lighthouse cities	June 2016
143	Town of India – Status of Demography, Economic, Social Structures, Housing and Basic Infrastructure	2016



SPECIAL PUBLICATIONS

- **Urban India**

The Institute's Monthly Bulletin on 'Urban Research' started from January 1978, **the name changed to 'Urban India'** in year 1981-82. This bi-annual publication is a leading journal on urban development and related matters containing contributions from eminent researchers, policy makers and practitioners. It is an important media for highlighting issues, promoting research, and disseminating information on the research findings and experiences of researchers and practitioners in the area.

- **Environment and Urbanization ASIA Journal (E&U-Asia)**

E&U-Asia bi-annual journal is being published by International Institute for Environment and Development, NIUA and SAGE London. It aims to support exchange of ideas in the field of human settlements and the environment across Asia. The journal was edited by Prof. Om Prakash Mathur, Professor NIPFP, Member PM Advisory Council JNNURM and Vice-President NIUA.

- **Urban File**

This bi-annual bibliography on urban affairs and related areas is based on a scan of articles published in eighty national and international journals. For easy reference the material has been suitably classified – separate author, subject, area and periodical index is also provided.

- **Urban News**

This monthly reproduction of newspaper clippings drawn from nine leading dailies and magazines, presents an overall picture of urbanization and related topics. It serves as a useful source of reference for scholars, policy makers and practitioners in the area of urban development.

- **Urban Poverty**

This quarterly newsletter in English and Hindi is brought out under the Urban Poverty alleviation programme. It disseminates information on issues related to urban poverty and is targeted at

programme partners, implementers, policy makers, NGOs experts. The issues published during the year were on the following themes: Role of UN in the Urban Sector and Participation of Children in Planning.

- **Urban Finance**

This quarterly newsletter was brought out under the FIRE (D) programme. It contained information on various aspects of financing urban infrastructure and services including the latest developments. The newsletter is meant for all those interested in urban finance. Four issues of the newsletter were brought out during the year. A few regional language issues were also brought out in Marathi and Bangla.

- **Sudama**

This is a quarterly newsletter in Hindi produced for UBSP functionaries and volunteers from Delhi. Among other things, this newsletter provides action ideas and reports success stories in the field.

- **'सम्वाद'**

"Samvad" (Grihpatrika / Inhouse Hindi Journal)

In furtherance to commitment made to Rashtriya Rajbhasha Samiti by NIUA, efforts were made to launch an in-house journal in Hindi language. The procurement of contents from different sources like office library, Hindi committee, staff contributions, etc. was coordinated. The staff is given encouragement to contribute in the journal and all submissions are duly acknowledged.

- **Newsletters**

- Swachh Bharat Mission** – This newsletter is being published every month.
- Samvad** - Inhouse newsletter in hindi (Grihpatrika) named "Samwad" has been published
- PEARL Update** (English) and **'PEARL Aajtak'** (Hindi)

PEARL Update Newsletter is also being published by the Institute regularly and circulated under the PEARL Programme.

It covers important projects, best practices, events, workshops being covered under JNNURM.

iv. **Urban Poverty** was also released under UBSP.

- **Compilation of course reader on JNNURM** for municipal functionaries of Urban Local Bodies under FIRE-D Project. The comprehensive reader provides suggested topics as well as course structure along with reading material and presentations which will help standardise any training programme for ULB officials.
- **Urban Statistical Handbook**
The Handbook provides current and updated information on the various facets of the urbanisation process available from official reports, published papers and other resource materials. The Urban Statistics Handbook includes data on Urbanisation, Economic and Employment, Housing, Infrastructure, Transport, Health and Education, Poverty, Environment and Plan Outlay for housing and urban
- **Urban Environmental Maps**
Containing a set of maps on the urban environmental infrastructure in four cities of India viz. Delhi, Bombay, Ahmedabad and Vadodara.
- **Urban Documentation**
Documented research studies on Urban Planning and Development.
- **'National Municipal Accounting Manual for Elected Representatives and Top Management'**
Translated and published in Hindi as: "Nirwachit Pratinidhion Tatha Param/Shirsh Prabandhan Hetu Rashtriya Municipal Lekha Prashikshan Nirdeshika".
- **State of India's Urbanisation**
- **Urban Studies in India: A Bibliography (3 Volumes)**
- **Social Indicators Data Sheet, 1988**
- **Urban Management in Asia: Issues & Opportunities, 1989**
- **Study of Financial Resources of Urban Local Bodies in India and Level of Services Provided Part I & II, 1983**
- NIUA published a book entitled 'Urban Management in Asia; Issues and Opportunities', in collaboration with the Economic

Development Institute of the World Bank and United Nations Centre for Human Settlements. It contained articles contributed to the seminars organised by the three institutions.

- **Urban Child: Issues and Strategies, 1993**
- **Training and Communication Material (UBSP)**
 1. Overhead Transparencies for Training Institutions
 2. Booklet on Participatory Learning and Action
 3. Manual for Trainers
 4. Training Kit on 74th Constitutions Amendment, in Hindi also
 5. Folder Box for Urban Poverty Newsletter
 6. Synthesis Report of the UBSP Benchmark Survey
 7. Film on UBSP Success Stories – Five minute shots at Gurgaon, Jaipur and Cuddalur
 8. Operations Manual
 9. **Zonal Maps:** NIUA was involved in the preparation of zonal resource maps of the west Zone, Delhi.
 10. **Participatory Learning and Action:** The PLA booklet published in 1996 was printed in Hindi.
 11. **PLA-** A hand book on 'Participatory Learning & Action' techniques for building community systems and processes in the urban context.
 12. **Catalogue of Available Urban Resource Material** was prepared For reference of all organizations/ institutions in the urban sector.
 13. **Flash Cards:**
 - A set of flashcards on 'Working together to Improve our Neighbourhoods'.
 - Flash Card on Basic Education
 - Flash Card on Children in Especially Difficult Circumstances, in Hindi also
 - Flash Card on Formation of Neighbourhood Group, in Hindi
 - Flashcards on Children in Special Need for Protection:
 - a) Illustrations and artworks for flashcards on Children in Especially Difficult Circumstances.
 - b) Flash Cards on 'Children in Need of Special Protection'

- c) Flash cards on 'Working Together to Improve Our Neighbourhoods'.
14. **Films:** i) Four-five minute filmlets on communities in action for improving their own environment have been produced; ii) Two films 'Working with Urban Poor through Participatory Learning and Action' and 'Identification of the Poor Using Participatory Processes' have been produced in English and Hindi.
 15. **Brochure:** A booklet on working with Urban Poor Communities – intersectoral coordination.
 16. **Training Manual:** A Manual for Trainers on Working with Urban Poor was published in 1996. This has been printed in Hindi also.
 17. **Communities in Action Series:**
 - The first issue of the series on 'Communities in Action' was prepared on Community Sanitation in 1996. This was translated to Hindi.
 - Communities in Action Series on 'Mobilising Urban Communities' and 'Communities in Action on 'Community Based Organisations'.
 18. Brochure 'Working with Urban Poor: Systems for Community and Intersectoral Action': A brochure on the UBSP approach and SJSRY.
 19. An Ideas Booklet on action ideas and partnerships to achieve the National Goals.
 20. Catalogue of Audio-visual material available at NIUA
 21. Comprehensive Communication strategy for advocacy and sensitization needs of the UBSP programme.
 22. A profile of NGOs at work in Urban India
 23. Power to the people – A Reader
 24. Communication Strategy for the 74th Constitutional Amendment, role of Women and UBSP
 25. Set of Flash Cards on the Girl Child
 26. UBSP wall planner for the financial year
 27. **Reports-**
 - National Consultation on Convergence
 - City Planning with Urban Poor (Workshop)
 - Training of Trainers of the UBSP Programme (Workshop)
 28. A number of audiovisuals on the problems of street children in the urban areas were prepared.
 29. Two video films – on UBSP programme and on NRY programme were prepared by the Institute
 30. Flash cards for RCV training containing revision of ten modules and two new modules were prepared.
 31. Flash Cards on Basic Education, with illustrations, were prepared.
 32. A five minute film spot has been prepared on UBSP Kanpur and Formation for women's groups.
 33. The UBSP brochure for advocacy and information to all UBSP partners has been printed.
 34. Two sets of photo exhibits were prepared for the mid-year review on UBSP held at Vigyan Bhawan, Delhi.
 35. A training film on UBSP success stories was prepared.
 36. **Training Manual** - Training Manual for use by trainers of UBSP functionaries.
- **Manual on Urban Basic Services Programme** was prepared by NIUA for the Ministry of Urban Development and UNICEF.
 - **Case Studies/Other projects published**
 - i. Communities in Action : The first to be published in the series, Community Sanitation, comprising eight case studies.
 - ii. Case Study of a Poor UBSP Cluster: The problems faced by the poor cluster in East of Kailash, Delhi that had been evicted based on a court injunction.
 - iii. Intervention Project on Joyful Learning was initiated in collaboration with NCERT to improve the quality of early childhood care in six UBSP cluster areas of Gurgaon in convergence with the education department of Gurgaon.
 - iv. Mapping of Civic Services with urban poor in focus in West Zone, Delhi. This would provide the inputs for the community and city planning exercise and convergence efforts workshops.
 - **Power to the People: The 74th Constitutional Amendment-**
This reader provided a comprehensive analysis of the 74th

Constitutional Amendment and its implications for Urban Local Governments.

- The report of the Experts Meeting was published under the title **“Urban Perspectives-2001”**.
- Monograph on **“Water Supply vis-à-vis Urbanisation – A case study of Yamuna River at Delhi.”**
- A brochure on FIRE(D) Programme was prepared.
- Reader on Management of Urban Environment: prepared for the training programme on the subject.
- Reader on Solid Waste Management: prepared for the training programme under FIRE (D).
- Reader on Empowerment of Municipal Government and Infrastructure Financing: prepared for the training programme under FIRE (D).
- Compilation of course reader on JNNURM for municipal functionaries of Urban Local Bodies under FIRE-D Project. The comprehensive reader provides suggested topics as well as course structure along with reading material and presentations which would help standardise any training programme for ULB officials.
- An Audio Visual on **‘Narmada Ghati’** was produced on behalf of Madhya Pradesh Government and has been widely praised for its basic approach, content and technical excellence.
- The **Audio Visual Presentation on ‘Mandu’** for Madhya Pradesh State Tourism Development Corporation - It was prepared to bring out the historical, cultural and architectural importance of Mandu, a prominent tourist spot in Madhya Pradesh.
- A second **Audio Visual on ‘Mandu’** was prepared
- **Training Modules -**
“Training Modules” for Training RCVs, Women Councillors, Community Organisers and NGOs on the 74th Constitutional Amendment and their role in the context of the Amendment, were prepared.

- **Film spot on Education and Empowerment -**

The shooting of the film spot on Education and Empowerment was at Gurgaon.

- **PLA Resource Book**

The Resource Book is guide for trainers, field facilitators, city managers, NGO workers and others who work with urban poor communities, to enable them to understand community needs and work towards a truly participatory planning process using PLA (Participatory Learning and Action) tools.

- **Diary for Field Facilitators**

Under the PEEP programme, a diary for field facilitators who are working in the urban poor communities of Delhi was developed. The diary will provide a tool for recording details of field activities in these communities and a resource book for the process of community organisation. It would also serve as a source for information related to departments and schemes of education and other government programmes.

- **PEEP Programme Documentation**

The report is expected to serve as a documentation of the community building and micro planning processes under PEEP and an advocacy tool for the donor agencies and other partners. The report would be visionary and provide suggestions for future action.

- **Communities in Action Series - 3**

Communities in Action series is a documentation of successful case studies of community action towards transformation of cities/communities. The third of the series is a documentation of examples of community action in the area of Urban Education. About 12 case studies of urban education initiatives from various cities of the country have been profiled and the draft report is being prepared.

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Ms. DIVYA JINDAL
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Mr. UDAY BHONDE
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Ms. APRAJITA GHATAK
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Ms. PRAGYA SHARMA
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Ms. MADHURIMA WAGHMARE
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Ms. MAYURA GADKARI
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Ms. ISHA CHHABRA
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Mr. ABHIJEET MISHRA
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Mr. DEEPAK SHARMA
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**ASSOCIATION
WITH NIUA**
**EXPERIENCES OF A DIRECTOR AND
SOME STAFF MEMBERS**



Chetan Vaidya

MY YEARS AS DIRECTOR OF NIUA: 2008 TO 2012



Background

On this happy occasion of completion of forty years of establishment the National Institute of Urban Affairs (NIUA), I have been asked to share my experience as a Director for the publication of special issue. My association with NIUA, started, as early as, 1984 when NIUA had its office at Chanakya Puri and Professor Om Mathur was the Director. I undertook a research study under Indo-Dutch Human Settlements Program coordinated by NIUA. Again during 1995 to 2008, while working with Indo-US FIRE (D) project, I closely interacted with the NIUA and its Directors Professor Dinesh Mehta, Professor Vinod Tewari and Professor Sreekant Gupta. When I joined as Director in 2008, NIUA was in a stage of transition. Indo-US FIRE(D) project was about to close and the Government of India's second generation reforms under JNNURM were slowly taking off.

NIUA was established under Societies Act with support of the government and mandated to undertake research, capacity building and information dissemination in the urban context. The urban context was undergoing major changes. Urban was the new focus of policies and programmes at national level. Cities were being seen as "engines of growth". During my five years at NIUA, the Institute provided research support to reform program and carried out a number of research studies with wide ranging impact on government policies, programs and projects. It is in this context that some of the activities were undertaken in the period between 2008 – 2013 as described in following sections.

Technical Support for Urban Reforms in India

NIUA was already associated with Indo-US Financial Institutions Reform and Expansion-FIRE (D) programme when I joined as a Director of NIUA. The programme was for developing a long-term debt market for viable urban infrastructure projects as part of the reforms initiated after the liberalization in early nineties. It focused on citywide infrastructure projects and accessibility of the poor to urban infrastructure. As part of this project, NIUA supported Government of India's efforts in promoting decentralization as an efficient mechanism for urban management through implementation of the 74th Constitution Amendment Act by the states; capacity building of state level entities for development of commercially viable water and sanitation projects with market based financing; development and expansion of an efficient urban management training network in the country and (iv) dissemination of reforms. FIRE (D) provided important inputs to urban reforms in India and many of them were mainstreamed into JNNURM.

The Jawaharlal Nehru National Urban Renewal Mission (JNNURM) was launched in December 2005 to bring about urban renewal with a focus on inclusive development of urban centres. NIUA provided support to JNNURM in terms of review of City Development Plans, appraisal of reforms in selected states and cities, and preparation of manuals for reforms. NIUA also provided secretarial support to Technical Advisory Group (TAG). We prepared Primers for ten Optional Reforms. Moreover, NIUA was secretariat for JNNURM annual awards. I was a special invitee to all Central Monitoring and Sanctioning Committee of

JNNURM under the Urban Development Ministry. It helped to review progress of projects and reforms in different states and cities.

Identifying Areas of Reforms for ease of Doing Business in Indian Cities

In globalised economy, cities need to evolve as competitive entities. This study analysed competitiveness of the selected case study cities. Based on primary surveys, the study focussed on the best practices in construction sector and property registration that could be adopted/ adapted in other cities to improve their performance. This has now become one of the focus areas for reforms. Present Government too is keen on improving ease of doing business in cities and has launched several steps in this direction.

Urban Issues, Reforms and Way Forward

NIUA prepared a paper on urban issues and reforms supported by the Ministry of Finance, Government of India. It analyzed urban trends, projected population, service delivery, institutional arrangements, municipal finances, innovative financing, etc. It also provided status of implementation of JNNURM and suggested an urban strategy for the country.

Networking, Experience sharing and Information dissemination

PEARL-Urban Knowledge Sharing Program

In an increasingly complex and interconnected society, with requirements of fast changes in institutions the idea of shared learning becomes important. It also becomes significant because state and city governments have limited capacities to plan and implement reforms and projects. This program intended to network amongst state and city government organisations for cross learning and sharing knowledge, to help them effectively manage their cities. This led to setting up of “Peer Experience and Reflective Learning” (PEARL) program under JNNURM with NIUA as National Coordinator. It had set up a website and provided information on urban innovations. The program also organized workshops, documented best practices and

published a newsletter. The Cities Alliance and World Bank Institute were assisting PEARL through their Knowledge Network Support Unit. PEARL continued to improve its services and add new activities. It was recognized as a major urban knowledge networking experiment globally.

Support to High Powered Expert Committee

The Ministry of Urban Development, Government of India constituted a High Powered Expert Committee (HPEC) in May 2008 for estimating the investment requirements for urban infrastructure services. The Committee Chaired by Dr. Isher Judge Ahluwalia, a noted economist and Chairperson of ICRIER, consisted of ten distinguished members having vast experience and expertise in financing and managing urban infrastructure services. NIUA was the secretariat for this committee and provided technical and research support. HPEC submitted its report in March 2011. It was a unique experience for team of NIUA to work with the committee. The report is a milestone achievement of NIUA.

Newsletter and Journal

NIUA regularly published two bi - annual journals Urban India and Environment and Urbanization (E&U) Asia and newsletters.

Research

City Cluster Development in National Capital Region:

The Cluster City Development (CCD) approach enhances the development potential of cities by linking their development fields through improved infrastructure, innovative financing and good governance. ADB supported the study on CCD in NCR of Delhi, with the objectives to assess and understand spatial and economic characteristics and patterns, explore good practices and innovations, develop solutions, and disseminate knowledge. Faculty of NIUA got an opportunity to work with research organizations in Bangladesh and Sri Lanka and closely interact with ADB research staff.

Study on Sustainable City Form for India : This was a joint activity of

NIUA and Oxford Brookes University. It was funded by UK Research Council (UKIERI) and MOUD. The objectives of this project were to identify gaps in policy and practice relating to sustainable urban form in Indian cities, to be based on case study of two cities, namely, Faridabad and Rajkot. The study provided important input to ongoing debate on compact city form in India

Other Research Studies: Simplification of Building Approval Process for Public Buildings in Delhi provided for public buildings: a time frame for taking decisions on building permissions provision for appeals; and explore possibility to empower senior architect in the Government to give deemed approvals for public buildings meanwhile documentation of Urban Transport Initiatives in India – Best Practices in PPP was undertaken around ten cities of India. The main objective of Study on Property Tax Reforms in India was to document the status of property tax reforms in selected 10 JNNURM cities and prepare guidelines for replicating successful models in other cities. The research study on Migration in Indian Context - was funded by the Sir Dorabji Tata Trust.

Capacity Building

NUSP Cell

A National Urban Sanitation Policy (NUSP) Coordination Cell was set up with help of the Cities Alliance providing technical guidance to states and cities on sanitation related utilities and ULBs. This cell continues to provide assistance to MOUD in implementing Swachh Bharat Mission.

Support for CFC Grants to ULBs

Monitoring of Performance Indicators under 13th Finance Commission assisted and handhold state governments in compliance of the nine reforms based conditions stipulated by the 13th Finance Commission, and make them eligible for drawl of Performance Based Grants.

Workshops/Conferences/Events

NIUA organized over 60 workshops, conferences and round tables during the five year period NIUA also provided research support to

MOUD to respond to policies, reports, notes and proposals received from Parliament Committees, State Governments, ULBs, Government Departments/Parastatals, NGOs, and others.

Online Debate by the Economist: I had an online debate on Economist on restricting growth of cities. I was against this motion. The debate took place over a few weeks. A number of experts participated in it. I strongly recommended that urban strategy should be on utilizing benefits of urban agglomeration, coordinating different services, linking land use with public transport, and provision of good governance. It should not focus on restricting urban growth but managing it successfully.

During my tenure as Director, I had the opportunity to work with three Presidents of NIUA - Dr. Arcot Ramchandran, Prof. Nitin Desai and Mr. Anil Baijal and two Urban Development Secretaries Dr. M. Ramchandran and Dr. Sudhir Krishna. The Governing Council members, Government officials, and representatives of international organizations like the World Bank, ADB, Cities Alliance, USAID, etc. provided full support to NIUA. It was able to achieve its mission to be a knowledge center of research, training and information dissemination in urban development and management. Prof. Om Mathur, Vice-President would need specific mention as a constant source of inspiration and guidance during my tenure as Director. Moreover, faculty and staff of NIUA provided me full and continuous support.

Unfulfilled Dreams

NIUA has very well established office space in India Habitat Center. However, it had to depend on a small annual grant from MOUD. My attempts to get additional annual grants and some additional faculty members were not successful. NIUA had to depend on project funding for its very survival and therefore was not able to carry out any long term research on urban India.

Prof. Usha P. Raghupathi

1981 TILL DATE



I joined NIUA in July 1981. This was my first job, which I took up after completing my masters in Planning from CEPT, Ahmedabad. NIUA had very few staff members before 1981 and a lot of the staff joined in and around the time I joined. In the initial days, I used to sit in the library in the basement in the Chanakyapuri office. Later I shifted to the mezzanine floor and finally to the main floor which was the ground floor.

I joined NIUA as a Field Officer, which position I held for one year (1981-82). I then became a Research Officer (1982-85), then Senior Research Officer (1985-1995), then Associate Professor (1995 to 2003), and finally Professor (2003-present). I also held the position of Officiating Director (Officer-in-Charge) twice – from November 2004 to February 2006 and again from October 2012 to March 2013. I went on lien to UNDP from January 2007 to June 2008, my only period away from NIUA.

I am myself surprised that I have stayed on in NIUA for so many years but I must say that the work has always been exciting and has given me plenty of opportunities to learn. Once, in late 1980s, when I was thinking that I should move on from NIUA, I got to know that we were going to move out of the dull and somewhat dilapidated office at Chanakyapuri to the most “intelligent” building called India Habitat Centre (IHC). When I saw the plan of IHC I actually changed my mind and wanted to stay on in NIUA so that I could work in this wonderful office complex. Staying on in NIUA has been worth it.

Almost all the projects I have worked on have been memorable. When I joined I started working a data bank project, then an urban bibliography project and later a series of projects on urban poverty. Working on urban basic services, especially water and sanitation, has been the most enduring. I worked on various aspects of these services for many years. In the late 1980s, one of the biggest projects I did was studying the accessibility and adequacy of basic services to the urban poor. The survey for the study covered over 23,000 households, 686 slums and 79 cities and towns in India. In those days we did not have access to computers and so all the data had to be tabulated by hand. It was a massive task but a good experience. I had a small room then and the room was full of questionnaires and I had to almost walk over all the questionnaires to reach my chair.

In the 1980s, when we started working on urban poverty issues for the National Commission on Urbanisation, it brought the focus of the Government on to urban poverty, which until then was mainly concerned with rural poverty. In the early 1990s we started looking at private sector involvement in urban services and this brought the focus of the Government to various forms of “privatization” of urban services. This study was undertaken after I attended a USAID funded training programme in USA called “Private provision of public services”. It was in the US that I got exposed to private provision and competition and realized that in India we had monopoly operating in most services, even in commercial operations. I then undertook a study on the scope and practice of privatization in urban services which looked at the privatization potential in urban services. In mid-1990s I also had the

opportunity to study the privatization of land development and urban services in CIDCO. It was in Navi Mumbai that I actually saw how public services can be provided in partnership with the private sector.

An interesting project I worked on in 1994 was the preparation of an Environment Atlas for four cities – Delhi, Bombay, Ahmedabad and Baroda. This atlas was in great demand and I was often asked when we would be updating it. But it was a one-off project. During 1994-95, I started working in the FIRE-D project and in 1996-97, I became the Programme Coordinator for FIRE-D project. This project was a very good experience and provided great learning. As a part of this project I also conducted a few training programmes on urban services.

In 1995, all middle and senior research staff of NIUA went for a retreat to Goa. This was the first, and possibly the last time during my tenure, NIUA staff had gone for a retreat. In Goa, led by a facilitator from USAID, we were made to think about the future of NIUA. It was again for the first time that we looked beyond our immediate projects and thought about the Institute and its growth. A document called Vision 2000 was brought out as an output of the retreat. However, nothing contained in that document ever saw the light of day.

In 1999-2000 the CPHEEO, Ministry of Urban Development, asked NIUA to assess the status of water supply, sanitation and solid waste management in urban India. I was the one chosen to lead this study and I can say that till date I have not handled a more massive project than this in terms of its sheer size. Till date, it is the only study of its kind in the country surveying 300 cities and towns of India covering all the states and Union Territories. The study looked at three services and covered the physical, institutional and financial aspects of those services. It is the only study which gives the water tariff structure for 300 cities in India. This study taught me so many things, most of all how complex this country and its systems are - designations, languages, institutional arrangements, hierarchies, etc. all become important in a survey of this magnitude.

In 2002-03, I got this fabulous opportunity to be a part of an eight

country study initiated by ADB on “Small scale independent private water providers”. I did the Delhi study for this project. This study helped me understand how the small scale private water providers operate in Delhi. Another very interesting study that I was involved in (in 2004-05) was the evaluation of the Accelerated Urban Water Supply Programme (AUWSP). This project was a tourism-cum-office project for me. It took me to places like Ajmer, Pokhran, Jaisalmer, Patiala, Amritsar, Dalhousie and Srinagar. I thoroughly enjoyed the visits and the work.

In 2005, when I was the officiating Director, JNNURM was launched by the Ministry of Urban Development. NIUA was asked to facilitate the launch and this meant a lot of logistics work. This experience too taught me a lot about how to handle difficult situations and work to tight schedules. Under JNNURM, NIUA was involved in appraisal of CDPs and monitoring of reforms. Travelling to different parts of the country for monitoring reforms was also a great learning experience. I learnt how much work has to be done at the Ministry level to implement a large mission like JNNURM and how capacity building was required at all levels.

In 2007, I went to UNDP on lien. Since NIUA was my first job, there was a great desire in me to see at least one other organisation before retiring. So when I got the opportunity to work with UNDP for a short period, I took it. After returning back to NIUA in July 2008, I realized that I had become too much of a researcher to really like a non-research job. It was then that I decided that I will stay on in NIUA till I retire.

My desire to work on climate change issues was growing over the years and in 2012 NIUA got a project on urban climate change resilience funded by The Rockefeller Foundation. This could well be the last project I will work on before I retire in June 2017, after serving the Institute for 36 years. NIUA has given me the opportunity to travel around the country and also to many parts of the world. I have visited almost all the states of the country and over 23 countries during my tenure at NIUA. Many opportunities came my way because of my association with NIUA.

Prof. Gangadhar Jha

1996-2002



Working with the USAID supported FIRE - D (Financial Institutions Reform and Expansion Project – Debt market Development) that was focused on developing debt market in India for raising funds by the urban local bodies for financing urban infrastructure by structuring commercially viable projects. Though it was a rewarding experience to work with the USAID team throughout my stay at NIUA, two events especially come to my mind while working on this project that was really an assortment of several projects not only for developing altogether a new market based finance system for the ULBs, but also for enhancing institutional capacity of the ULBs so that they could be made to work. First was the series of Policy Change Meetings (one of the responsibilities of the NIUA under the FIRE-D Project) with the state governments individually for policy change dialogue on developing a market based financing system. In the very first meeting with the State Government of Kerala, immediately after the deliberations on the subject began, the Urban Development Minister of the State for whom the very thought of developing commercially viable projects for water supply and sanitation was too utopian to be adopted, branded the NIUA-USAID Team as a band of “insane persons” that propagates pricing of water supply which, according to him, was a “free gift of nature”. He, therefore, requested the team to disperse and not waste Minister’s time.

From such a traditional and conservative mindset (in the early Nineties), to subsequent more than a dozen Bond issues for financing bankable urban infrastructure projects in different states, imparted tremendous job satisfaction to me as the National Coordinator of the

Project and to other members of the FIRE-D team. NIUA, along with the USAID, could really bring a complete turnaround in the then existing mindset in financing, pricing and cost recovery in urban infrastructure projects – out and out a memorable achievement indeed!

Second event that comes to my mind is the series of capacity development training workshops (yet another responsibility of NIUA under the Project) conducted by NIUA in different cities across the country. Two such training Workshops conducted in Tiruppur (Tamil Nadu) and Amritsar (Punjab) on Pricing and Cost Recovery in Urban Infrastructure Projects, having participation of Municipal Councilors and senior appointed functionaries of the ULBs. When they returned from training, the Councilors voted for more than three times enhancement in water tariffs! I was especially thrilled by such a positive and rewarding outcome of training conducted by me during the days when cost recovery in water supply projects was looked upon as loathsome and repugnant.

During my more than twelve years of working at NIUA, I worked on a sustained basis on research, consultancy and training that could inspire especially my junior colleagues and contributed in developing the ‘second line of defense’ within NIUA. This also helped bring prestige and fame to NIUA and enhanced its visibility across the country. By the time, I left the Institute; I left behind a National Network of Training consisting of 16 premier training and professional institutions spread across the country.

One of the most significant projects that I worked for NIUA include the FIRE – D Project mentioned above. In addition, I worked in projects funded and supported by CIDA, World Bank and Canada. Two other interesting projects worth mentioning include a World Bank supported project on Slum Development in Kerala and Municipal Bond Assessment Studies supported by Canada.

There are quite many interesting anecdotes I fondly remember during my association with NIUA, that I would like to share, however, I mention here only a couple of them.

(1) Mr. D.M. Sukthankar used to be the Chairman of the NIUA's Board of Governors. I used to have quite amicable relationship not only with him but also with other members of the Board notably the late Mr. H.U. Bijlani (former CMD of HUDCO) and Mr. S.S Shafi (former Chief Planner of Government of India's Town and Country Planning Organisation). As those days, I used to be a habitual Paan (betel) chewer, Mr. Sukthankar and Mr. Bijlani, after the meeting of the Board was over, used to come down to my room for sharing Paan with me. Knowing this, I used to keep Paan for them on every day of the Board meeting). An assignment on drafting of Model unified municipal law was given to the Kolkata based Times Research Foundation (TRF) that was headed by the late Mr. R.M. Kapoor – a very good friend of mine. Mr. Kapoor arranged a four-day meet of experts in the Grand Hotel of Kolkata to evaluate the draft model law prepared by TRF. Mr. Sukthankar as well was a member of the evaluation team. Knowing that some of the members of the Team were habitual Paan chewers, Mr. Kapoor arranged for serving of well-made out Paan for the Team Members for relishing it especially after the tea and lunch break. Though every other member of the Team used to pick up Paan for chewing, I scrupulously avoided doing so especially because, tobacco which I used to take along with Paan and sweetening powders had got mixed up with the

made out Paan leaves. This was not to my liking. On the second day of the meet Mr. Sukthankar, after picking up a Paan asked me why was I not taking Paan even though I was equally a habitual Paan chewer. Most humbly I replied "Sir, I am a bit purist in chewing Paan. I never mix tobacco with sweetening elements while taking Paan". He gave a mischievous smile and started calling the "Mr. Purist". Whenever he wanted to ask for my observations on any specific aspects of the Draft model law or on any other thing, he would address me as "Mr. Purist". This continued in the remaining days of the meet and even after!

(2) On a New Year's Day, the Director of the Institute threw a High Tea Party on the lawns of the Institute (then located at Chanakyapuri) for the Institute's staff. It was a Tuesday and the menu included both vegetarian and non-vegetarian snacks along with tea, of course. Most of the invitees except me and a couple others, avoided taking non-vegetarian snacks because Tuesday is supposed to be an auspicious religious day and non-vegetarian eatables are to be avoided on this day. However, I do not conform to this dictum because I strictly believe that if one happens to be a non-vegetarian, one has to be so irrespective of religious significance of any particular day; the choice is between non-vegetarianism or a vegetarianism, not between a half-non-vegetarianism and vegetarianism. On seeing that I was taking non-vegetarian snacks without any inhibition even on a holy day, the Director asked me how come that being a Brahmin, I am violating the well-established Hindu convention of not taking non-vegetarian dishes on Tuesday? On hearing that I do not believe fleecing the God by taking it on all other days except on Tuesday and that doing so is a despicable form of hypocrisy, he observed that this is the most rational way of looking at eating habits. But then he also observed that I succinctly succeeded in pointing, albeit indirectly, and shrewdly that he (the director) is a hypocrite!! Everybody had a hilarious laugh

Dr. Pushpa Pathak

1982-1999



I joined the National Institute of Urban Affairs (NIUA) in 1982 soon after completing Ph.D. in Regional Development from Jawaharlal Nehru University, New Delhi, and grew up to be an urban development professional through work experience at the Institute. At NIUA, I have held the positions of: (i) Regional Planner (1982-84); (ii) Research Fellow, Urban & Regional Planning (1985-95); and (iii) Associate Professor, Urban & Regional Planning (1995-99).

During the course of 17 years of working at the NIUA, the most memorable and educating experience that I had was an opportunity to work in various parts of the country. The bunch of us young professional at the Institute used to call official tours as going for 'Bharat Darshan'. And it truly was so for a person like me who was willing to travel to any part of the country demanded by Institute's work. I had conducted research, attended meetings and consultations, or lectured in training programs in all the states of India barring only two, namely Arunachal Pradesh and J&K. It gave me such a wonderful exposure to the diversities and similarities pertaining to various urban development challenges across India.

One question that came up for discussion in all the regions and at all levels of discussions across the board was: Why do you want to support urban development; why not promote rural development and check rural-urban migration? In response, I tirelessly argued about the inevitability of urbanization and that it would take place even if we supported rural development, which we must do along with supporting urban development. I also emphasized upon the merits

of urbanization for the country's development and the need for better managing the urban areas of the country. I am not sure how many people I effective convinced. But I truly feel heartened by the recent policy and programmatic shift in favor of urban development, however limited and reluctant it may be. The wider opinion of decision makers and people alike continues to be anti-urban.

I understand NIUA as a premier urban think tank in the country has four key mandates: (i) conduct applied research and knowledge management; (ii) undertake policy analysis, advocacy and advice; (iii) help in capacity building of the urban sector personnel; and (iv) support the government in various urban programs' formulation and implementation.

I have been involved in all the four areas of the Institute's functions. Most importantly, I have contributed to the Institute's growth by producing high quality research and publications. I have also helped the Institute in obtaining considerable amount of funding from the government and donor agencies by drafting credible project proposals and participating in the negotiations.

I have worked on a large number of Institute's projects, both as a team member and Team Leader or Coordinator. The following three projects were the most significant in terms of the broader scope and relevance of the work for the urban sector in India:

Coordinator of the Urban Sector Profile Project (1996-98), which was a

part of the ADB Technical Assistance Grant given to the then Ministry of Urban Affairs and Employment, Government of India. As envisaged, this project led to enhanced urban sector lending by the ADB in India. The project included the following wide range of activities:

1. Conducting a study on 'Financing Urban Infrastructure in India.'
2. Coordination of five State Urban Sector Profiles preparation by regional institutions in Andhra Pradesh, Gujarat, Karnataka, Rajasthan and Tamil Nadu.
3. Publication of India's 'Urban Sector Profile' prepared by the Ministry of Urban Affairs and Employment and independent consultant.
4. Coordination of five studies on urban governance and legislation conducted by independent consultants
5. Organization of two national seminars on: (i) 'Capacity Building for Urban Governance,' and (ii) 'Urban Sector Profile Project: An Agenda for State Level Intervention for Urban Development.'
6. Arranging Regional Experience study visits of the Government and Institute's officials to the East and South-East Asian countries. I was also a member of the Team that visited South Korea, Philippines and Malaysia.

Coordinator of the Ford Foundation funded national study on 'Women in the Informal Sector' (1987-1991):

The study was aimed at investigating the role of women in the urban labor market in India about which very little existed by way of facts. The study was based on large data base: including macro-level survey to estimate the magnitude and nature of women's engagement in the urban informal sector; life cycle survey of selected women working in major activities; and activity level primary survey of 1200 women workers in the urban informal sector in six cities: Bangalore, Faridabad, Lucknow, Puri, Trichur and Visakhapatnam. The results of the study were widely disseminated through presentations made in a number of seminars and conferences.

It is also noteworthy that the study began when the Government of India had set up a National Commission on Self-Employed Women

and initiated preparation of the National Perspective Plan for Women. The Chairperson of the Commission Mrs. Ila Bhatt interacted with the NIUA study team during the study design formulation workshop and offered her valuable comments and suggestions.

Coordinator of the in-house publication 'State of India's Urbanization' (1986-88):

I worked on this ambitious project jointly with Project Consultant, Prof. Gopal Krishan, Department of Geography, Panjab University, Chandigarh. This publication was based on painstakingly compiling, editing and processing of the Census data of 1961, 1971 and 1981 by the NIUA team when such data was not available in computerized form as it is today. This comprehensive national urbanization report was first of its kind. The urbanization data base of NIUA was also used by the National Commission on Urbanization for preparing its report and recommendations, particularly for drafting the chapter on 'Dimensions of Urbanization' by Prof. Ashish Bose, Member of the Commission.

There are some interesting anecdotes that I recall. I think it was in the second half of 1988, I was doing field work in Trichur for the Women in the Informal Sector Study. Prof. O.P. Mathur, then Director NIUA, suggested that while I am in the region I hop across to Trivandrum on my way back and participate in negotiations for the project on 'Slum Improvement and Upgradation Project for Trivandrum, Cochin and Calicut, Kerala,' to be funded by the World Bank. I travelled by bus from Trichur to Cochin and took a flight to Trivandrum. Upon arrival I reached the designated spot where I was supposed to meet someone from the State Government who would come to receive me. This is how the conversation went with the senior Official from the State Town Planning Department (Name withheld intentionally) who had come to meet me:

Pushpa: I am Pushpa Pathak from NIUA

Official: But NIUA Director said he will send a professor for this important meeting.



Pushpa: Yes, I am a professor.

Official: But you are a woman.

Pushpa: I am sorry I can't help it.

I guess in my mid-thirties and wearing much travelled crumpled cotton salwar-kameez I neither looked old nor respectable enough to be a professor. Anyway, the meetings with the State government, local government and World Bank representatives went on for two days. At the end of the intense negotiations, NIUA was awarded the project. After closing of the meeting, Mr. Philipose Thomas, then Secretary Urban Development Department, Kerala Government, came up to me

and said 'Congratulations Prof. Pathak. We look forward to working in partnership with NIUA.' Voila! I had earned the title and recognition eventually.

This story would be incomplete without a note on the gender balance NIUA has maintained, by default or design, at the senior professional level, which is not common in a field like urban development. Since the time I started working at NIUA in early 1980s, there were equal number of senior men and women professionals. Today, the three senior most staff members of NIUA happen to be women. It is amazing indeed. I am so proud to have been a part of the NIUA team.

Dr. Rajesh Chandra

1981-2011



I have worked for the National Institute of Urban Affairs (NIUA), New Delhi, for more than 30 years (from 17 July 1981 to 30th September 2011). My last designation in NIUA was Research Officer – cum - Senior Economist (Project). During the period of 30 years, I had been involved in more than 30 research studies pertaining to Urban Transport, Urban Services, Slum Improvement, Decentralization of Municipal Administration etc. In most of the studies of the NIUA, I was in the core research team and coordinated some studies / research activities. I was entrusted to provide all research support, viz. designing and conducting field surveys, processing of primary as well as secondary data, preparation of tabulation plans and analytical tables, writing of reports, organizing workshops, seminar/conferences, visiting sample cities and have discussions with political social, technical and administrative functionaries.

During the aforesaid period, I visited a number of cities in India in connection with various mandates which were assigned to me. I also visited to the University of Southern California, Los Angeles, to participate in Practitioner's Institute on "Innovations in Capacity Building for Urban Services Delivery". In the same connection, I visited Mexico also.

At NIUA I worked on several projects, like Jawaharlal Nehru National Urban Renewal Mission (JNNURM), Urban Transport Initiatives in India – Best Practices in PPP, Impact of the Constitution (74th Amendment) Act on working of Urban Local Bodies, State Finance Commissions' Recommendations and Follow-up Action Thereon, Development of Municipal Bond Market in India, GIS for Primary Education

Enhancement Programme (PEEP), Financing Urban Infrastructure in India, Decentralisation of Municipal Administration, Transportation Alternatives for Medium Sized Cities, Slum Improvement and Upgradation Project for Trivandrum, Cochin and Calicut, Employment Issues and Urban Policy

Integrated Development of Small and Medium Towns, An Evaluation Study, Resource Mobilisation by Local Bodies in the National Capital Region, Upgrading Municipal Services: Norms and Financial Implications, Reshaping Urban Growth Patterns: Some Options, Social Accounting of Delhi Transport Corporation, New Delhi; Siliguri Slums – A Situational Analysis, Organisation for Urban Planning and Development, Study of Rural Interdependencies in the Context of the Small and Medium Town Development Programme: Tumkur District Profile

Besides the above, I worked as a Public Relation Officer, under RTI Act, from 2005 to September 2011. I have also been involved in various activities, some of them are as follow:

- I was the *Member & Convener of the Committee* to oversee the development of the "National Municipal Accounting Training Manual", Government of India, Ministry of Urban Development, November 2007, supported by the Office of the Comptroller & Auditor General of India, National Institute of Urban Affairs and Indo-USAID FIRE-D Project.
- I was *one of the Experts of the Selection Committee*, constitutes By the Building Materials & Technology Promotion Council, New

Delhi, for the recruitment of Economists and Social Development Specialists.

- I was *one of the Jury Members* to decide and give “The Engineers Awards 2012”. This award function was held on 1st December 2012 at New Delhi. This occasion was organised by the Economic Research India Ltd in the partnership with the Supreme Infrastructure India Ltd.
- I was Assistant Editor of “Nagriya Vitta” (in Hindi), Quarterly, News Bulletins, published by the National Institute of Urban Affairs (Rashtriya Nagar Sansthaan), New Delhi.

Moreover, I wrote a number research papers during my stay at

NIUA. I also participated in a number of Seminars, Workshops and Conferences organized by NIUA, USAID, World Bank, UNDP etc. These all added to my working skill which contributed to the growth of NIUA.

I really enjoyed in working with eminent professors / officials at NIUA. In fact, the stamping of NIUA is still keeping me fully engaged. I have been working continuously as a free lancers since 2011 (when I got my retirement). NIUA being the nodal agency of MoUD, It has provided most of the facilities to its employees, which the government officials receives. However, there were some issues during my stay at NIUA like there was no system of promotion, medical facility, like C.G.H.S. and there was no pension scheme for its employees.

CONTRIBUTIONS FROM STAFF



भारत एवं भारत के राज्यों / संघ शासित प्रदेशों की 2011 जनगणना पर आधारित जनसंख्या एवं जिलों की संख्या

भारत में 29 राज्य व 7 संघ शासित प्रदेश हैं। भारत, चीन के बाद दूसरा सबसे ज्यादा आबादी वाला देश है। स्वतंत्र भारत की पहली जनगणना सन 1951 में हुई थी। उसके बाद हर 10 साल में जनगणना की जाती है। जनगणना का कार्य, रजिस्ट्रार जनरल एवं सेंसस कमिशनर के कार्यालय द्वारा सम्पन्न कराया जाता है। 2011 की जनगणना के आधार पर उत्तर प्रदेश सबसे ज्यादा आबादी वाला राज्य है। सबसे कम आबादी वाला राज्य सिक्किम है। केरल में सबसे अधिक तथा बिहार में सबसे कम साक्षरता है। केरल में पुरुषों की अपेक्षा महिलाओं की संख्या अधिक तथा हरयाणा में इसके विपरीत महिलाओं की संख्या कम है। निम्न आंकड़े 2011 की जनगणना पर आधारित हैं। 2011 जनगणना के आधार पर भारत की कुल जनसंख्या 1,210,854,977 है। तथा भारत का कुल भौगोलिक क्षेत्र 3,287,469 वर्ग किलोमीटर है।

क्र. सं.	राज्य/संघ शासित प्रदेश	जन संख्या	जिलों की संख्या
	भारत	1,210,854,977	640
1.	अण्डमान और निकोबार द्वीप समूह*	380,581	3
2.	अरुणाचल प्रदेश	1,383,727	16
3.	आंध्र प्रदेश + तेलंगाना	84,580,777	23
4.	आसाम	31,205,576	27
5.	उत्तर प्रदेश	199,812,341	71
6.	उत्तराखण्ड	10,086,292	13
7.	ओडिशा	41,974,218	30
8.	कर्नाटक	61,095,297	30
9.	केरल	33,406,061	14
10.	गोआ	1,458,545	2
11.	गुजरात	60,439,692	26

क्र. सं.	राज्य/संघ शासित प्रदेश	जन संख्या	जिलों की संख्या
12.	चंडीगढ़*	1,055,450	1
13.	छत्तीसगढ़	25,545,198	18
14.	जम्मू और कश्मीर	12,541,302	22
15.	झारखण्ड	32,988,134	24
16.	तमिलनाडु	72,147,030	32
17.	त्रिपुरा	3,673,917	4
18.	दमन और दिऊ*	243,247	2
19.	दादर और नगर हवेली*	343,709	1
20.	दिल्ली*	16,787,941	9
21.	नागालैण्ड	1,978,502	11
22.	पश्चिम बंगाल	91,276,115	19
23.	पुडुचेरी*	1,247,953	4

क्र. सं.	राज्य/संघ शासित प्रदेश	जन संख्या	जिलों की संख्या
24.	पंजाब	27,743,338	20
25.	बिहार	104,099,452	38
26.	मध्य प्रदेश	72,626,809	50
27.	महाराष्ट्र	112,374,333	35
28.	मणीपुर	2,855,794	9
29.	मिजोरम	1,097,206	8
30.	मेघालय	2,966,889	7
31.	लक्षद्वीप*	64,473	1
32.	राजस्थान	68,548,437	33
33.	सिक्किम	610,577	4
34.	हरयाणा	25,351,462	21
35.	हिमाचल प्रदेश	6,864,602	12

*संघ शासित प्रदेश

स्रोत : हैण्डबुक ऑफ सेंसस 2011 रिजल्ट्स इंडिया भाग 1 पृष्ठ 9. नई दिल्ली, रजिस्ट्रार जनरल एवं सेंसस कमिशनर, 2014.

स्मार्ट सिटी

सोचा हमने, स्मार्ट सिटी कैसी हो,
शहर सुंदर सलोना, चंडीगढ़ जैसी हो।
हर एक बंदे का, अपना प्यारा घर हो,
अपराध करते अपराधियों को, लगता जहां डर हो।
पार्क, पार्किंग सब सुविधा सम्पन्न हो,
अपराध करते तन में, भारी कम्पन्न हो।
साक्षर सभी राज्य, केरल राज्य जैसे हो,
नियम कानून पूर्ण, सिंगापुर जैसे हों।

चौड़ी सड़कें जल निकासी, पीने को शुद्ध पानी हो,
आंगन सजीला फल फूलों का, हर घर दानी हो।
इंटरनेट, शॉपिंग सेंटर, होटल सुंदर सजीला हो,
हर काम की वस्तु मिले, ना अधिक खर्चीला हो।
आवागमन सुविधा, सार्वजनिक वाहन हर धर के पास हो,
जन-जन प्रतिजन रहता नहीं कभी उदास हो।
चित-परिचित नित नए रंग रंगीले उपहार हो,
कण-कण में भारती बसे, नित रचते त्योहार हो।

हंसते खेलते दिखे हर चेहरा, निकट शॉपिंग माल हो,
पलक झपकते ही प्यारे हर एक मालों माल हो।
भय आतंक का दूर दूर तक नामो निशान ना हो,
साफ सुथरी हर गली मौहल्ला, महकता घर आंगन हो।
बारहों मास रहे वसंत महकता ऐसा फल्गुन हो,
भूखा पेट, नंगा तन ऐसा कोई जन ना हो।
दुखियों की सेवा ना करे ऐसा कोई तन ना हो,
प्रेम स्नेह से रहे सभी, ऐसा सभी का मन हो।

कानून व्यवस्था बने शसक्त, कोई बने अपराधी नहीं,
न्याय मिले तुरंत गति से, ऐसी व्यवस्था बने यहीं।
न्याय समय सीमा निश्चित हो, सजा सभी एक जैसी,
छोटा - बड़ा, अमीर गरीब क्यों व्यवस्था है ऐसी।
पूरे भारत में शिक्षा प्रणाली एक जैसी मिलती हो,
गली-गली चौबारे में कली-कली खिलती हो।
रंग रंगीले खेत खलिहान, मानव जहां फलते फूलते हो,
खुशियों की परम सौगात हो सावन भर झूलते हो।

नदियां हमारे सारे भारत की निर्मल होकर बहती हो,
स्वच्छ जल बहता जिनमें एकदम झरने जैसा हो।
पशुपक्षी चाहे जलचर निडर जहां रहते हों,
खुशियां मनाते हो नौनीहाल, जय भारत जय भारत कहते हों।
कन्या पूजी जाती यहां, पर नारी भी पूजी जाती हो,
घर आंगन में नित प्रभात कोयल गाना गाती हो।
डाल-डाल पत्ता-पत्ता जहां तितलियां इतराती हो,
बच्चा बच्चा नारी नारी स्मार्ट सिटी कहती हो।

अपराधी व अपराध पनप ही ना पाते हों,
जन-जन हर भारतवासी भरपेट भोजन खाते हों।
गरीब - धनवान की खाई नित पाटी जाती हो,
सारे भारतवर्ष में सरकार ऐसी स्मार्ट सिटी हो।

गुसाईं राम आर्य

स्मार्ट सिटी योजना

निबंध

स्मार्ट सिटी योजना हमारे देश भारत के माननीय प्रधानमंत्री श्री नरेन्द्र मोदी जी की एक महत्वपूर्ण योजना है। यह योजना उनका एक सपना भी है। यह योजना 25 जून 2015 को आरंभ हुई थी। इस योजना के अंतर्गत 100 शहरों को शामिल करने का प्रावधान था। परंतु अभी तक 97 शहरों के शामिल होने की बात कही गई है। इस योजना के तहत इन शहरों का नवीनीकरण होना निश्चित हुआ है। जिसके महत्वपूर्ण बिंदु इस प्रकार हैं।

इन शहरों की मूलभूत सुविधाओं को सुधारा जाना चाहिए। जिसके अंतर्गत उनके रहने के लिए आवासीय सुविधा (घर) का सुधार इकाइयों में किया जाना तथा सुनियोजित करना। शहरों की सड़कों के कार्य में सुधार तथा नवनिर्माण किसी भी शहर को स्मार्ट सिटी बनाने के लिए वहाँ की सड़को (रोड नेटवर्क) का दुरुस्त होना अति अनिवार्य है। क्योंकि इसका सीधा प्रभाव वहाँ की अर्थव्यवस्था ठीक रहेगी तो ओद्योगीकरण अच्छा होगा जिससे अर्थव्यवस्था अच्छी होगी। हमारी इस परियोजना में इन सभी बिंदुओं पर विशेष ध्यान दिया गया है।

इस योजना के अंतर्गत हरियाली पर विशेष ध्यान दिया गया है। प्रत्येक शहर में लगभग 250 हेक्टर के लगभग की जगह का इसके लिए प्रवाधान किया गया है। यह पर्यावरण को सुधारने की दिशा में एक महत्वपूर्ण कदम है।

इस योजना के अंतर्गत जो भी प्रशासनिक कार्य हैं उनको सुदृढ़ करने का प्रवाधान है। जैसे विभिन्न प्रकार के पंजीकरण, भवन निर्माण एवं अन्य सेवाएँ जो कि प्रशासन से सीधे जुड़ी है, उन सुविधाओं को सुधारना। जितना तक हो सके उनका कंप्यूटराइज़ेशन शामिल है।

इस योजना का एक महत्वपूर्ण इद्देश्य वहाँ पानी एवं अन्य मूलभूत व्यवस्था को दुरुस्त करना ताकि शहर के हर हिस्से में

पानी पहुँच सके तथा कचरा निपटान की व्यवस्था जो कि एक बहुत बड़ी समस्या है। यह हमारे पर्यावरण पर दुष्प्रभाव डाल रही है।

इस योजना में इन शहरों में इंटरनेट की सुविधा देना, शहरों में वाई-फाई की सुविधा प्रदान कराना शामिल है।

अब इस योजना के दूसरे पहलू पर ध्यान देते हैं, इस योजना में पहले चरण में बिस शहरों को शामिल किया गया था, जिन्हें हम लाइट हाउस के वर्ग में रख सकते हैं। इस योजना में पैसा लगाने का क्या प्रावधान है। वैसे तो योजना की टुलकित में स्पष्ट नहीं है पर गहन अध्ययन करने पर पता चलता है कि इस वर्ग में केन्द्र सरकार का योगदान लगभग 32%, राज्य का योगदान लगभग 19% रहेगा। इन शहरों को खुद 11% अपने ही स्रोतों से जुटाना होगा। 23% तक निजी क्षेत्र भागीदारी (पी.पी.पी.) पब्लिक प्राइवेट पार्टनरशिप के तहत जुटाया जा सकता है।

इस प्रकार यह सारा धन जो कि इस योजना के तहत जो भी मदद केन्द्र सरकार व राज्य सरकार से मिलेगी उसे सीधे उसी कार्य में खर्च करना होगा जिसके लिए वह निश्चित हुआ है। लगभग 15% तक का प्रावधान कुछ और सरकारी योजनाओं का है जो कि उस शहर में पहले से चल रही हैं या होनी है।

दूसरे वर्ग जिसको हम तेज गति (फास्ट ट्रेक) के अंतर्गत लाते हैं ऐसे 13 शहर इस सूची में शामिल किए गए हैं। इस वर्ग में 21% योगदान केन्द्र सरकार का रहेगा। 4 % शहरों को अपने स्रोतों से जुटाना होगा। कुछ योगदान इस वर्ग में भी उस शहर चल रही सरकारी योजनाओं द्वारा जुटाया जा सकता है। बाकी शहर जो कि सूची में हैं उन्हें सरकार समय-समय पर अन्य वर्गों में शामिल करेगी। इस योजना के पूर्ण होने के बाद इन शहरों की छवि में चार चाँद लग जाएँगे तथा यहाँ रहने वालों को अच्छी

सुविधाएँ उपलब्ध होगी। इस योजना के लिए हम माननीय प्रधानमंत्री श्री नरेन्द्र मोदी जी का हार्दिक धन्यवाद करते हैं।

विषय: दिल्ली की सड़को पर यातायात जाम रोकने के उपाय

आज दिल्ली की सड़को पर जिधर भी देखो उधर जाम की स्थिति रहती है। सुबह और शाम को तो स्थिति बहुत ही बदतर हो जाती है, घंटो जाम में फँसना पड़ता है। मैं नोएडा में रहता हूँ और आफिस आने जाने के लिए कार का इस्तेमाल करता हूँ। आज से दि या तीन सार पहले 20-25 मिनट में आफिस पहुँच जाता था, जबकि आज एक से डेढ़ घंटा लगता है। जिधर भी देखो गाड़ियाँ घिसट रही होती हैं। इसके लिए हमारी सरकार के अलावा हम लोग भी भागीदार हैं। सरकार का यह कर्तव्य है कि सड़कें साफ सुधरी और मजबूत हो, उसमें गड्ढे उत्पत्ति ना हो, क्योंकि सड़कें साफ सुधरी और मजबूत होगी और गड्ढे रहित होंगी, तो आवागमन भी ठीक रहेगा।

सार्वजनिक परीवहन प्रणाली दुरुस्त हो, समय पर सब लोगों को मेट्रो बस ट्रेन इत्यादि मिल सके क्योंकि जितना लोग सार्वजनिक परीवहन प्रणाली का इस्तेमाल करेंगे, उतना ही जाम की स्थिति से आराम मिलेगा। मेरे अनुमान के अनुसार दिल्ली की सड़कों पर जाम की स्थिति से रोज़ ही करोड़ों और शायद अरबों रुपये का डीज़ल, पेट्रोल, गैस इत्यादि व्यर्थ हो जाता है और देश का नुकसान होता है। इन सब को रोकने के लिए निम्नलिखित उपाय अपनाये जा सकते हैं।

1. सर्वप्रथम हमें ज्यादा से ज्यादा सार्वजनिक परीवहन प्रणाली का प्रयोग करना चाहिये।
2. छोटे-छोटे कार्यों के लिए आसपास पैदल चलना चाहिए।
3. सड़कों पर ट्रेफिक नियमों का पालन करना चाहिए।
4. अपनी गाड़ी का या जो भी वाहन का प्रयोग करते हैं उसकी समय-समय पर जाँच कराते रहना चाहिए। क्योंकि यदि

गाड़ी खराब नहीं होगी तो जाम भी नहीं लगेगा।

5. गाड़ी में हवा का दबाव सही होना चाहिए।
6. गाड़ी या कोई भी वाहन चलाते समय मोबाईल का प्रयोग नहीं करना चाहिए।

इसके अतिरिक्त सरकार के लिए भी कुछ उपाय हैं।

1. सड़कों की साफ सफाई और मजबूती बरकरार रहे।
 2. सड़कों इत्यादि पर यदि कोई कार्य हो रहा हो तो वह समय पर पूर्ण हो।
 3. ट्रेफिक लाइट इत्यादि पूर्ण रूप से कार्य कर रही हों।
 4. सार्वजनिक परीवहन प्रणाली जैसे कि मेट्रो बस ट्रेन इत्यादि की सर्विस उत्तम होनी चाहिए।
 5. मेट्रो इत्यादि तक पहुँचने की पूर्ण व्यवस्था होनी चाहिए।
 6. ट्रेफिक पुलिस की जगह-जगह तैनाती होनी चाहिए।
 7. ट्रेफिक नियमों का उल्लंघन करने पर सौ दो सौ का नहीं, भारी जुर्माना होना चाहिए।
- आपको याद होगा कि जब कामनवेल्थ खेलों का आयोजन हुआ था तो दाँयी तरफ से एक पीली पट्टी बनाई गई थी, जिसका प्रयोग ऐंबुलेंस और खिलीड़ियों के आने जाने के लिये किया गया था। यह आम लोगों के लिए नहीं था। यदि उसमें कोई जाता था 2000.00 (दो हजार) रुपये का चालान होता था इसलिए उसमें कोई नहीं जाता था। इसलिए भारी जुर्माना या चालान करने से भी यातायात सुधरेगा।
8. सड़कों पर कैमरा इत्यादि उत्तम क्वालिटी के होने चाहिए।

इस प्रकार हम देखते हैं कि सारी की सारी जिम्मेदारी केवल सरकार की ही नहीं, एक आदमी की भी उत्तनी ही है। जिससे दिल्ली की सड़को पर यातायात सुचारू रूप से चल सके।

दिवान सिंह

तीर्थ स्थलों के शहरी बुनियादी ढाँचे में अपेक्षित सुधार।

भारत तीर्थ स्थानों की भूमि है। हमारा देश धर्म निरपेक्ष देश है। यहाँ विभिन्न धर्मों में तीर्थ स्था न है। उत्तर से दक्षिण व पूर्व से पश्चिम तीर्थ स्था न है।

बहुत से तीर्थ स्थापन शहरों में है जैसे कि पुरी, रामेश्वरम, बदरीनाथ, द्वारकाजी। कुछ तीर्थ स्थापन पर्वतों पर, कुछ पवित्र नदियों के किनारे बसे हुए हैं।

जैसे-जैसे विकास हुआ यातायात की सुविधाएँ बढ़ी, तीर्थ स्थानों पर तीर्थ यात्रियों की संख्या बढ़ने लगी। जहाँ तक पहुँचना बहुत कठिन था, सुविधाएँ बढ़ने से वह स्थान भी शहरों में परिवर्तित होने लगे।

शहरों में परिवर्तित होने पर पर्वतीय तीर्थ स्थानों पर वातावरण पर्यावरण पर प्रतिकूल प्रभाव पड़ा जैसे कि भूस्खलन।

नदियों के पास हाइड्रो डैम बने उसका असर क्या पड़ेगा, अति लालच के कारण निर्माण ठीक न होना, सरकार की ठीक योजनाएँ न होने के कारण, मनुष्य का अतिक्रमण इतना अधिक बढ़ रहा है कि ताकतवर हिमालय भी इसको एक समय सहन नहीं कर पायेगा।

पर्वतों व नदियों में प्रदूषण बढ़ने लगा है इसका प्रभाव वहाँ के रहने वाले निवासियों पर पड़ता है। पर्यटन बढ़ने से उस स्थान का राजस्व स्रोत बढ़ता है व इस स्थान की स्थानीय सरकार पर्यटन उद्योगों पर बढ़ावा देती है। प्रगति होना अच्छी बात है लेकिन वह प्रकृति को नुकसान पहुँचाये इस कीमत पर नहीं हो। जैसे-जैसे तीर्थ स्थान शहरों में परिवर्तित होने लगे उससे संबंधित समस्याएँ भी बढ़ने लगी। बुनियादी जरूरतें जैसे पानी, सफाई, कूड़ा-निपटान, आवास, सड़कें, जलवायु परिवर्तन, भूस्खलन, बाढ़ आदि-आदि। बुनियादी सुविधाओं की माँग बढ़ने लगी अब इसकी पूर्ति के लिए प्रबंध की आवश्यकता।

अब प्रश्न यह उठता है कि यह बुनियादी सेवाएँ किस प्रकार पूरी की जाये किस प्रकार सुधार लाया जाय। अगर हम कहें कि वहाँ के सुधार के लिए सरकार की पूरी जिम्मेदारी है, नहीं। इस सुधार में तीर्थ यात्रियों की भी जिम्मेदारी है जिससे उस शहर की बुनियादी सेवाओं की उचित पूर्ति हो।

सुधार

1. केवल उसी प्रकार के वाहनों को शहर में प्रवेश होने दिया जाय जो पर्यावरण के अनुकूल हो वहाँ के लोगों को प्रदूषण का सामना न करना पड़े। नियमों का कड़ाई से पालन किया जाय।
2. पानी की निकासी - पानी की निकासी का उचित प्रबंध किया जाये।
3. नदियों के किनारे आवास स्थापन प्रतिबंधित किये जाए।
4. सड़कें पक्कीस बनाई जाए और उसको ठीक रखने के लिए योजनाएँ बनाई जाए।
5. तीर्थ यात्रियों को शिक्षित किया जाए - स्थानीय सरकार जगह - जगह बैनर, साइनबोर्ड लगाए - (I) शहर की हरियाली को बनाए रखें, (II) कूड़ा इधर-उधर न फैकें, (III) आपकी यात्रा तब सफल होगी जब आप इस तीर्थ स्थान को स्वच्छ रखें, (IV) पवित्र नदियों को प्रदूषित न करें। इन सबका पालन करने से आपकी यात्रा सफल होगी, आदि आदि।
6. आवास इस प्रकार के बनाये जाये जो वहाँ की भूमि के अनुकूल हो।
7. केवल उन्हीं पर्यटन उद्योगों को सरकार स्वीकृति दे जो शहर के वातावरण को प्रदूषित न करें।
8. स्थानीय सरकार, म्यूनिसिपलिटी, निगम, संस्थाओं के लिए स्पष्ट कानून व जिम्मेदारी की नीति बनायी जाये ताकि इन सेवाओं को जुटाने में उनका आपस में ठीक तालमेल रहे।

9. घाट स्थानों में वाहनों के आने/जाने का ठीक तरह से विनिमय हो।
10. समय-समय पर संस्थानों के कर्मचारियों के लिए कार्यशालायें आयोजित की जायें। ताकि उनके काम करने की योग्यता बढ़े और कर्मचारियों को प्रोत्साहित करने के लिए नीतियाँ बनाई जाये।
11. किस प्रकार से निवेशक अपनी पूँजी लगाये कि वहाँ की स्थानीय सरकार का राजस्व बढ़े, इस प्रकार की नीतियाँ बनाई जाए।
12. शहर के लोगों की सुरक्षा का ठीक प्रबंध हो। आस-पास भिखारियों का प्रवेश बंद हो। जगह-जगह सी.टी.सी. कैमरे लगाए जाए।
13. चिकित्सा लाय-औषधालाय बनाये जायें।
14. पानी की सप्लाई का उचित प्रबंध हो ताकि वहाँ के वासियों को कोई कठिनाई न हो।
15. कुछ तीर्थ स्थानों पर मानसरोवर यात्रा की तरह यात्रियों का प्रवेश सीमित हो, उनका रजिस्ट्रेशन हो। जैसा कि अबकी हाल में हमने देखा कि केदारनाथ यात्रा में बहुत संख्या में यात्री पहुँचे, आपदा आने पर उन सब के लिए प्रबंध करना असंभव हो गया।
16. स्थानीय सरकार को सुदृढ़ बनाया जाये ताकि वह सुचारू रूप से बुनियादी सेवायें उपलब्ध करा सके। वहाँ के शहर का ठीक विकास हो सके, उनके रहन-सहन का स्तर उँचा हो सके।
17. तीर्थ स्थानों पर जो धन-राशि प्राप्त होती है उसका ठीक तरह से हिसाब-किताब हो - उस धन का प्रयोग शहर की व्यक्तियों को अच्छा बनाये रखने के लिए खर्च किया जाये।

श्रीमती कमला अरोड़ा, निजी सहायक

नगर विकास

विकासशील भारत का यही दृढ़ संकल्प हो,
सुनियोजित नगर निर्माण सबका यही ध्येय हो.
गहन अवलोकन चिंतन, बेहतर विकल्प हो,
भारत सरकार को दिये जाने का संकल्प हो.

सरकारी योजनाओं का भरपूर लाभ हो,
साफ सड़क और बेहतर यातायात हो.
स्वच्छ जल, पर्यावरण भी स्वच्छ हो,
कूड़ा निस्तारण का भी उचित प्रबंध हो.

भारत के जन जन का उत्तम स्वास्थ्य हो,
हर हाथ को काम हो, उसका उचित दाम हो.

जल संरक्षण का ध्यान हो, प्रदूषण का न कोई नाम हो,
सुनियोजित नगर निर्माण, यही हमारा काम हो.

बाल विकास, महिला सुरक्षा, रोजगार की भरमार हो,
उच्च शिक्षा, बेहतर जीवन, हर नागरिक की पुकार हो.
उच्च आचार विचार, भ्रष्टाचार मुक्त मेरा देश हो,
नगर से गांव के बीच बेहतर समावेश हो.

डा. कलाम का सपना पूरा हो,
नगर जैसी सुविधा हर गांव को हो.
प्रत्येक प्रांत में स्मार्ट सिटी का अनियास प्रकाश हो,
सम्पूर्ण भारत में विकास ही विकास हो.

उमेश चंद्र गडकोटी, पुस्तकालयाध्यक्ष

कितनी भूख

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 गाय का चारा कर गये लूट
 पानी पीकर डकारा खूब, फिर भी रह गयी कितनी भूख
 इन शहर की जगमगाहटों में
 हर रोज बाजार सजे रंगीन
 पार्टी, मेला, शादियों में
 शराब में सब मेहमान डूब
 कुछ कोस दूर गाँव में देखो जाके
 कुपोषण से माँ की गयी छाती सूख
 अब तो जागो दुनियावालों, समझो किसकी रह गयी
 कितनी भूख

महेन्द्र सेठी

सफरनामा - गाँव से शहर तक

(I)

आधुनिकता से दूर प्राकृतिक संसाधनों से भरपूर उत्तर प्रदेश के एक छोटे से गाँव में मेरी प्रारंभिक शिक्षा गाँव के सरकारी विद्यालय से प्रारंभ होकर अवध विश्वविद्यालय, फैजाबाद, उ.प्र. से स्नातक की शिक्षा पूर्ण की, तत्पश्चात् एल.एल.बी. में दाखिला लिया परंतु किन्हीं कारणवश उसको पूर्ण नहीं कर सका। अतः रोजगार की खोज में जुलाई 1982 को इस संस्थाबन में कार्यभार ग्रहण कर लिया।

यहाँ से मेरा **सफरनामा** आरंभ होता है। उस समय आज के जैसे उन्नत साधन नहीं थे परियोजना से संबंधित सभी कार्य स्वयं ही करने होते थे। मैंने पहला अनुसंधान संबंधी कार्य डा. अमिताभ कुण्डुस के मार्गदर्शन में प्रारंभ किया जिसमें डा. पुष्पात पाठक, वरिष्ठ अध्यापिका एवं श्रीमती अर्चना राय, अनुसंधान अधिकारी ने मदद के साथ-साथ प्रोत्साहित भी किया। उस काल में संस्थाकन का प्रत्येक कर्मचारी संस्थान की उन्नति हेतु एक दूसरे की मदद करने के लिए हमेशा तत्पर रहते हुए हर संभव प्रयास करते थे जिसके फलस्वरूप परियोजना का कार्य समय पर संपूर्ण हो जाता था।

मेरा वास्तविक परियोजना का कार्य वर्ष 1985 से प्रारंभ हुआ और “राष्ट्रीय राजधानी क्षेत्र में प्रवासन का स्वरूप” विषय पर मेरी पहली परियोजना सर्वेक्षण यात्रा अलवर, राजस्थान हेतु सुनिश्चित किया गया। सर्वेक्षण का प्रश्नावली प्रपत्र (फॉर्म) अंग्रेजी भाषा में बनाया गया जो हिंदी भाषी अन्वेषक एवं पर्यवेक्षक के लिए अत्यंत कठिन था।

एक दिलचस्प बात का मैं यहां पर उल्लेख करना चाहता हूँ। रात्रि के 11:00 बजे गेस्ट हाउस में मेरे कमरे का दरवाजा खटखटाया खोलने के पश्चात् मालुम हुआ कि विश्वविद्यालय के चार प्रोफेसर जिन्हें स्थानीय पर्यवेक्षक बनाया गया था उन्हीं में से एक अंग्रेजी के प्रोफेसर थे जो प्रश्नावली के बारे में अधिक

जानना चाहते थे क्योंकि प्रशिक्षण के दौरान पूर्णरूप से प्रश्नावली को समझ नहीं पाये थे जिसके कारण उन्हें अपने विद्यार्थियों के समक्ष शर्मिन्दा होना पड़ सकता था। उन्होंने रात को पूरे प्रश्नावली प्रपत्र को अंग्रेजी के बजाय हिंदी में समझाए एवं भविष्य के लिए लिखा। यह था प्रोफेसर साहब का अंग्रेजी ज्ञान!

इसके उपरान्त मैं कार्यालय के अनुसंधान से संबंधित कार्यों को निरंतर करते हुए लगभग 35 परियोजनाओं में कुशलता से कार्य करता आ रहा हूँ। संस्थान के लगभग सभी उच्चाधिकारियों के साथ मैंने कार्य किए। प्रत्येक कार्य का अनुभव अलग-अलग रहा है। संबद्ध परियोजनाओं का कार्य करते हुए मैंने सहकर्मियों के साथ देश के अधिकतर मुख्य जिलों/शहरों की सर्वेक्षण यात्रा की।

इस **सफरनामा** के माध्यम से कुछ दिलचस्प झलकियों को आपके पठन हेतु प्रस्तुत कर रहा हूँ जिसको पढ़कर आप स्वायं विविध अनुभूति का अहसास कीजिए :

क) एक परियोजना के कार्य हेतु अपने सहकर्मी श्री एस. पी. त्यागी, अनुसंधान विश्लेषक के साथ इंदौर की यात्रा पर गया जहाँ पर एक सर्किट हाउस में हमें भूतल में ठहराया गया। सर्किट हाउस लकड़ी का एक महल था जो शहर से बहुत दूर वियाबान जंगल में स्थित था। बाहर एक पेड़ पर असंख्य गोलियों के निशान देखे जा सकते थे। वहाँ के चौकीदार से पूछने पर बताया गया कि इस पेड़ पर लोगों को बांधकर बेरहमी से गोलियों से भून दिया गया था। दिन के समय वहाँ के लोगों ने हमें बताया कि सर्किट हाउस के ठीक सामने अंग्रेजों के जमाने में एक फांसीघर था जहाँ पर अंग्रेजों ने आजादी के 132 भारतीय दीवानों को फांसी पर लटकाया था। यह सुनकर हम दोनों की हवाइयाँ उड़ने लगी श्री त्यागी जी को डर के मारे बुखार आ गया। जैसे जैसे

सायं के बाद रात डर कर गुजारी कि कहीं उन आजादी के दीवानों में से किसी की आत्मी फिर से हमारे सामने न प्रकट हो जाय । रात काटने के बाद प्रातः हम दोनों वहां से भाग खड़े हुए ।

- ख) हम एक दल में सर्वेक्षण हेतु सोनीपत, हरियाणा की यात्रा पर गये । वहां के नगर निगम आयुक्तद ने पूछा कि हम कहां पर ठहरे हैं यह सुनते ही श्री एस.पी. त्यागी ने हरियाणवी भाषा में कहा “सर्किट हाउस में डटे हुए हैं” । डटे शब्द पर आयुक्तह समेत वहां मौजूद सभी को हंसी आ गई ।
- ग) एक बार मैं निदेशक महोदय, श्री चेतन वैद्य के आदेशानुसार भुवनेश्वर की यात्रा पर गया जहाँ पर मुझसे वरिष्ठतम अधिकारी थे जैसे श्री ली. बेकर (यूनिसेफ), डा. रेणु खोसला (निदेशक, क्यो र), मुख्य सचिव (उड़ीसा सरकार), नगर निगम आयुक्ती, आदि । उन सभी महानुभावों के बीच मैं ऐसे था जैसे कि आई.जी., डी.आई.जी एवं एस.पी. के साथ एक होमगार्ड का सिपाही जिसे यह भी ज्ञात नहीं है कि उसे करना क्या है और न ही वह उनके साथ विचार-विमर्श में कुछ कह सके । फिर भी मैंने परियोजना क्षेत्र में सफलतापूर्वक अपने संस्था न का नेतृत्व किया ।
- घ) एक परियोजना से संबंधित भोपाल की सर्वेक्षण यात्रा पर जाने के बाद रेलवे स्टेशन से गेस्टा हाउस जाने के लिए दमकल विभाग की सायरन वाली गाड़ी बलाई गई । उसमें बैठकर हम लोग गेस्ट हाउस तक गये क्योंकि गेस्ट हाउस तक जाने के लिए कोई वाहन उपलब्ध नहीं था और वहां का सफर नगर निगम के अधीन था ।

इस प्रकार की अनेकों घटनाएं हैं जिसको एक अंक में व्यथक्त करना असंभव है ।

यूनिसेफ द्वारा वित्तपोषित पीप (प्राथमिक शिक्षा वृद्धि कार्यक्रम)

परियोजना के द्वारा मेरे परियोजना संबंधित कार्यों में एक महत्वपूर्ण मोड़ आया । यह परियोजना दिल्ली के झुग्गी झोपड़ी बस्तियों में जाकर प्राथमिक शिक्षा के प्रति लोगों को जागरूक करना एवं जो बच्चे विद्यालय नहीं जाते थे उनको विद्यालय भेजने के लिए प्रेरित करना था । मेरे पास 125 स्वयंसेवक व 8 पर्यवेक्षक थे जिनको सभी चयनित बस्ति यों में जाकर विभिन्न माध्यामों जैसे, प्रेरणादायक रैली करना, प्रेरणादायक नारों (स्लोपगन) पर पोस्टर बनाना/बनवाना, बस्ती समिति के साथ बैठक, जनसुनवाई, नुक्कड़ नाटक, प्रशिक्षण कार्यक्रम के माध्यम से जागरूक करना था । उन बस्तियों में एक नई तकनीक पी.एल.ए. (भागीदारी, सीखना, कार्यवाई) के द्वारा कम समय में उन्हीं बस्ती वालों के द्वारा आंकड़े एकत्रित करना था यह मेरे लिए एक नया अनुभव था ।

डा. रेणु खोसला, परियोजना समन्वयक के मार्गदर्शन में झुग्गी बस्तियों में परियोजना के कार्य को नया आयाम मिला

इस परियोजना में कार्य करते हुए एक बार मैं एक झुग्गी बस्ती में बैठक करवा रहा था अपने स्वाभिमान एवं झिझक के कारण उनके समीप जाने से ठिठक रहा था जिसको एक अनुभवी पर्यवेक्षक ने भांप लिया और उन लोगों को संबोधित करने के लिए उसने मुझे मंच पर आमंत्रित किया । उस समय जनवरी के माह में मेरे माथे पर पसीना आ गया और मैं कुछ बोल नहीं पाया मुझे बहुत शर्मिन्दगी का अहसास हुआ । मुझे उन्होंने समझाया कि इनसे जुड़ने के लिए इनके बीच में संवाद स्थापित करना अति आवश्यक है । तत्पश्चात् 8 वर्ष तक मैंने उक्त परियोजना में कार्य किया मेरी झिझक समाप्ता हो चुकी थी इस कार्य हेतु दूसरे शहरों में भी व्याख्यातन एवं प्रशिक्षण के लिए यात्रायें करने लगा । कहने का तात्पर्य यह है कि पहले स्वरयं को विकसित करें इसके बाद कार्य करने का आनंद बढ़ जायेगा ।

मैंने अपने कार्यकाल के दौरान प्रत्येक कार्य को एक चुनौती के रूप में स्वीकार किया और उसको कुशलतापूर्वक पूर्ण किया ।

संस्थायन द्वारा वर्तमान में दिए गये राजभाषा सम्बन्धित कार्यों को करते हुए यही प्रयास करता हूँ कि इसका नाम शिखर पर पहुँचे ।

निष्कर्ष:- मेहनत, लगन, कर्तव्यनिष्ठा एवं तन्मशयता से किया गया कार्य हमेशा सफल होता है ।

सुविचार:- कार्य कोई भी छोटा या बड़ा नहीं होता है कार्य करने वाले की सोच छोटी या बड़ी हो सकती है ।

सहयोगात्मक विचार हमेशा सफलता की ओर अग्रसर होती है ।
ख्योति एवं प्रतिष्ठा प्राप्ते करने का एक ही उपाय है लगन व मेहनत, न कि पद !

अंत में मैं अपने सहयोगियों, वरिष्ठ अधिकारियों एवं कर्मचारियों जैसे डा. अमिताभ कुण्डुर, डा. के. श्रीराम, डा. गोपाल किशन, डा. पुष्पात पाठक, डा. रेणु खोसला, प्रो. चेतन वैद्य, प्रो. उषा पी. रघुपती, डा. एम.पी. माथुर, प्रो. वी. के. धर, श्रीमती अर्चना राय, श्री एम. अहमद, श्री एस. पी. त्यागी, श्री नवीन माथुर का मैं तहेदिल से आभारी हूँ जिनके सानिध्य में कदम-कदम पर मेरा मार्गदर्शन एवं मुझको प्रोत्साहित किया । इसी के साथ प्रशासन विभाग में श्री वेद एलावादी, श्री हरि प्रसाद पाण्डे, श्री चन्द्रर भान पाण्डे एवं अन्य कर्मचारियों ने विभिन्न प्रकार की अपेक्षित सहयोग प्रदान किया जिसके लिए भी मैं अति आभारी हूँ ।

दुर्गा प्रसाद दुबे अन्वेषक

(II)

संस्था न को 40 वर्ष पूर्ण होने के उपलक्ष में कार्यालय के द्वारा एक पत्रिका प्रकाशित की जा रही है जिसके संदर्भ में मैं अपने अनुभव एवं जानकारी से संस्थान को अवगत कराना चाहता हूँ।

मैं 1976 में अपने चचेरे भाई के साथ IIPA के स्टाफ क्वार्टर में रहता था वहीं पर प्रो० देवराज साहब का सरकारी निवास था, हम अपने भाई के साथ उनके घर में रविवार को टीवी पर फिल्म देखने जाया करते थे, वही पर श्री देवराज साहब जी ने इस संस्थानके संदर्भ में बताया था और इस में कार्य करने के लिए प्रार्थना पत्र देने के लिए कहा था। अतः मैंने 4 अगस्त 1976 को संस्थाजन में चपरासी के पद पर डेलीवेज रु. 6.30 प्रति दिन के अनुसार नौकरी शुरू किया था। उस समय संस्था न का कार्यालय डी-308, डिफेंस कालोनी में था, तथा वहीं पर निदेशक महोदय जी का निवास स्थायन भी था। उस समय कार्यालय में तीन लोग प्रो. श्री देवराज साहब तथा श्रीमती दुर्गा गोपलानी एवं मैं हरी प्रसाद पान्डे य कार्यरत थे। उस समय संस्था की मीटिंग्स अर्बन आर्ट कमीशन, विज्ञान भवन एनक्सी बिल्डिंग में हुआ करती थी। तथा उस समय श्री भगवान सहाय जी दोनों ऑरगेनाइजेशनों के चेयरमैन थे। 1977 में कार्यालय में और स्टाफ की भर्ती की गई तथा जगह कम होने के कारण कार्यालय को मकान न. 73, रिंग रोड लाजपत नगर-3 में शिफ्ट किया गया, जो कि किराया पर लिया गया था। कुछ महीने बाद फिर से स्टाफ में और भर्ती की गई जिससे जगह कम पड़ गई, तथा मंत्रालय को अवगत कराया गया। अप्रैल 1978 में मंत्रालय ने संस्थाकन को शिफ्ट करने के लिए लोक नायक भवन की नौवीं मंजिल, खान मार्किट में जगह दी। 31 जनवरी 1979 में संस्थारन लोकनायक भवन में शिफ्ट हो गया उस समय वहाँ पर लिफ्ट की सुविधा नहीं थी, सारा स्टाफ सीढ़ी चढ़ कर कार्यालय पहुँचता था।

1979 में निदेशक प्रो० श्री देवराज जी का निधन हो गया, उस समय संस्थान के चेयरमैन श्री भगवान सहाय जी थे, उन्होंने निदेशक के पद पर श्री एम.एन. बुच IAS को नियुक्त किया,

फिर श्री बुच साहब ने पुनः स्टाफ की भर्ती की। पुनः से जगह कम पड़ गई फिर जून 1980 में संस्थान को 6 कम्प्यू निटी सेंटर, बसंत लोक, बसंत विहार में शिफ्ट किया गया। कुछ समय बाद वहाँ पर भी जगह कम पड़ने लगी, जिस वजह से 12 अप्रैल 1981 को कार्यालय 11 न्याहय मार्ग, चाणक्य पुरी में शिफ्ट किया गया। वहाँ पर संस्थासन सितम्बर 1997 तक रहा।

इसी दौरान श्री एम.एन. बुच साहब ने संस्थान की दो और ब्रांच खोली, एक जोर बाग, नई दिल्ली तथा दूसरी भोपाल, मध्य प्रदेश में। जो कुछ समय बाद बंद कर दी गई। श्री एम.एन. बुच के बाद श्री अमिताभ कुंडु कार्यालय निदेशक के पद पर आये तथा उनके साथ ही श्री ओम प्रकाश माथुर भी निदेशक के पद पर आये, फिर श्री अमिताभ कुंडु जी को रिसर्च निदेशक बना दिया गया। कुछ समय बाद श्री अमिताभ कुंडु वापिस जेएनयू चले गये, और श्री ओम प्रकाश माथुर जी निदेशक के रूप में रिसर्च तथा प्रशासन दोनों को एक साथ चलाने लगे। श्री माथुर जी के आने के बाद यू.एन.डी.पी, वर्ड बैंक, फोर्ड फाउंडेशन तथा यूनिसेफ से संपर्क बढ़ा तथा संस्थान को कई परियोजनाओं में कार्य करने का अवसर मिला तथा उसी दौरान एक प्रोजेक्ट नीडरलैंड का एचएसएमआइ नाम का संस्थाइन में आया परन्तुल संस्थानन में जगह की कमी होने के कारण यह प्रोजेक्ट हुडको में चला गया। जो आज भी कार्यरत है। श्री एम एन बुच के समय में एक प्रोजेक्ट AMDA के नाम का बना था जिसको डीडीए ने खेल गाँव में जगह दे कर शिफ्ट कर दिया।

श्री ओम प्रकाश माथुर जी के आने पर मंत्रालय से संपर्क बढ़ा तथा उसी समय संस्थाटन का सेवा अधिनियम व कोर पोस्टर का गठन हुआ तथा उसी दौरान यूएसआइडी से एक प्रोजेक्ट फायर के नाम से मिला जो संस्थान में 15 साल तक चलता रहा, इस परियोजना से संस्था न को बहुत बढ़ा सहयोग मिला, जिससे संस्थामन को अन्तर्राष्ट्रीय स्तर की पहचान मिली। श्री ओम प्रकाश माथुर जी के जाने के बाद श्री दिनेश मेहता जी ने निदेशक

के रूप में संस्थायन का पद भार संभाला, जिनके कार्यकाल में फायर प्रोजेक्ट तथा यूएनडीपी व वर्ड बैंक और मंत्रालय से कई परियोजनाएँ प्राप्त, हुए।

श्री दिनेश मेहता जी के बाद श्री विनोद तिवारी ने निदेशक का पद भार संभाला तथा उसी समय कार्यालय इंडिया हेबिटाट सेंटर में शिफ्ट हुआ जो कि मंत्रालय द्वारा उपलब्ध कराया गया। श्री विनोद तिवारी जी के बाद श्री कान्तट गुप्ता जी ने निदेशक का पद भार संभाला तथा एक साल बाद वापस अपने पुराने कार्यालय में चले गये। तो नये निदेशक की नियुक्ति होने तक श्री एम. पी. माथुर जी ने कार्यवाहक निदेशक के रूप में कार्य किया। क्योंकि उस वक़्तन श्रीमती उषा रघुपति अन्या परियोजना के अन्तर्गत मंत्रालय में कार्यरत थी।

नये निदेशक के रूप में श्री चेतन वैद्य जी ने संस्था न का कार्य भार संभाला जो बाद में स्कूलि ऑफ प्लाननिंग दिल्ली में चले

गये, उनके जाने के बाद श्रीमति उषा रघुपति जी ने कार्यवाहक निदेशक के रूप में संस्थानन का संचालन किया। कुछ समय बाद नये निदेशक श्री जगन शाह जी की नियुक्ति हुई जो अभी संस्थान का संचालन सूचारू रूप से कर रहे हैं। संस्थाहन ने 1976 से 2016 तक बहुत तरक्की की। संस्थान में जो भी निदेशक आये उसे आगे बढ़ाने की कोशिश की व संस्था न का नाम राष्ट्रीय तथा अन्तर्राष्ट्रीय स्तर तक पहुँचाया।

संस्था बहुत अच्छीत है यहाँ पर सब लोग मिलजुल कर कार्य करते हैं, तथा संस्थान में कार्य करते हुए कुछ लोग अन्य आरगेनाइजेशनों में गये जो अच्छीक-अच्छी पोस्टों पर कार्यरत हैं। मेरा अनुभव है कि संस्थाग प्रगति के पद पर हमेशा अग्रसर रहे, यह मेरी ईश्वर से प्रार्थना है।

हरि प्रसाद पान्डेय

जीवन मचान

श्वास हर देह की, अनवरत बह रही
 ठौर जाने कहाँ, कुछ पता ही नहीं ।
 हर समर्पण के पीछे, कई राज़ हैं
 हरेक राज का फाश होता नहीं ।
 राह तकती रहीं, वो तो आँखे मेरी
 स्वार्थ पूरित हुईं जिस्म की हर डगर ।
 दृष्टि एक आस पर, रूह विश्वास पर
 दिल धड़कता रहा वो रुका भी नहीं ।

होड़ जमकर मची, आगे ही जाने की
 छूट सबकुछ गया कुछ मिला भी नहीं ।
 श्वास हर देह की, अनवरत बह रही
 ठौर जाने कहाँ, कुछ पता ही नहीं ।
 जिन फूलों को नाजों से, पाला गया
 वो ये कहते रहे खुशबू ये हैं मेरी ।
 हरेक कंठ को, राह तर होने की
 हरेक प्यास को पानी मिलता नहीं ।
 आँख हर दाँव पर, जब टिकी ही रही
 हरेक दाँव को जीत मिलती नहीं ।
 कुछ अहम भाव में, मन भी पूरित हुआ
 कुछ मिला भी नहीं, सब चला जा रहा ।
 श्वास हर देह की, अनवरत बह रही
 ठौर जाने कहाँ, कुछ पता ही नहीं ।

दीपक शर्मा

कार्यालय की कहानी - इंदु की जुबानी

राष्ट्रीय नगर कार्य संस्थान, है ये कैसा विचित्र स्थान।
जगन के आदेशों पे चलने वाला, उषा श्यामला की सलाह पे
धड़कने वाला॥

ऊबड़ खाबड़ पथ पर विचरने वाला, शहरी विकास करने वाला ।
आगे देखो इसकी शान, राष्ट्रीय नगर कार्य संस्थान॥

देबजानी हो या हो देबोलीना, संदीप हो या हो परोमीता।
गोसाईं हरी ने भी जान लगाई, सभी ने जोड़ी पाई पाई॥
सीबी की ताकत भी इसमे समाई, जिससे होती हमारी कमाई।
है ना ये कुबेर का स्थान, राष्ट्रीय नगर कार्य संस्थान॥

कश्यप उमेश राजबीर या दीवान, महेंद्र अजय नवीन या उस्मान।
टीसी संग कुछ और उठाया, ओमवीर मनोज ने ईंट लगाया॥
हर पल होता जाता बलवान, सतपाल भी गाता ये गान।
है ये कैसा विचित्र स्थान, राष्ट्रीय नगर कार्य संस्थान॥

कमला कमलेश गुलाब संगीता, मंजु इंदु या हो अनीता।
सभी से बनती इसकी मोतियन कि माल, जिसकी चर्चा करता
जहान॥
धीमे धीमे तराशा जाता, पल पल और निखरता जाता।
कैसा सुंदर है ये स्थान।, राष्ट्रीय नगर कार्य संस्थान॥

बलकार हरीश की गती ने आगे बढ़ाया, राजकुमार भीम ने भी हाथ
लगाया।
सफलता के पर्वत पर अग्रसर, देश विदेश में इसका नाम॥

ऊंचा करता हमारा मान, जिनसे प्रचलित होता काम।
यही तो है हमारा मृदु गान, राष्ट्रीय नगर कार्य संस्थान॥

प्रोमिला अर्चना की पूजा का रूप, मोहिनी पूनम की हिम्मत है ये।
मीरा की भक्ति है ये, दुर्गा की भी शक्ति है ये॥

कभी डूबता तो कभी उगता, हम सभी का सूरज है ये।
है न ये कितना प्रकाशवान, राष्ट्रीय नगर कार्य संस्थान॥

भवानी का वंदन है गंगा नमन, चंदन की माला है त्रिवेणी समान।
हम सभी को है ये स्मरण, अहमद संग भी पग-पग चले हैं हम॥
मुरारी जे.पी. कुछ कम नहीं, रवींद्र दूबे भी हैं भागीदार प्रथम।
हम ही ने तो बनाया इसे महान, राष्ट्रीय नगर कार्य संस्थान ॥

औरों का भी हाथ है इसमें, जिनका नहीं है नाम इसमें।
गर आज लड़खड़ाया है तो, ना समझो कम ताकत इसमें॥
जो आकर चले गए, उनकी मेहनत का भी अंश है इसमें।
हम सब को सिखाता जीवन का राज़, राष्ट्रीय नगर कार्य संस्थान॥

ये याद रखो मेरे साथी तुम, अकेले ना लेजा पाओगे आगे तुम।
मिलाओ हाथ से हाथ तुम, तभी तो सम्भाल पाओगे तुम॥
कुछ दिनों से नहीं बनी, चालीस सालों में है निर्मित।
विशालकाय ये संस्थान, इसको समर्पित ये गुणगान ॥

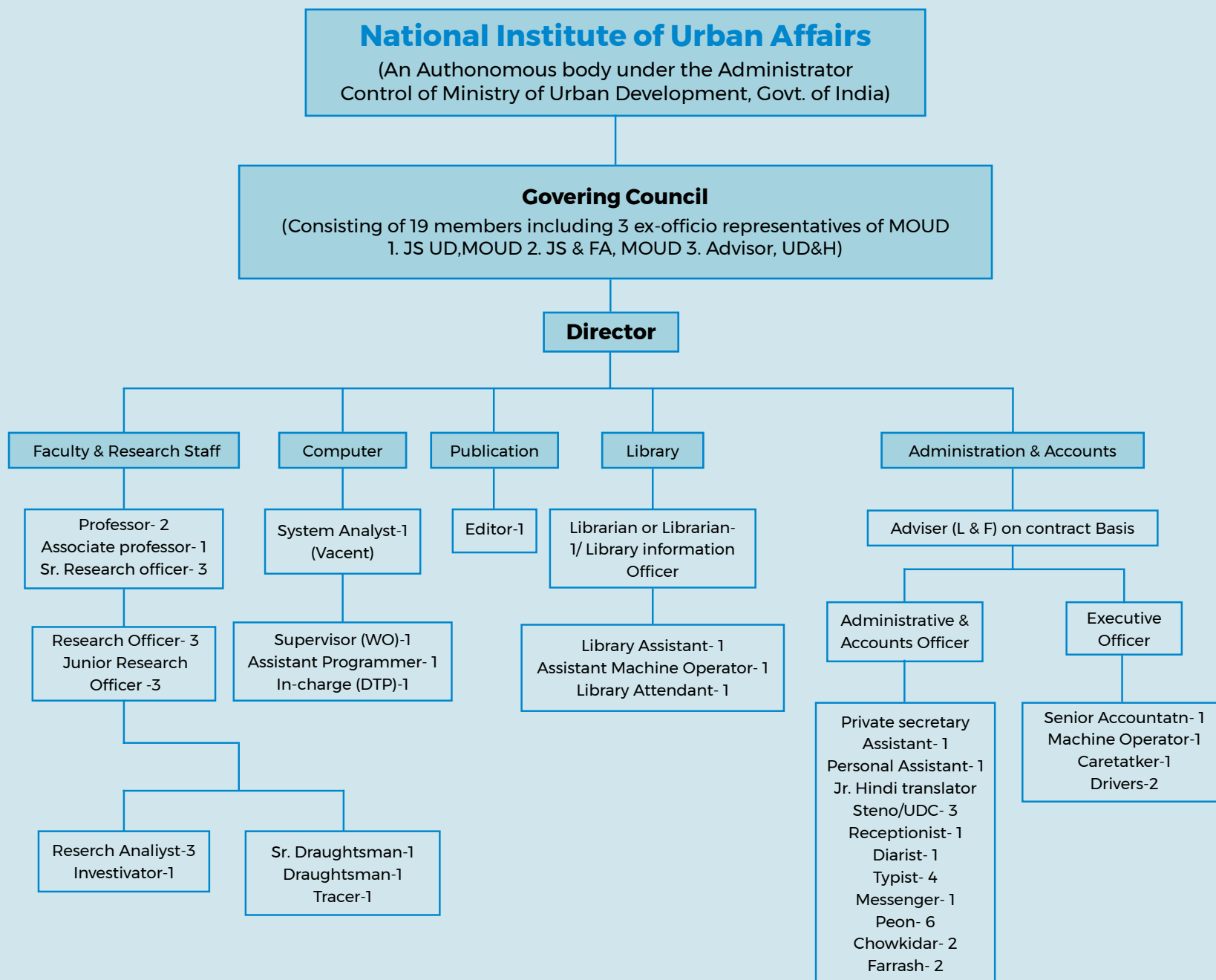
॥राष्ट्रीय नगर कार्य संस्थान - राष्ट्रीय नगर कार्य संस्थान॥

इन्दु सेनन

ANNEXURE



ORGANISATIONAL STRUCTURE



Members of the Governing Council of NIUA as on June 2016

S. No.	Position / Category	No. of posts	Name & Address	Terms of Appointment	Elected/Co-opted in which meeting & date	Tel. No. Email id
01	President	1	Vacant	-	-	-
02	Vice-President	2	1. Dr. Sameer Sharma, Joint Secretary (Smart Cities) Ministry of Urban Development Nirman Bhawan New Delhi	September 2014- September 2016	39th Meeting of General Body held on 29.9.2014	23061558 ssameer@nic.in
			2. Vacant	-	-	-
03	Ex- officio	1	Ms. Jhanja Tripathi Jt. Secretary & Financial Adviser Room No.141 C-Wing Ministry of Urban Development Nirman Bhawan New Delhi - 110011	September 2014- September 2018	39th Meeting of General Body held on 29.9.2014	23062792, 23062899(Fax) jsfa_ud@nic.in
04	Elected Members (Ex-officio)	9	1. Shri Neeraj Mandloi Jt. Secretary (UD) Room No. 140, C-Wing Ministry of Urban Development Nirman Bhawan New Delhi.	September 2014- September 2018	39th Meeting of General Body held on 29.9.2014	23063255, 23062028(Fax) jsud@nic.in
	(Ex-officio)		2. Ms. Sunita Sanghi Advisor (UD&H) NITI Ayog Sansad Marg New Delhi 110001	September 2014- September 2018	39th Meeting of General Body held on 29.9.2014	23096541 s.sanghi@nic.in
	Founder Member		3. Shri Jag Mohan Bangala No. 1 Pt. Umashankar Dikshit Marg Chanakyapuri New Delhi - 110021	September 2014- September 2018	39th Meeting of General Body held on 29.9.2014	23017017
	Founder Member		4. Shri J. R. Bhalla D-29 First Floor Defence Colony New Delhi - 110024	September 2014- September 2018	39th Meeting of General Body held on 29.9.2014	46095302 9810025108 (M)
	Corporate Member		5. Dr. Ravi Kanth, IAS Chairman & Managing Director Housing & Urban Development Corporation (HUDCO) India Habitat Centre Lodhi Road New Delh	September 2014- September 2018	39th Meeting of General Body held on 29.9.2014	24693022, 24611072 Fax: 24697378 cmd@hudco.org
	Corporate Member		6. Chairman & Managing Director Canara Bank Head Office 112, J.C. Road Bangalore 560002 Email: cmdscrt@canarabank.com Tel.No.080-22221581	September 2014- September 2018	39th Meeting of General Body held on 29.9.2014	080-22223164 (Off) 080-22223168 (Fax) 080-22223118 (Fax) cmdsert@canbank.co.in mktcodel@canbank.co.in 011-26281535 011-26286071
			7. Vacant	-	-	-
			8. Vacant	-	-	-
			9. Vacant	-	-	-

S. No.	Position / Category	No. of posts	Name & Address	Terms of Appointment	Elected/Co-opted in which meeting & date	Tel. No. Email id
05.	Co-opted	5	1. Shri Cherian Thomas Country Director World Vision India 16, VOC Main Road, Kodambakkam, Chennai, 600024 Tamil Nadu	September 2014- September 2016	39th Meeting of General Body held on 29.9.2014	044 2480 7000 cherian_thomas@wvi.org
			2. Dr. Jyoti Parikh Executive Director Integrated Research Action and Development (IRDAde) C-80 Shivalik, Malviya Nagar New Delhi-110017	November 2015- November 2017	117th Meeting of Governing Council held on 16.11.2015	jparikh@irade.org
	Co-opted		3. Ms. S. Radha Chauhan, IAS President and CEO National E-governance Division Ministry of Electronics and Information Technology Room No. 4015,4th floor, Electronics Niketan 6 CGO Complex, Lodhi Road. New Delhi 110003	November 2015- November 2017	117th Meeting of Governing Council held on 16.11.2015	011-24301915/ 30481637 ceo@negp.gov.in
			4. Dr. Dinesh H. Brahmabhatt Director General Indulal Yagnik Institute for Public Policy and Strategic Studies DJMIT Campus, NH-8 Near Sankara Eye Hospital Mogar-388340 Anand-Gujarat	November 2015- November 2017	117th Meeting of Governing Council held on 16.11.2015	dg@iyipass.in,dir@iyipass.in 02962-280038
			5. Vacant	-	-	-
06	Member Secretary	1	Shri Jagan A. Shah Director, NIUA New Delhi			011-24643576 jshah@niua.org

List of Presidents

S.No.	Name	Duration	
		From	Till
1.	Bhagwan Sahay	12. 01. 1976	06. 12. 1986
2.	J.R.Bhalla	17. 12. 1986	06. 07. 1987
3.	D.M.Sukthankar	07. 07. 1987	06. 03. 1989
4.	P.N.Dhar	07. 03. 1989	15. 05. 1994
5.	D.M.Sukthankar	16. 05. 1994	15. 05. 1998
6.	Arcot Ramachandran	16. 05. 1998	15. 05. 2008
7.	Nitin Desai	16. 05. 2008	15. 05. 2012
8.	Anil Baijal	16. 05. 2012	15. 05.2014

List of Directors

S.No.	Name	Duration	
		From	Till
1.	Deva Raj	01. 02. 1976	24. 10. 1979
2.	M.N. Buch	21. 11. 1979	12.06. 1983
3.	Amitabh Kundu	13.06. 1983	04. 10. 1984
4.	Om Prakash Mathur	05. 10. 1984	01.04.1992
5.	Dinesh B. Mehta	02.04.1992	30. 06. 1997
6.	Vinod K. Tewari	01. 07. 1997	31. 10. 2004
7.	Shreekant Gupta	01. 03. 2006	28. 02. 2007
8.	Chetan Vaidya	06. 02. 2008	20. 09. 2012
9.	Jagan A. Shah	02. 04. 2013	Till date







National Institute of Urban Affairs

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