



# **Two-day National Workshop on U-20 Agenda for Municipal Governance**

**(May 2-3, 2023)**

## **REPORT & DRAFT RECOMMENDATIONS**



**Centre for Urban Studies  
(Under the aegis of MoHUA, GoI)  
Indian Institute of Public Administration**

*In partnership with U20 Secretariate*



**National Institute of Urban Affairs  
National Institute of Urban Affairs  
New Delhi**



**Centre for Urban Studies**  
(under the aegis of MoHUA, GoI)  
**Indian Institute of Public Administration**

**Two-day National Workshop on**  
**U-20 Agenda for Municipal Governance**

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**Report**

**Introduction**

Centre for Urban Studies (CUS) at IIPA organised a two-day national workshop on U-20 Agenda for Municipal Governance from May 2-3, 2023. The workshop covered the last three focus areas of U-20 being (i) championing 'Local' identity, (ii) Reinventing framework for urban governance & planning, and (iii) Catalysing Digital Urban Futures whereas first three areas namely (i) environmentally responsible behaviours, (ii) water security and (iii) climate finance were covered by 1<sup>st</sup> workshop on U20 Agenda for Municipal Services held during March 22-24, 2023. The workshop was organised in partnership with NIUA (National Institute of Urban Affairs) the secretariate of U-20. 76 delegates from Urban Local Bodies, state agencies and central agencies participated in the workshop.

The keynote address in the workshop was given by Shri Keshav Verma (IAS-r), Chairman, High Level Committee of Govt. of India on Urban Planning whereas Shri S.N. Tripathi (IAS-r), Director General, IIPA, inaugurated the workshop. Shri Hitesh Vaidya (Director, NIUA), Ms. Parul Agarwal (Country Representative, UNHABITAT, New Delhi), Prof. V.K. Dhar (Former Professor, NIUA), Ms. Vineeta Hariharan (former Consultant, MoMSME, GoI), Prof. Ashok Kumar (SPA, New Delhi), Shri R. Srinivas (Consultant, MoHUA), Dr. Surabhi Pandey (Assistant Professor, IIPA), Experts from CUS/IIPA (Prof. K.K. Pandey, Dr. Kusum Lata, Dr. Sachin Chowdhry & Dr. Amit Kr. Singh) and Ms. Swati Pradhan (Associate, Urban Strategy Unit), Shri

Manpreet Singh (Chief Program Officer, NUDM), Ms. Nikita Madan (Senior Environmental Specialist) from NIUA also addressed the different sessions. The workshop had five technical sessions. Valedictory remarks were given by Dr. D.S. Meshram (President, ITPI). (List of participants and program schedule is enclosed in Annexure-1)



***Inaugural Session of Two-day National Workshop on U-20 Agenda for Municipal Governance (May 2-3, 2023)***



***Plenary Session of Two-day National Workshop on U-20 Agenda for Municipal Governance (May 2-3, 2023)***



***Technical Sessions of Two-day National Workshop on U-20 Agenda for Municipal Governance (May 2-3, 2023)***



***Valedictory Session of Two-day National Workshop on U-20 Agenda for Municipal Governance (May 2-3, 2023)***

## **Draft Recommendations**

1. Due cognizance should be given to ULBs (urban local bodies-city governments) which are mother institution of democratic governance and also provide systematic development of leadership in a bottom-up manner.
2. As Local democracy is the backbone of democratic system, models of local democracy i.e. ward committees, local councils (as operating in Aizawl, Mizoram) should be strengthened.
3. Public awareness and participation should be given specific focus under local democracy within the ambit of city governments.
4. Special drive should be carried out on Minimum Government Maximum Governance to bring Government closer to citizen with periodic campaign:

**Public Darbar Public Ke Dwar** with an agenda to list priorities, identify grievances and feedback on service delivery.

5. Public representatives should be duly placed in the municipal mainstream through knowledge sharing on budget, programme implementation and exposure visits.
6. Take specific measures to adapt water security with mapping of water bodies, development of community structures and conservation plan for recharging and recycling.
7. Promote Local Economic Development Plan (LEDP) at Municipal level. LEDP has to cover eco system for micro-economic plan covering skill, service and specialisation with a view to minimise income disparities, promote job creation and local productivity.
8. Technical skill should be imparted to all concerned municipal employees to make them aware on recent developments.
9. Technically smart municipal employees should be recruited directly from the respective campus as initiated by Ahmedabad Municipal Corporation in early 90's.(it has yielded extremely positive results which are still visible in the revenue surplus nature of ULB)
10. 'Technocrats' should be involved in the senior positions of HoD/CEO/Commissioners of urban institutions.
11. Inter-departmental coordination should be established with a formal mechanism at city level giving central role to the city government as mother institutions.
12. In-house capacity building of elected and not elected functionaries should be taken up under different modes of imparting training.
13. Implementation of Master Plan should duly involve planners in the process of evaluation and feedback for planning.
14. Extra-budgetary resources should be used to enhance the kitty of funds available for Capex and Opex activities at ULB level.

15. Mission Karma Yogi needs to be adapted to develop competency based online/ blended training courses with suitable short-term or long-term module.
16. Real estate advisor should be appointed at municipal level to streamline sectoral follow up.
17. IEC (Information, Education and Communication) should be used intensively to promote digital awareness among all stakeholders in the city.
18. Mobile governance potential should be used fully with various applications for easy access to municipal system.
19. ULB should also have Facebook account to disseminate information and update citizen about ULB activities.
20. Potential of LED sign board should be tapped for Environment friendly and better access to resources, information and minimise leakages on advertisement fee.
21. Digital literacy drive should be launched in each of urban local body.
22. Network of Common Service Centres should be developed across the city to operate as a focal point of all municipal services at grass-root level.
23. System of licensed service provider should be introduced using PPP approach with a robust contract management system within the command of ULB.
24. Unified platform should be created to provide single window approach to facilitate citizen for respective pension/grievance.
25. GIS based unified land information system need to be established at town level.
26. Government land already occupied by ULB without ownership right should be identified for giving rights by higher level of government.
27. Bye-laws and codes should be modified on the basis of current situation.
28. Illegal land sub-division and unauthorised construction should be regularised giving due regard to safe environment and public safety.
29. Create barrier free infrastructure to mainstream physically challenged persons.

30. Apply artificial intelligence in the emerging scenario with suitable adaptation policy at town level.
31. Introduce city to city healthy competition for productivity and safe environment. In this regard create network of associations for city managers, city leaders, ULBs and NGOs/CBOs to bring the stakeholders together for mutual learning and follow-up



## Three-day National Workshop on U-20 Agenda for Municipal Services

(March 22-24, 2023)

### List of Participants

Sl. No.	Name	Designation	Address
1.	Shri S.N. Tripathi, IAS (r)	Director General	Indian Institute of Public Administration, New Delhi
2.	Shri Keshav Varma, IAS (r)	Chairman	High-Level Committee (HLC) on Urban Planning of MoHUA
3.	Shri Hitesh Vaidya	Director	National Institute of Urban Affairs
4.	Dr. D.S. Meshram	President	Institute of Town & Planning, India
5.	Ms. Parul Agarwal	Country Representative	UNHABITAT, New Delhi
6.	Shri R. Srinivas	Consultant	Ministry of Housing & Urban Affairs (MoHUA)
7.	Prof. V.K. Dhar	Former Professor	National Institute of Urban Affairs
8.	Ms. Vineeta Hariharan	Chief of Public Affairs (Communication and Sustainability)	Hindustan Coca Cola Beverages Pvt. Ltd.
9.	Prof. Ashok Kumar	Professor	School of Planning & Architecture, New Delhi
10.	Prof. Suresh Misra	Professor (Public Administration)	Indian Institute of Public Administration, New Delhi
11.	Dr. Sapna Chadah	Associate Professor	Indian Institute of Public Administration, New Delhi
12.	Dr. Mamta Pathania	Assistant Professor	Indian Institute of Public Administration, New Delhi
13.	Dr. Surabhi Pandey	Assistant Professor	Indian Institute of Public Administration, New Delhi
14.	Prof. K.K. Pandey	Professor (Urban Management) & Coordinator (CUS)	Indian Institute of Public Administration, New Delhi
15.	Dr. Kusum Lata	Associate Professor	Indian Institute of Public Administration, New Delhi

Sl. No.	Name	Designation	Address
16.	Dr. Sachin Chowdhry	Associate Professor	Indian Institute of Public Administration, New Delhi
17.	Dr. Amit Kr. Singh	Assistant Professor	Indian Institute of Public Administration, New Delhi
18.	Sh. Junaid Azim Mattu	Mayor	Srinagar Municipal Corporation, J&K
19.	Sh. Mudasir Hussain (JKAS)	Secretary	Srinagar Municipal Corporation, J&K
20.	Mr. Irshad Ahmad Wani	President	Municipal Committee Hajin, J&K
21.	Mr. Masroor Ahmad Banda	President	Municipal Committee Handwara, J&K
22.	Ms. Masrat Nisar Kar	President	Municipal Committee Sopore, J&K
23.	Mr. Sofi Arfat	President	Municipal Committee Aishmuqam, J&K
24.	Mr. Tawseef Raina	President	Municipal Committee Baramulla, J&K
25.	Mr. Muneeb Ahmad	President	Municipal Committee Kulgam, J&K
26.	Mr. Mohammad Irfan Wani	Executive Officer	Municipal Committee Devsar, J&K
27.	Mr. Mir Tafveez Mehmood	Executive Officer	Municipal Committee Pahalgam, J&K
28.	Mr. Nazir Ahmad Dar	Executive Officer	Municipal Committee Budgam, J&K
29.	Sh. Kamal Kishore	Building Officer (Asstt Town Planner)	Jammu Municipal Corporation, J&K
30.	Sh. Ravinder Kumar	Assistant Town Planner	TPO, Jammu, J&K
31.	Sh. Chetan Khajuria	Planning Assistant	TPO, Jammu, J&K
32.	Smt. Rajdeep Kaur	Assistant Town Planner	Department of Local Government, Punjab
33.	Sh. Sushil Kumar	Urban Planner	Municipal Corporation Bathinda, Punjab
34.	Sh. Nukul Sodhi	Program Fellow (e-Governance)	Punjab Municipal Infrastructure Development Company
35.	Ms. Bhawna	Municipal Executive Officer	Mansi Nagar Panchayat, Khagaria, Bihar
36.	Sh. Nikhil Kumar	Municipal Executive Officer	Garhani Nagar Panchayat, Bhojpur, Bihar
37.	Sh. Mukul Gupta	Additional Commissioner	Nagar Nigam Gwalior, Madhya Pradesh

Sl. No.	Name	Designation	Address
38.	Shri Bhupendra Singh Manware	Executive Engineer In-charge	Municipal Corporation Chhindwara, Madhya Pradesh
39.	Shri Manoj Shrivastava	Deputy Commissioner	Municipal Corporation Jabalpur, Madhya Pradesh
40.	Shri H.R. Pandey	प्र० कार्यपालन यंत्री	Municipal Corporation Khandwa, Madhya Pradesh
41.	Shri Sanjay Geetey	प्र० स्वास्थ्य अधिकारी	Municipal Corporation Khandwa, Madhya Pradesh
42.	Ms. Asima Tirkey		Municipal Corporation Sagar, Madhya Pradesh
43.	Smt. Kausar Firdos	ACA (NZ & Narela)	Delhi Development Authority
44.	Sh. Hemant Verma	Sr. Arch (SZ)	Delhi Development Authority
45.	Smt. Shabnam Bhardwaj	Sr. Arch. (Rohini)	Delhi Development Authority
46.	Smt. Paromita Roy	Sr. Arch. (Dwarka)	Delhi Development Authority
47.	Dr. Meena Vidhani	Director (Planning) UC & Zone J	Delhi Development Authority
48.	Sh. Subodh Gupta	Assistant Engineer (Civil)	New Delhi Municipal Council
49.	Sh. Mukesh Kumar	Assistant Engineer (Civil)	New Delhi Municipal Council
50.	Ms. Anshu Gupta	Dy. Architect	New Delhi Municipal Council
51.	Shri N.C. Meena	Superintendent Engineer, Central Zone	Municipal Corporation of Delhi
52.	Mr. Nagendra Singh Maghav	Assistant Architect	New Delhi Municipal Council
53.	Shri Arun Kakria	Assistant Engineer	Municipal Corporation of Delhi
54.	Shri Sanjeev Mudgal	Executive Engineer	Municipal Corporation of Delhi
55.	Shri Rajesh Rohila	Assistant Engineer, CNZ	Municipal Corporation of Delhi
56.	Ms. Anjali Pancholy	Associate Town & Country Planner	Town & Country Planning Organisation, New Delhi
57.	Mrs. Abha Agarwal	Associate Town & Country Planner	Town & Country Planning Organisation, New Delhi
58.	Shri Nitin Kumar Azad	Assistant Town & Country Planner	Town & Country Planning Organisation, New Delhi

Sl. No.	Name	Designation	Address
59.	Ms. Gunjan Razdan	Executive Officer	Population Services International, India
60.	Shri Ravi Shankal Bhushan	Executive Officer	Population Services International, India
61.	Shri Sanjeev Srivastava	Executive Officer	Population Services International, India
62.	Ms. Swati Pradhan	Associate, Urban Strategy Unit	National Institute of Urban Affairs
63.	Shri Manpreet Singh	Chief Program Officer (NUDM)	National Institute of Urban Affairs
64.	Ms. Nikita Madan	Senior Environmental Specialist	National Institute of Urban Affairs
65.	Ms. Nimisha Jha	Associate	National Institute of Urban Affairs
66.	Sh. Kapil Kumar	Associate	National Institute of Urban Affairs
67.	Ms. Anushkriti	Program Associate	National Institute of Urban Affairs
68.	Sh. Apoorv Agrawal	Fellow	National Institute of Urban Affairs
69.	Ms. Akarasha Jamuar	Fellow	National Institute of Urban Affairs
70.	Ms. Kaveri Bahure	Associate	National Institute of Urban Affairs
71.	Sh. Sundus Usmani	Associate	National Institute of Urban Affairs
72.	Ms. Radhika Sarada	Young Professional	High Level Committee of Urban Planning, MoHUA
73.	Ms. Ananya Singh	Young Professional	High Level Committee of Urban Planning, MoHUA
74.	Shri Anand Singh	Research Associate	Indian Institute of Public Administration, New Delhi
75.	Shri Vikas	Training Assistant	Indian Institute of Public Administration, New Delhi
76.	Ms. Mansi Bhasin	Research Officer	Indian Institute of Public Administration, New Delhi

# Two-day National Workshop on U-20 Agenda for Municipal Governance

(May 2-3, 2023)

*Venue: IIPA Main Building*

## Objectives

- i) Identify institutions and instruments promoting Institutional frame-work local democracy in urban areas.
- ii) Examine rationalization of regulatory framework for participatory, environment friendly and productive urban development.
- iii) Evaluate programme/scheme on (i) and (ii) above at ULB level.
- iv) Prepare recommendations for U-20 Agenda on municipal governance for wider deliberation and dissemination.

## Programme Schedule

Time	Session	Guest/Resource Person
<b>Day-1: Tuesday (02.05.2023)</b>		
<b>Inaugural and Introduction to U-20 and Municipal Governance in India</b> (Venue: TNC, 2 <sup>nd</sup> Floor)		
1000-1140	About the Programme	Prof. K.K. Pandey Coordinator, CUS IIPA
	Introductory Remarks	Shri S.N. Tripathi, IAS (r) Director General, IIPA
	Brief on G20	Dr. Kusum Lata Faculty, CUS/IIPA
	First Workshop	Dr. Amit Kr. Singh Faculty, CUS/IIPA
	U20	Ms. Swati Pradhan Associate, Urban Strategy Unit, NIUA
	Programme Schedule	Dr. Sachin Chowdhry Faculty, CUS/IIPA
1140-1200	<b>High Tea</b>	

<b>Day 1 - Technical Session-1: Global Agenda on Municipal Governance</b> (Venue: TNC Hall, 2 <sup>nd</sup> Floor)		
1200-1300	About the workshop	Prof. K.K. Pandey Professor, IIPA
	Key Initiatives on Municipal Governance	Shri Hitesh Vaidya, Director, NIUA
	UN Agenda on Municipal Governance	Ms. Parul Agarwal Country Representative, UNHABITAT, New Delhi
	Presidential Address	Shri Keshav Varma, IAS (r) Chairman, High-Level Committee (HLC) on Urban Planning of MoHUA
1300-1400	<b>Lunch</b>	
<b>Day 1 - Technical Session-2: Urban Governance and Local Democracy</b> (Venue: TNC Hall, 2 <sup>nd</sup> Floor)		
1400-1520	Citizen Centric Service Delivery	Dr. Sachin Chowdhry Associate Professor, IIPA
	Local Democracy Perspective	Shri R. Srinivas, Consultant, MoHUA
	Local Councils in Aizawl-A fourth tier of Governance	Prof. K.K. Pandey Professor, IIPA
1520-1540	<b>Tea</b>	
<b>Day 1 - Technical Session-3: e-Governance Perspective</b> (Venue: TNC Hall, 2 <sup>nd</sup> Floor)		
1540-1700	National Urban Digital Mission	Shri Manpreet Singh Chief Program Officer (NUDM), NIUA
	Cyber Security for Digital Governance	Dr. Surabhi Pandey, Assistant Professor, IIPA
	m-Governance in Cities	Prof. V.K. Dhar Former Professor, NIUA

<b>Day-2: Wednesday (03.05.2023)</b>		
<b>Day 2 - Technical Session-4: Complimentary Role of Urban and Rural Areas</b> (Venue: TNC Hall, 2nd Floor)		
1000-1120	Rurban Development - Perspectives	Ms. Vineeta Hariharan Chief of Public Affairs, Communication and Sustainability, HCCB
	Rural Urban Coordination in Regional Development	Prof. Ashok Kumar Professor, SPA, New Delhi
	General perspective	Dr. Amit Kr. Singh Assistant Professor, IIPA
1120-1140	<b>Tea</b>	
<b>Day 2 - Technical Session-5: Regulations for Urban Environmental Protection and Productivity</b> (Venue: TNC Hall, 2nd Floor)		
1140-1300	Regulations for Climate Change	Dr. Kusum Lata Associate Professor, IIPA
	Issues and Strategy for Urban Environmental Protection	Ms. Nikita Madan Senior Environmental Specialist, NIUA
1300-1400	<b>Lunch</b>	
1400-1520	<b>Working Session on Recommendation for U-20 Agenda on Municipal Services - Group Work</b>	
<b>Valedictory Session</b> (Venue: TNC Hall, 2nd Floor)		
1540-1700	Recommendation for U-20 Agenda on Municipal Governance	Participants
	Feedback on Recommendations	Coordination Team
	Valedictory Remarks	Dr. D.S. Meshram President, ITPI
	Vote of Thanks	Dr. Amit Kr. Singh Faculty, CUS/IIPA