

GOVERNMENT OF NATIONAL CAPITAL TERRITORY OF DELHI
SERVICES DEPARTMENT (SERVICES-I BRANCH)
DELHI SECRETARIAT, 7TH LEVEL, 'B' WING,
I.P. ESTATE, NEW DELHI - 110002.
(<http://services.delhigovt.nic.in>)
PHONE: 011-23392146 Fax No. : 23392150/23392764

F.No. 2/25/2008/S.I/Pt.II/

Dated:

To

All Pr. Secretaries/Secretaries/
Heads of Department/
Local and Autonomous Bodies,
Govt. of NCT of Delhi,
Delhi/New Delhi.

**Sub: Indian Institute for Human Settlements (IIHS) – Nominations for 03 days
online Capacity Building Programme for Urban Development from 15th -17th
November, 2021.**

Sir,

I am directed to forward herewith mail dated 21.10.2021 received from Senior Associate, Urban Practitioners Programme, Indian Institute for Human Settlements (IIHS) on the above cited subject for information and further necessary action.

Yours faithfully,

Encl: As above.


(ANJU MANGLA)

DEPUTY SECRETARY (SERVICES)

F.No. 2/25/2008/S.I/Pt.II/ 2511

Dated: 15/11/2021

Copy forwarded for information & necessary action to:-

1. The Senior Associate, Urban Practitioner Programme, IIHS, 803, Surya Kiran, 19, Kasturba Gandhi Marg, New Delhi-110001.

2. Section Officer (Coord.), Services Department, Govt. of NCT of Delhi with the request to upload the above said training circular on the website of Services Department.


(ANJU MANGLA)

DEPUTY SECRETARY (SERVICES)

Set / 21/02
28/10/2021
Dated: 28/10/2021
Secretary, Govt. of Karnataka

SS (Services) - I
11/10
DS-II
11/10
The Programme
is for 2A5
1.11.2



IIHS BANGALORE CITY CAMPUS :: 197/36, 2nd Main Road, Sadashivanagar, Bangalore 560 080. India. T: +91 80 43576617 | F: +91 80 2361 6814

IIHS CHENNAI :: Floor 7A, Chaitanya Exotica, 24/51 Venkatnarayana Road, T Nagar, Chennai 600 017. India. T +91 44 6630 5500/6555 6590

iihs.co.in

IIHS DELHI :: 803 Surya Kiran, 19 Kasturba Gandhi Marg, New Delhi 110 001. India. T: +91 11 4360 2798



IIHS MUMBAI :: Flat No.2, Purnima Building, Patel Compound, 20-C, Napean Sea Road, Mumbai 400 006. India. T: +91 22 6525 3874



— **DoPT-IIHS_Letter-to-CS-Delhi.pdf**
177 KB

— **1. Programme Schedule.pdf**
359 KB

— **2. Training Infrastructure at IIHS.pdf**
697 KB

IIHS/BLR/2021-22/UPP/DoPT/Delhi/020

21 October, 2021
Bengaluru

Shri. Vijay Kumar Dev, IAS,
Chief Secretary,
Government of National Capital Territory, Delhi,
Delhi Secretariat, IP Estate, New Delhi-110002

Sub: Inviting nominations for IIHS's 3-day online programme on 'Capacity Building Programme for Urban Development'

Dear Sir,

Greetings from the Indian Institute for Human Settlements (IIHS - www.iihs.co.in).

IIHS is a national education institution committed to the equitable, sustainable and efficient transformation of Indian settlements. IIHS aims to establish an independently funded and managed Institution of Eminence focused on the challenges and opportunities of India's urban transition.

We are pleased to invite nominations for the online programme on '**Capacity Building for Urban Development**', between **15th and 17th November 2021**. The programme will focus on an interdisciplinary understanding of urban development in India, and is part of the 2021-22 training calendar for **In-Service Training of Officers of the All India Services (IAS, IPS & IFoS), and officers working under Central Staffing Scheme and officers of the Central Secretariat Service and Central Secretariat Stenographer Service (CSSS) (DS/Sr. PPS and above)**. Further details are attached with this letter for your perusal.

IIHS is a preferred capacity building partner with the Ministry of Housing and Urban Affairs (MoHUA), Ministry of Jal Shakti (MoJS), Ministry of Road Transport and Highways (MoRTH). IIHS also has a long-term partnership with LBSNAA under which it has been supporting the Phase I to V training of IAS officers, since 2015. IIHS is internationally reputed for the quality of its teaching and learning, supported by excellent online training capabilities, and has trained over 11,000 learners from the public and private sectors, and academia through its capacity building function.

We request you to kindly nominate relevant and interested officers to this programme, as per DoPT registration procedure. We look forward to welcoming the nominated officers from Government of National Capital Territory, Delhi to this online programme.

With best wishes,

C. H.

Prashanth C
Manager - Urban Practitioners' Programme, IIHS

Encl: 1. Programme Schedule
2. Training Infrastructure at IIHS

REGISTERED OFFICE
IIHS Bangalore City Campus: No. 197/36, 2nd Main Road, Sadashivanagar, Bengaluru 560 080, India | T +91 80 6760 6666 | F +91 80 2361 6814
IIHS Chennai: Floor 7A, Chaitanya Exotica, 24/51 Venkatarayana Road, T. Nagar, Chennai 600 017, India | T +91 44 6630 5500/6555 6590
IIHS Delhi: 803, Surya Kiran, 19, Kasturba Gandhi Marg, New Delhi 110 001, India | T +91 11 4688 2200 | F +91 11 2332 0477
IIHS Mumbai: Flat No 2, Purnima Building, Patel Compound, 20-C, L J Marg (Napean Sea Road), Mumbai 400 006, India | T +91 22 6525 3874
info.iihs.co.in | CIN: U74990KA2008NPLO78948



Indian Institute for Human Settlements (IIHS)

**Online Capacity Building Programme
for Urban Development**

15 to 17 November 2021 | IIHS Bengaluru City Campus

Conducted under the aegis of the Department of Personnel and
Training (DoPT)

This programme aims to prepare the officers to professionally engage with the complex environment of urban development and build their ability to practice in it.

Key Learning Outcomes of the Programme

1. Be exposed to perspectives on urbanisation and regional development in India, with a focus on practice terrains such as urban governance, policy, planning, land management, services provision and economic development
2. Contextualise urban and regional development issues and interventions in relation to actual practices of governance, social and political relations, and economic transitions
3. Be introduced to urban sectors (water and sanitation, energy, housing, etc.) and how they function
4. Locate their own practice in a deeper understanding of economies, markets and environmental concerns in contemporary urban India
5. Understand key emerging trends – from climate change to new urban forms like corridors – within the urbanisation story in India
6. Be exposed to key visual and quantitative methods in urban practice

Programme Design and Pedagogy

Theory of Change

Changes in urban design and morphology of the urban built environment often involve several stakeholders, and in the case of urban development this can be very slow and laborious. Therefore, we propose a Theory of Change approach to this programme that is based on the idea that long term systemic changes can be achieved through a series of interlinked short and mid-term engagement pathways. Since engagement pathways are nested within each other, a series of strategic and focused short term interventions can lead to big changes in the long run. Our Theory of Change approach will include engagement with multiple stakeholders through case based learning that will focus on the importance of leadership in bringing about sustainable change.

Instructional Design Strategy

Case-based and site-based learning are central to IIHS's pedagogy, enabling working backwards from wicked problems. The focus is on developing problem-solving skills, as well as building capacity to formulate innovative and sustainable solutions. IIHS has taken on the task of preparing a portfolio of cases for teaching and training. These cases have been developed through multiple grants from organisations such as the Ford Foundation and the Rockefeller Foundation, and address contemporary urban conditions in India. Faculty will draw upon these cases in this online training programme. The module design, content and learning objectives will be developed using IIHS's experience in capacity building in the urban space and our expertise in designing online learning modules. The course will be designed keeping in mind the following capacity building framework.

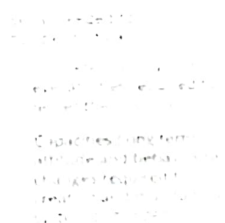


Fig. 1: Capacity Development for Results Framework

Source – Book: *Radical Transformational Leadership* by Monica Sharma, North Atlantic Books, Berkeley, California, 2017

Capacity Building Programme for Urban Development

Date: 15th to 17th November 2021

Duration: 3 Days (online)

Course Description

India is urbanising quickly, yet, the realisation that managing urbanisation is critical to both India's growth as well as equity agendas has only recently begun to fully sink in. The fact is: whether India manages to achieve sustainable, inclusive growth in the coming decades is contingent on whether it is able to benefit from and direct its urbanisation. The numbers speak for themselves. India's urban population will rise to 600mn by 2031, that's nearly 200mn more urban residents in the next decade. Possibly 30-50 percent of these will be poor at the same time that 60% of the GDP will come from cities. This is the second largest urban transition in history – one that represents both an astonishing opportunity and a significant challenge.

Buzzwords are all around us: "Smart Cities," "Sustainable Cities," "Inclusive Cities". Which one of these should Indian cities aspire to be? Just as importantly: how do cities get there with their current challenges of struggling infrastructures, social and economic inequality, and fragmented governance? Especially when India is a signatory to the UN's Sustainable Development Goals (SDGs). Particular focus would be on SDG 11: Sustainable Cities.

These are some of the complex sets of questions facing Indian cities today. Some are part of everyday public debate and others are matters of specific technical complexity. For example: should a city build a metro system or a bus rapid transit, or expand? How are consumption needs and patterns changing? Where should city managers invest – can, for example, the Bangalore city-region continue to rely on IT as a key growth sector? Should a city's Master Plan regulate its land and housing markets – can it? How will new proposed urban corridors shape the individual city-regions? In the post Covid world, what direction should urban development take?

Answers to complex sets of problems presented by Indian cities are not likely to be found within narrow constraints of particular professions and knowledge domains. It requires a new kind of professional who can engage and innovate across sectors and disciplines.

The proposed course represents an opportunity to do precisely this. Tackling the broad theme of urban development, it would provide officers with the training to professionally engage with and work in the urban landscape. Bringing complex, real-world problems of urban India into the classroom through case-led teaching and learning, the course will leverage the expertise and experience of working practitioners and enable them to apply it to a new domain.

Expected Skill Development

The programme will lead to the building of these skills:

1. Appreciate inter-connections between the complex systems that constitute the Urban
2. Provoke an emotion/experience/reaction leading to personal insights and locate their own practice in a deeper understanding of economies, markets and environmental concerns in contemporary urban India
3. Enhance propositive capacity
4. Develop decision-making ability especially in the urban context

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The training programme is proposed to run for 3 days. The programme will be developed and run as a mix of online synchronous modules hosted on IIHS' Learning Management System (LMS). The following modules are being proposed for the Capacity Building Programme on Urban Development:

- A Perspective on the Urban India Story
- Urban Sanitation
- Water supply
- Urban Mobility and Transportation Planning
- Approaching "Housing for All"
- Urban Livelihoods
- Solid Waste Management
- Issues in Urban Land Governance-I
- Issues in Urban Land Governance-II
- Panel Discussion

The diverse set of topics proposed are aimed at providing learners with a holistic picture of urban development in India and provide detailed insights on actual on-ground-practices and also locate their own practices with a deeper understanding. A range of pedagogic approaches will be used to enable better understanding and learning. These would include: interactive sessions for perspective building and thematic understanding; skill based sessions, and master classes with IIHS Board Members and/or Senior Advisers. The synchronous sessions will be hosted on a suitable learning platform facilitating peer-to-peer learning and faculty-participant engagement. These sessions will be highly interactive with the use of learner engagement tools such as online group activities using breakout rooms, in-class polls and quizzes, mentimeter, padlet, etc. Aside from the presentations, video content and references to be uploaded, asynchronous learning materials will be custom designed and hosted on the LMS platform which provides a range of features for interactivity including surveys, polls, discussion forums, casual chat rooms for participants, assignments, wikis and glossaries, which can be co-created by learners and facilitators together and other interactive learning applications. The progress of learners can also be mapped to skill levels and Points, Badges, Certificates and Transcripts can be awarded against course-activities, courses, and programmes to boost learner engagements.

Key Programme Differentiators

IIHS is a unique institute in the field of capacity building in India. The six key differentiators of IIHS UPP course from other courses are the interdisciplinary framework of teaching and training, and the ability of IIHS' faculty to bridge practice with research.

Interdisciplinary Framework for Training: The IIHS approach to training and teaching around urban development is unique as it is fundamentally rooted in interdisciplinarity. IIHS creates and delivers content in the core belief that issues around India's human settlements can only be addressed through an integrated and holistic approach which covers all the four layers of human settlements – social, economic, legal and physical. In addition, environmental sustainability is an overarching principle of IIHS research, teaching and practice.

Bridging Research and Practice: IIHS faculty are researchers and practitioners, and use the insights from their fields of work to deliver training and teaching programmes. Through this approach, IIHS faculty are able to effectively translate learning from their practice experience to teaching and training content that satisfies the learning needs of participants more successfully than only theoretical concepts. This teaching method allows for greater reflexive capacity within the participant. Yet at the same time, since IIHS faculty are involved in research around urban development, they are able to co-create conceptual ideas with participants leading to a richer learning experience.

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Interactive Sessions: Approximately half of the programme will consist of lectures and interactions with participants led by IIHS faculty. Many of such sessions will be team-taught, that is, multiple faculty will engage with the participants in class such that they are able to get a richer and more diverse understanding of the conceptual issues at hand in a single session.

Case based teaching: With the objective of developing competencies in the urban, a particular focus will be given to using the case-based learning approach. The cases used in the programme will span across various sectors and will allow learners to apply general principles in actual contexts and learn them not just in abstraction but in actual application. This will build their competency, lead to better knowledge retention and provide participants at all levels an agency in their own learning journey.

Master Classes: The participants will have the opportunity to meet thought-leaders and practitioners from India and across the world, to learn about their work and challenges they face as practitioners in different disciplines and domains of urban practice. The Master Classes will provide a platform to discuss the ethical, political, and material complexities of practicing in Indian cities.

Online learning: IIHS is equipped with instructional designers and digital learning experts, who have immense experience in designing online courses for urban practitioners. The content and design for our online courses considers the cognitive capacity of the learners to ensure long term retention and in-depth understanding of the course material. Further, through the support of our DBL programme the following objectives of online learning are achieved:

- Enrich the experience of learners and participants of various IIHS courses by supplementing classroom sessions with rich multimedia content, both in-class and before and after the class.
- Take the conversations and debates on urban practice, science and studies to a wide audience of academics, students, and practitioners across India and the world, through a combination of standalone MOOCs and blended learning programs.
- Create a rich repository of digital learning assets on urban practice, science and studies, for teachers, learners and researchers.
- Provide learning content from experts in India and from across the world, in multiple languages.
- Enable strong peer-to-peer learning experiences and collaborative problem-solving opportunities around some of the most pressing urban challenges of our age.

Detailed Schedule of the Programme

Day 1: 15th November, 2021

Session No.	Session/ Topic	Brief Description	Session Time
1	Introduction	Introduction to IIHS and Workshop Overview	15 minutes
2	Welcome Session	Welcoming participants and introductions	45 minutes
Break			
3	A Perspective on the Urban India Story	This session will consist of a series of intertwined narratives of different aspects of Indian and global urbanization, with an aim to provide participants an overview of its trends. The session will dwell upon the direction in which urbanisation could be channelled to achieve	1 hr 30 minutes

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		international and national development goals from a social, economic and environmental perspective.	
Lunch Break			
4	Urban Sanitation	This session will focus on issues and challenges related to urban sanitation, outlining the full cycle of a sanitation system, ODF under SBM, GoI. The session will cover the work done for Fecal Sludge Management under the Tamil Nadu Urban Sanitation Support Programme (TNUSSP) Case studies will be used to support discussions on FSM.	1 hour 30 minutes
Break			
5	Water supply	To get an overview of water supply system of a metropolis such as Bengaluru, metering system, leak detection system, monitoring of water supply etc.	1 hour

Day 2: 16th November, 2021

Session No.	Session/ Topic	Brief Description	Session Time
1	Urban Mobility and Transportation Planning	This session will compare and contrast the various modes of mobility that a city administrator can consider as options for their city. Building on more than two decades of experience of the ITDP, this session will cover practical management strategies for enabling safe, inclusive and affordable transportation in cities.	1 hour 30 minutes
Break			
2	Approaching "Housing for All"	This session will outline a "habitation" approach to housing, arguing that the focus must be on secure tenure, adequate services, and integration into mobility and employment rather than just on the housing unit.	1 hour
Lunch Break			
3	Urban Livelihoods	This session will look at the outlook of work and employment in the post Covid Indian city. It will also discuss the subject of informal workers and public health.	1 hour
Break			

4	Solid Waste Management	This session will cover the fundamentals of solid waste management, from laws and policies to methods of scientific disposal. BBMP's successful models will be highlighted through a case study	1 hour 30 minutes
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Day 3: 17th November, 2021

Session No.	Session/ Topic	Brief Description	Session Time
1	Issues in Urban Land Governance-I	The session will be devoted to contemporary issues in land governance, and the debates and efforts centred around lowering transaction costs imposed by poor property records and administration. These debates have focused on the possible routes to better property records— comprehensive record improvement or piecemeal conclusive titling. The session will highlight various efforts being made to construct urban property records in India and improve registration processes.	1 hour 30 minutes
Break			
2	Issues in Urban Land Governance-II	The session focuses on land pooling and other known methods of Land Value Capture (LVC). Several states have initiated land pooling exercises or framed a policy for it, and the session will look at the basic features of land pooling and LVC in India and highlight the initial experiences within the new regulatory environment in real estate being attempted by the RERA Acts.	1 hour
Lunch Break			
3	Panel Discussion + Closing	This interactive session will aim to bring together the key learnings from the 3-day programme. Additional topics that will be taken up in this session will include Climate Change, SDG localization and disaster resilience / response / recovery especially in the post Covid context.	2 hours

Contact Details

Anil Korkishala,
Senior Associate - Urban Practitioners' Programme at IIHS

IIHS Bengaluru City Campus

No. 197/36, 2nd Main Road
Sadashivanagar, Bangalore 560 080. India



+91 9885222350



akorkishala@iihs.ac.in



<http://iihs.co.in/>

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IIHS Bengaluru City Campus

197/36, 2nd Main Road, Sadashivanagar, Bengaluru 560 080. India.
T: +91 80 6760 6666 | F: +91 80 2361 6814

IIHS Chennai

Floor 7A, Chaitanya Exotica, 24/51 Venkatnarayana Road, T Nagar, Chennai
600 017. India. T +91 44 6630 5500/6555 6590

IIHS Delhi

803 Surya Kiran, 19 Kasturba Gandhi Marg, New Delhi 110 001. India.
T: +91 11 4360 2798 | F: +91 11 2332 0477

IIHS Mumbai

Flat No.2, Purnima Building, Patel Compound, 20-C, Napean Sea Road,
Mumbai 400 006. India.
T: +91 22 6525 3874

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INDIAN INSTITUTE FOR
HUMAN SETTLEMENTS

Annexes

Annex 1 A: Infrastructure at IIHS

Main Auditorium

Dimensions	Length in Ft.	Width in Ft.	Total Area in Sq. Ft.
	24.6	34	833
Seating Capacity	Theatre style - 80 Class Room style - 20 Conference style - 20		
AV Facility - Audio, Video and Internet	<ul style="list-style-type: none">> 3 Epson projectors (VGA/HDMI support)> 1 Audio and Video Mixer> 1 Electronic white board and 2 projector screens> 2 conference hall speakers> 2 Wi-Fi collar and handy microphones> 3 desktops or laptops can be connected simultaneously> 1 Microsoft Wi-Fi keyboard and mouse> 1 Logitech presentation clicker> Video conference facility (based on internet speed)> Internet access available for up to 50 people		
Location	Ground floor		

Conference/Seminar Hall 1

Dimensions	Length in Ft.	Width in Ft.	Total Area in Sq. Ft.
	35.3	23	811
Seating Capacity	Theatre style - 30 Conference style - 24		
AV Facility - Audio, Video and Internet	<ul style="list-style-type: none">> 2 Epson projectors (VGA/HDMI support)> 1 Electronic white board and 1 projector screens> 2 conference hall speakers> 2 desktops or laptops can be connected simultaneously> 1 Microsoft Wi-Fi keyboard and mouse> 1 Logitech presentation clicker> Video conference facility (based on internet speed)> Handy microphone> Limited internet access		
Location	Second floor		

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Conference/Seminar Hall 2

Dimensions	Length in Ft.	Width in Ft.	Total Area in Sq. Ft.
	33.4	33.7	1119
Seating Capacity	Theatre style - 72 Class Room style - 40 Conference style - 24		
AV Facility – Audio, Video and Internet	> 2 Epson projectors (VGA/HDMI support) > 1 Electronic white board and 1 projector screen > 2 conference hall speakers > 2 desktops or laptops can be connected simultaneously > 1 Microsoft Wi-Fi keyboard and mouse > 1 Logitech presentation clicker > Video conference facility (based on internet speed) > Handy microphone > Limited internet access		
Location	Third floor		

Supporting Spaces

Area	Measurement			Location
	Length in Ft.	Width in Ft.	Total Area in Sq. Ft.	
Exhibition hall	37.6	21.3	796.9	Ground floor
Deck	16.3	18.4	297.9	Ground floor
Cafeteria	32.1	18.4	601.9	Ground floor

Media Lab Facilities:

- Live streaming (one-camera or two-camera set up)
- Video recording (one-camera or two-camera set up, recorded digitally or on tape)
- Video editing

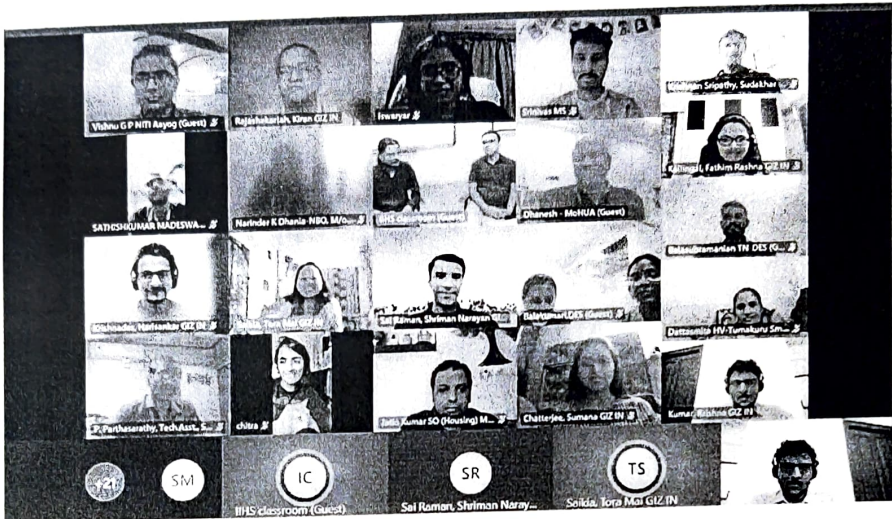
Geospatial Lab Facilities:

- 6 workstations with proprietary and open source GIS software
- More workstations can be added on demand

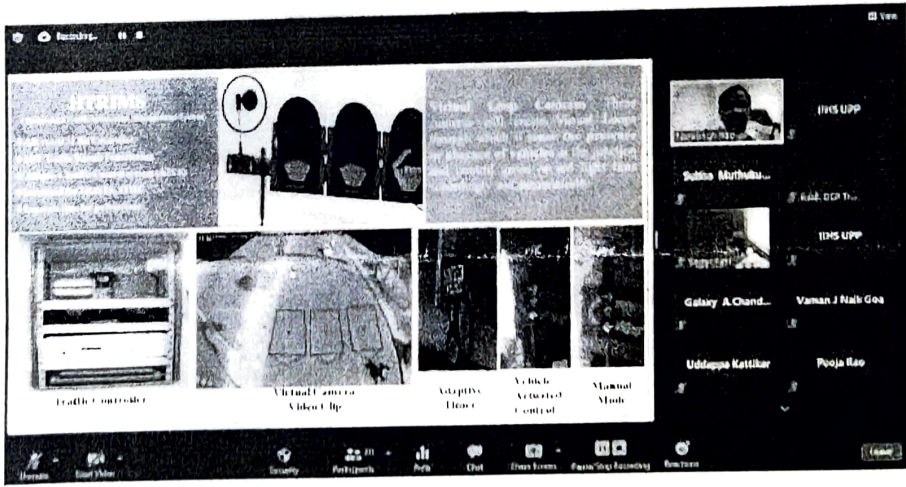
Annex 1 B: Digital Infrastructure at IIHS

Online course held for the advisors of the Atal Bihari Vajpayee Institute of Good Governance and Policy Analysis (AIGGPA)-Bhopal from Bengaluru City Campus

25/9/21



Online course held for the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) on Data Visualisation



Online course held for the Ministry of Road Transport and Highways on Intelligent Transport Systems- Sustainable Mobility