



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

(March 22-24, 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



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Indian Institute of Public Administration**

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U-20 Agenda for Municipal Services**

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Report

Introduction

Centre for Urban Studies (CUS) at IIPA organised a three-day national workshop on U-20 Agenda for Municipal Services from March 22-24, 2023 to prepare draft recommendations for further deliberations and dissemination. The workshop was joined by distinguished experts as panelists and participants to cover three of the six focus areas of U20 namely (i) environmentally responsible behaviours, (ii) water security and (iii) climate finance.

Key note address in the workshop was delivered by Dr. David Dodman, Secretary Drafting Committee of IPCC (International Panel on Climate Change) and General Director, Institute for Housing and Urban Development Studies, Erassmas University, Rotterdam, the Netherlands. In addition, a presentation on climate Smart Delivery of Urban Services giving key features of initiatives taken up under smart Cities Mission of GoI was also made by Shri Nilesh Rajadhyaksh of NIUA.

Other experts participating in the workshop included Shri Puskal Upadhyay (Financial Advisor, New Delhi Municipal Committee on River Cities), Dr. Meenakshi Dhote (Professor, SPA Delhi on Pollution control), Er. Sanjeev Sarma (former Chief HUDCO on drainage and related issues), Er.(Shri) Rajiv Sharma (General Manager, HUDCO on Innovative Projects), Experts from CUS/IIPA (Prof. K.K. Pandeyon c&d waste and decentralised waste management , Dr. Kusum Lata on environment friendly

planning, Dr. Sachin Chowdhry on Service Delivery & Dr. Amit Kr. Singh on community mobilisation for services) and National Institute of Urban Affairs (Ms Anusha Mishra, Senior Associate, Mr. Nilesh Prakash Rajadhyaksha, Head U20 Technical Secretariat, Shri Sarath Babu M G, Lead - C Cube, Shri Rahul Sachdeva, Sr. Program Manager, Shri Naim Keruwala, Program Director – CITIIS, Ms. Paramita Datta Dey, Program Lead). 67 professionals and practitioners participated in the workshop from national level, state and local agencies. (List of participants and program schedule is enclosed in Annexure-1)



Inaugural Session of Three-day National Workshop on U-20 Agenda for Municipal Services (March 22-24, 2023)



Plenary Session of Three-day National Workshop on U-20 Agenda for Municipal Services (March 22-24, 2023)



Technical Sessions of Three-day National Workshop on U-20 Agenda for Municipal Services (March 22-24, 2023)



Valedictory Session of Three-day National Workshop on U-20 Agenda for Municipal Services (March 22-24, 2023)

Draft Recommendations

1. Role of municipal services should be duly recognised to promote environmental sustainability, productivity, quality of life and inclusive urban development.
2. Good practices in the delivery of municipal services as applied among U20 countries and elsewhere should be documented, disseminated and adapted widely among G20 nations with a wider cooperation and follow-up agenda.
3. Engage emerging leaderships in elected bodies and bureaucracy on U-20 priority areas to build awareness among people and political economy on sustainable delivery of municipal services.
4. Integrate delivery of municipal services with mission LIFE initiated by Hon'ble Prime Minister of India during CoP-26 in November, 2021 with focus on recycling of Garbage and Kitchen Waste, e-Waste and efficient use of energy.

5. Demographic pressure and Economic growth need to be given due cognizance for climate smart delivery of urban services with a focus on Race to Zero and other areas of emphases from COP 26 and 27 including Interim Agenda of 2030.
6. Planning for urban services and infrastructure should be carried out in a realistic, cost effective, user-friendly manner.
7. Unfinished agenda of 74th CAA in terms of devolution of powers and functions should take up at policy, planning & implementation level on each of the priority areas of U-20.
8. Coordination between elected and executive wing in city government should be promoted along with due exposure on climate issues.
9. Municipal Cadre should be developed to minimise dependence on employee on deputation and develop institutional memory and continuity.
10. Build strong social cohesiveness, support system & awareness to effectively deal with extreme climate related shocks. Community structures in the form of Resident Welfare Associations, Area Committees, Local Councils (Aizawl, Mizoram) and ward committees (Bengaluru) need to be promoted in this regard.
11. Development of green-blue infrastructure as recently included in the Master Plan of Delhi 2042 need to be adapted to conserve water, develop greenery (urban forests), segregate and minimise waste going to dumping sites etc. It includes: Water security Conservation of Lakes, Rain water harvesting, plantation drive, Urban Forests etc.
12. Climate Smart Cities Assessment Framework (CSCAF) adapted in Smart Cities Mission of India along with its five focus areas and twenty-eight indicators should be disseminated among member countries and elsewhere. Follow up of CSCAF covering good practices and city level plans should also be adapted by cities and city regions across the G20.

13. AQI (Air Quality Index) designed, developed and delivered by Government of India-Ministry of environment and CPCB (Central Pollution Control Board) and other climate related data should be maintained to improve climate response.
14. Stringent water regulation on treatment/conservation of water and water bodies should prepared and enforced.
15. The disaster management should be integral part of urban planning and governance to address both man-made and natural disaster effectively at city level.
16. Emerging bond market with recent India examples of Pune, Indore, Ghaziabad, Lucknow need to be widely replicated with necessary reforms in financial management and resource mobilisation.
17. Rivers are lifeline of cities. Accordingly urban agenda should minimise pollution of rivers from city waste and generate wider awareness among citizen including children.
18. Urban River Management Plan (URMP)- a recent Indian model particularly with reference to River City Alliance - A new paradigm (NIUA + NMNG) should be deliberated further and adapted.
19. River trusts 2021 approach as the association of river trusts with 60+ member trusts. should be encouraged and adapted elsewhere.
20. The ODF (Open Defecation Free) facility which has been successfully applied under Swachh Bharat mission needs further inputs on suitable scientific cleaning. Two-pits should be encouraged and connected to with sewage lines.
21. Integrated waste management plan at different levels –City, Zone, Ward and neighbourhood need to be prepared to develop links and connectivity with solid and liquid waste management.
22. Drainage plan for cities should be prepared combining proper linkages with source and disposal of water.

23. Effective contract management and benchmarking of services should be introduced in line with recent innovations to improve project development and delivery.
24. Partnership projects including Hybrid Annuity Model should be used to Sewage treatment and other suitable projects to mobilise funds and management responsibility.
25. Suitable follow up to raise Green Municipal Bonds and municipal bonds (both general obligation and revenue bonds) needs to be taken to improve liquidity of climate finance and achieve targets in a time bound manner.
26. Double entry Accounting System should be put to use for municipal finance effectively to carryout ratio analyses, asset management, and rating to demonstrate creditworthiness of cities in line with practices on Indian cases of municipal bonds.
27. Participatory budgeting should be introduced among city governments to prepare realistic budget and raise investible funds.
28. Energy and environment audit should be introduced at city government level in a comprehensive manner linking community, ward, zone and city level services under the respective audit.
29. Conventional sources of climate finance i.e. municipal tax and non-tax sources should be strengthened for better liquidity and buoyancy.
30. Separate budget head should be included on environment and disaster management related actions.
31. Regional approach on planning and financing of municipals services which overlap from one administrative city to other in a region as suggested by XV National Finance Commission of India (2021-2027) should be widely adapted.

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

(March 22-24, 2023)

List of Participants

SL. NO.	NAME	DESIGNATION	ADDRESS
1.	A.K. SEN	JOINT GENERAL MANAGER	HUDCO
2.	AKARSHA JAMUAR	INTERN	NATIONAL INSTITUTE OF URBAN AFFAIRS
3.	AMIT KR. SINGH	FACULTY	CUS/IIPA
4.	ANJALI PANCHOLY	ASSOCIATE TOWN AND COUNTRY PLANNER	TOWN AND COUNTRY PLANNING ORGANISATION
5.	ANJUM KHAN	ASSISTANT DIRECTOR	DDA
6.	ANKUR TIWARI	SCIENTIST 'D'	CPCB
7.	ANUJ KUMAR	ASSISTANT ENGINEER	GHAZIABAD DEVELOPMENT AUTHORITY
8.	ANUSHA MISHRA	SENIOR ASSOCIATE	NIUA
9.	ANUSHA MISHRA	SENIOR ASSOCIATE	NIUA
10.	APOORV AGRAWAL	RESEARCH SCHOLAR	NIUA
11.	ARVIND KUMAR SAHNI	RESEARCH SCHOLAR	DU
12.	BHARAT KUMAR MISHRA	ASSISTANT ENGINEER	NDMC: DELHI
13.	BHUPENDRA SINGH	RESEARCH SCHOLAR	SBSEC
14.	DAVID DODMAN	GENERAL DIRECTOR	IHS, ROTTERDAM, NETHERLANDS
15.	CHANDRA KANT DIXIT	SCIENTIST 'C'	CPCB
16.	GEETIKA	STUDENT	SHAHEED BHAGAT SINGH

17.	GOVIND	RESEARCH SCHOLAR	IGNVE
18.	HARISH KUMAR	RESEARCH SCHOLAR	DSE
19.	HARPREET SINGH	PENSION	MCD AMRITSAR
20.	HARSH SHAH		PWC
21.	JAGDEEP KUMAR KAPOOR	ASSOCIATE TOWN AND COUNTRY PLANNER	TCPO: MOHUA
22.	JASMINE BIMRA MALLICK	ASSISTANT TOWN & COUNTRY PLANNER	TOWN AND COUNTRY PLANNING ORGANISATION
23.	K.K. PANDEY	COORDINATOR	CUS, IIPA
24.	KANAK TIWARI	PROGRAM DIRECTOR	NIUA
25.	KAVERI BAHURE	PROGRAM ASSISTANT	NIUA
26.	KUSUM LATA	FACULTY	CUS/IIPA
27.	M.P. MATHUR	FORMER PROFESSOR	NIUA
28.	MANSI BHASIN	RESEARCH OFFICER	IIPA
29.	MEENAKSHI DHOTE	PROFESSOR	SPA
30.	MOHAMMAD ZAID	ASSISTANT DIRECTOR	DDA
31.	MOUSHILA DE	PHD RESEARCH SCHOLAR	SCHOOL OF PLANNING AND ARCHITECTURE
32.	N.K SINGH	AIR COMMODORE	INDIAN AIR FORCE, DELHI
33.	N.P. SINGH	FACULTY	SBSE COLLEGE
34.	NAIM KERUWALA	PROGRAM DIRECTOR - CITIIS	NIUA
35.	NEMI CHAND MEENA	SUPERINTENDENT ENGINEER	MCD
36.	NIKHAT FATIMA	PLANNING ASSISTANT	DDA
37.	NILESH PRAKASH RAJADHYAKSHA	HEAD U20 TECHNICAL SECRETARIAT	NIUA
38.	NIRALEE VERMA	SCIENTIST 'C'	CENTRAL POLLUTION CONTROL BOARD

39.	NIRANJAN SINGH DABODIA	EXECUTIVE ENGINEER	DEMS, MCD
40.	PANKAJ KUMAR BANSAL	A.E. (CIVIL)	NDMC, DELHI
41.	PARAMITA DATTA DEY	PROGRAM LEAD	NIUA
42.	PARESH KUMAR DURIA	TOWN AND COUNTRY PLANNER	TOWN AND PLANNING ORGRANISATION
43.	PRABUDH RAJ SINGH	ASSISTANT ENGINEER	GHAZIABAD DEVELOPMENT AUTHORITY
44.	PRAMOD SHARMA	NODAL OFFICER	NDMC, DELHI
45.	PRASHANT BALIYAN	JUNIOR ENGINEER	SDMC, DELHI
46.	PUSKAL UPADHYAY	FINANCIAL ADVISOR	NDMC, DELHI
47.	RADHIKA MODI	RESEARCHER	SPA, NEW DELHI
48.	RAHUL SACHDEVA	SR. PROGRAM MANAGER	NIUA, NEW DELHI
49.	RAJIV SHARMA	GENERAL MANAGER	HUDCO
50.	ROHIT MEHROTRA	BRIGADIER	INDIAN ARMY
51.	ROHIT OJHA	RESEARCH SCHOLAR	DELHI UNIVERSITY
52.	S.N. PANDEY	FORMER VICE CHANCELLOR	IGTMS UNIV. ARUNACHAL PRADESH
53.	S.N. TRIPATHI IAS (R)	DIRECTOR GENERAL	IIPA
54.	SACHIN CHOWDHRY	FACULTY	CUS/IIPA
55.	SAHIL HASTIR	I.T. PROFESSIONAL	MUNICIPAL CORPORATION
56.	SANJEEV KUMAR JHA	RESEARCH SCHOLAR	DELHI UNIVERSITY
57.	SANJIB SARMA	FORMER FACULTY	HSMI
58.	SARATH BABU M.G.	LEAD C-CUBE	NIUA
59.	SHAHZAD AHMAD ANSARI	EXECUTIVE ENGINEER	MCD, EMS
60.	SHALU SAPNANI	RESEARCH SCHOLAR	ISPP

61.	SHILPA SHARMA	JUNIOR RESEARCHER	SCHOOL OF PLANNING AND ARCHITECTURE
62.	SHIVAM TANDON	RESEARCH SCHOLAR	ISPP
63.	SHUBHAM KUMAR	PLANNING ASSISTANT	DDA
64.	UTTKARSH KAPOOR	STUDENT	SBSEC
65.	V.K. DHAR	FORMER PROFESSOR	NIUA
66.	VIVEK GARG	ASSISTANT ARCHITECT	DEPT. OF ARCHITECTURE & ENVIRONMENT
67.	YOGENDER SINGH	FORMER DIRECTOR	MOHUA AND CURRENTLY COMMISSIONER, CBITC

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

(March 22-24, 2023)

Venue: IIPA Main Building

Objectives

- i) Identify Institutional frame-work dealing with climate smart delivery of urban services
- ii) Examine key initiatives involving ULBs on climate agenda
- iii) Evaluate programme and scheme implemented by ULBs
- iv) Prepare Recommendation for U-20 Agenda on Municipal Services

Tentative Programme Schedule

Time	Session	Guest/Resource Person
Day-1: Wednesday (22.03.2023)		
1000-1140	Inaugural and Introduction to U-20 and Municipal Services in India	Prof. K.K. Pandey Coordinator, CUS IIPA Dr. Kusum Lata Faculty, CUS/IIPA Dr. Sachin Chowdhry Faculty, CUS/IIPA Dr. Amit Kr. Singh Faculty, CUS/IIPA Ms Anusha Mishra Senior Associate, NIUA
1140-1200	High Tea	
Day 1 - Technical Session-1: Municipal Services and Climate Change (Venue: TNC Hall, 2nd Floor)		
1200-1315	Welcome Remarks	Shri S.N. Tripathi IAS (r) Director General, IIPA
	Climate Smart Delivery of Municipal Services	Mr. Nilesh Prakash Rajadhyaksha Head U20 Technical Secretariat, NIUA
	Key Note Address	Dr. David Dodman General Director, IHS Rotterdam, Netherlands
	Vote of Thanks	Shri Amitabh Ranjan Registrar, IIPA
1315-1400	Lunch	

Day 1 - Technical Session-2: Global Agenda for Municipal Services (Venue: Sarthak Hall, 1 st Floor)		
1400-1520	Habitat Agenda for Municipal Services	Prof. K.K. Pandey Coordinator, CUS/IIPA
	Race to Zero	Shri Sarath Babu M G Lead - C Cube, NIUA
1520-1540	Tea	
Day 1 - Technical Session-3: Water Security (Venue: Sarthak Hall, 1 st Floor)		
1540-1700	Context Setting	Shri Rahul Sachdeva Sr. Program Manager, NIUA
	Emerging Initiative	Prof. V.K. Dhar Former Professor, NIUA
	Community Mobilisation for Water Resources	Dr. Amit Kr. Singh Faculty, CUS/IIPA
Day-2: Thursday (23.03.2023)		
Day 2 - Technical Session-4: Institutional Arrangements for Municipal Services (Venue: Sarthak Hall, 1 st Floor)		
1000-1120	Institutional Arrangements	Prof. M.P. Mathur Former Professor, NIUA
	Coordination Issues	Shri Yogender Singh Former Director, MoHUA and currently Commissioner, CBITC
	Service Delivery	Dr. Sachin Chowdhry Faculty, CUS/IIPA
1120-1140	Tea	
Day 2 - Technical Session-5: Municipal Role in Pollution Abatement (Venue: Sarthak Hall, 1 st Floor)		
1140-1300	Urban Pollution	Prof. (Dr) Meenakshi Dhote Professor, SPA
	River Friendly Cities	Shri Puskal Upadhyay Financial Advisor, NDMC
	Sustainable ODF Cities	Prof. Sanjib Sarma Former Faculty, HSMI
1300-1400	Lunch	
Day 2 - Technical Session-6: Climate Finance for Municipal Services (Venue: Sarthak Hall, 1 st Floor)		
1400-1520	Innovative Projects	Shri Rajiv Sharma General Manager, HUDCO
	Green Financing & Green Bonds	Shri Naim Keruwala Program Director - CITIIS, NIUA
1520-1540	Tea	

1540-1700	Working Session on Recommendation for U-20 Agenda on Municipal Services - Group Work	
Day-3: Friday (24.03.2023)		
Day 3 - Technical Session-7: Waste Management (Venue: Sarthak Hall, 1 st Floor)		
1000-1120	Decentralized Waste Management	Ms. Paramita Datta Dey Program Lead, NIUA
	C&D Waste	Prof. K.K. Pandey Coordinator, CUS IIPA
1120-1140	Tea	
Day 3 - Technical Session-8: Environmentally Responsible Behaviour (Venue: Sarthak Hall, 1 st Floor)		
1140-1300	Indian Values for Environment	Dr. S.N. Pandey Former Vice Chancellor, IGTMS Univ. Arunachal Pradesh
	Awareness on Sustainable Municipal Services	Dr. A.K. Sen Joint General Manager, HUDCO
	Strategic Environmental Planning	Dr. Kusum Lata Faculty, CUS/IIPA
1300-1400	Lunch	
Valedictory Session (Venue: Sarthak Hall, 1 st Floor)		
1400-1430	Recommendation for U-20 Agenda on Municipal Services	Participants
1430-1530	Feedback on Recommendations	Coordination Team
	Valedictory Remarks	Shri S.N. Tripathi IAS (r) Director General, IIPA
	Vote of Thanks	Dr. Kusum Lata Faculty, CUS/IIPA