

**Toolkit for Financial Support for  
Comprehensive Capacity Building for Improved Urban  
Governance & Poverty Alleviation**

**1. Introduction**

1.1 This Toolkit is divided into three parts. Part-A explains the rationale and the broad areas of capacity building needs at city level, Part-B explains the expectation of the Centre on the process to be adopted by the State/UT in preparing and submitting a proposal and Part-C details the indicative financial support envisaged for the various activities detailed here. Financial Assistance would be released based on submission, appraisal and sanction by the Central Sanctioning & Monitoring Committee (BSUP).

**Part A**

**2 The JNNURM & City Governance.**

2.1 The Jawaharlal Nehru National Urban Renewal Mission (JNNURM) has been launched to address the issues of urban infrastructure, basic services to the urban poor and civic governance with focus on reforms in the Municipalities.

2.2 It envisages the following outcomes at the end of the Mission period by the Urban Local Bodies:

- Modern and transparent budgeting, accounting, financial management systems, designed and adopted for all urban services and governance functions;
- City-wide framework for planning and governance will be established and become operational;
- All urban poor people will have access to a basic level of civic services;
- Financially self-sustaining agencies for urban governance and service delivery will be established, through reforms to major revenue instruments;
- Local services and governance will be conducted in a manner that is transparent and accountable to citizens;
- e-Governance applications will be introduced in core functions of ULBs resulting in reduced cost and time of service delivery processes.

2.3. The key reforms of JNNURM, among other things, require the implementation of the Constitution (74<sup>th</sup> Amendment) Act 1992 and enactment of

Public Disclosure and Community Participation Laws. JNNURM emphasizes the strengthening of Urban Local Bodies and community structures and participation of the urban community, especially the poor in decision-making and programme implementation. Specifically linked to the Basic Services to Urban Poor (BSUP) and Integrated Housing & Slum Development Programme (IHSDP) components of JNNURM, the following are the key reforms in areas of pro-poor governance:

- Internal earmarking within local body budgets for basic services to the urban poor;
- Implementation of 7-Point Charter, i.e. provision of basic services to urban poor including security of tenure at affordable prices, improved housing, water supply, sanitation and ensuring the delivery of already existing universal services of the Government for education, health and social security within the Mission period as per agreed timelines;
- Earmarking at least 20-25% of developed land in all housing projects (both public and private Agencies) for EWS/LIG category with a system of cross-subsidization.

2.4 JNNURM contemplates that cities develop planned urban perspective frameworks for a period of 20-25 years (with 5-yearly updates) indicating policies, programmes and strategies of meeting fund requirements and follow up this perspective plan by Development Plans, integrating land use with services, urban transport and environment management for every five-year plan period.

### **3. Capacity Building of Municipalities**

3.1 Four years of implementation of JNNURM reveals that capacities of the Community, Urban Local Body/Implementing Agency and State Nodal Agency are major constraints to the preparation and implementation of inclusive CDPs, DPRs and the JNNURM Reform Agenda. Hence it is considered expedient to support States/UTs/ULBs under JNNURM and other programmes to undertake comprehensive measures for building and/or improving capacity for policy-making and programme implementation.

### **4. Objectives**

4.1 The proposed Comprehensive Capacity Building Programme for Improved Urban Governance & Poverty Alleviation aims at the following:

- Develop institutional capacity for pro-poor governance at State and ULB levels to promote inclusive growth planning and inclusive city development with people placed at the centre;

- Improve human resource capacity to enhance efficiency in civic administration for planned and inclusive spatial and socio-economic development of cities and for effective delivery of essential civic services;
- Enhance sensitivity and focus on issues and concerns of the poor and marginalized sections of society and include them in the process of urban planning and development, employment generation and economic growth;
- Effectively implement projects and reforms under JNNURM and programmes such as Swarna Jayanti Shahari Rozgar Yojana (SJSRY) in convergence with other initiatives launched by the Central, State and Local Governments;
- Facilitate institutional arrangements and capacity creation to enable the community, especially the poor to participate in the developmental processes as partners and not merely beneficiaries.

4.2 The Programme also seeks to create or enhance the capacity of resource centres at community/city/State levels and research and training institutions which can aid the process of institutional development and human resource capacity building for improved urban governance and poverty alleviation.

## 5. Key Capacity Building Needs

5.1 Key activities that can be taken up under the Comprehensive Capacity Building Programme for Improved Urban Governance & Poverty Alleviation include the following:

- Preparing City Development Plans (CDPs) with focus on slums and the urban poor and Detailed Project Reports (DPRs), undertaking environmental, social and economic analysis of projects, planning, formulating, implementing, monitoring and evaluating projects, mobilizing resources, undertaking capital budgeting, outlay-outcome tracking, gender budgeting, etc.
- Adopting appropriate disaster-resistant and cost-effective technologies and implementation mechanisms that promote community participation and environmental sustainability;
- Providing knowledge support to the stakeholders on the latest innovations, tools, best practices and IT-enabled services that promote effective and efficient delivery of services, monitoring and MIS;
- Management and leadership development, with sensitization of key stakeholders to the needs of the urban poor and socially disadvantaged, managing change, building change management capacity and enabling change to happen in the State Governments and Municipalities without resistance;

- Improving governance including transparency and accountability - implementing the Right to Information Act 2005 with a view to empowering the common man to exercise vigilance over the functioning of public authorities, undertaking social audit of JNNURM and other programmes, demanding performance and openness and facilitating pro-poor, accountable and inclusive governance; and
- Increasing awareness and understanding about key programmes such as JNNURM and SJSRY by mobilizing and empowering the community with capacity building of Community-Based Organizations, Neighborhood and Self-Help Groups, Community Development Societies, other Civil Society Organizations, including NGOs and strengthening the Voice of the Poor.

## 6. State Urban Resource Centre

Every State/UT would need to identify a nodal agency /organisation/department that will coordinate the whole exercise in connection with the preparation and implementation of Comprehensive Capacity Building Programme for Improved Urban Governance & Poverty Alleviation at the State/UT and ULB levels. The capacity of this organisation would need to be developed first so that it could also act as a catalyst for improving capacity at the city and community levels. The State/UT could of course engage a National Resource Centre/Agency to undertake this task. It could also use the Centre/Agency to prepare a State level agency (or a Cell in an existing resource institution) that can eventually take over as a proper State Resource & Training Centre (SRTC).

## 7. City/Community Resource Centres

While there are a large number of resource institutions at the national and state levels catering to the capacity development requirements of various stakeholders, the need for attending to capacity building at the city/community level has remained largely unattended. Hence, the Comprehensive Capacity Building Programme for Improved Urban Governance and Poverty Alleviation provides for establishment of Resource Centres at city and community levels with the close involvement of the Urban Local Bodies concerned. These institutions, to be called Urban Resource Centres (URCs), will be expected to develop and nurture the human and knowledge resource base to support capacity building for improved city governance on a continuous basis, with an emphasis on increasing access of the urban poor to basic services and create space for their participation in the developmental process.

## 8. Methodology for Capacity Building

The following broad methodology for capacity building at various levels is recommended:

- a. Identification of a nodal agency/organisation/department (with a State Nodal Officer) that will coordinate the whole exercise of preparation and implementation of Comprehensive Capacity Building Programme for Improved Urban Governance & Poverty Alleviation;
- b. Identification of one or more Resource Centres at the State/UT level to be promoted so as to eventually act as a proper State Urban Resource & Training Centre (SRTC);
- c. Capacity development needs assessment (through surveys, stakeholder consultation, discussions with selected members of various stakeholder groups, etc.)
- d. Developing a Plan of Action (identification of key institutions at the city levels to deliver programmes, identification of trainers developing a context of training based on the needs assessment, developing a calendar of activities, classroom training, exposure/exchange visits, sharing of experience through workshops, developing course materials, identifying trainers etc.)
- e. Implementing Plan of Action, reviewing and monitoring progress, obtaining feedback and taking corrective measures.

## **Part B**

### **9. Programme Appraisal & Sanction**

Proposals from State/UT Governments seeking support for Comprehensive Capacity Building Programme for Improved Urban Governance & Poverty Alleviation will be received by Director (NBO) & OSD (JNNURM). They will be appraised by a Committee constituted by the Ministry with the following members:

- (1) Director (NBO)
- (2) DS (JNNURM)
- (3) Director (UPA) and
- (4) Deputy Financial Adviser

The Appraisal Reports will be placed by Director (NBO) & OSD (JNNURM) for sanction by the Central Sanctioning & Monitoring Committee/Central Sanctioning Committee. Following the approval by CSMC/CSC, the Mission Directorate will recommend the release of funds to States/UTs from out of IEC funds under JNNURM pooled at the Central level (instead of being distributed to States/UTs pro rata).

### **10. Programme Coordination**

10.1 The Programme will be coordinated by the Mission Director/Joint Secretary (JNNURM) with the support from Director, National Buildings Organisation (NBO) which is the National Resource Centre on Data & MIS for Slums, Poverty & Housing. Director (NBO) will coordinate with other Directors/Deputy Secretaries and various stakeholders at the national, state and local levels. National and State resource institutions would be linked to the Resource Centre and Data Centre of the Ministry anchored by the NBO. An e-learning network and e-knowledge center on urban poverty, slums and affordable housing will also be established.

10.2 At the State level the Programme will be coordinated by the State Secretary concerned, supported by a State Nodal Officer and for the purpose of guidance and monitoring, a Programme Coordination Committee will be established. At the level of State Resource & Training Centre a Programme Oversight Committee headed by the concerned Secretary of Government or State Nodal Officer will oversee the implementation of specific capacity building programmes. At the level of City/Community Resource Centre a similar Committee headed by the concerned Chief Executive Officer/Commissioner will oversee the implementation of specific capacity building programmes.

## **11. Programme Outcomes**

The Programme is expected to result in, inter-alia, upgradation of institutional and human resource capacity for improved urban governance and poverty alleviation, emergence of National, State and City level Resource Centres (as HR and research support institutions) working on key urban issues and as change agents, with special focus on urban poverty, slums and affordable housing and the emergence of a strategy & training resource for upgrading city governance capacities to keep cities vibrant, responsive, responsible, sensitive, inclusive and pro-poor.

## **Part C**

### **Indicative Components & Costs for Comprehensive Capacity Building**

## **12. Programme Financing**

12.1 BSUP Guidelines Extracts – Section 11 read as follows:

“In order to enable cities to prepare City Development Plan, Detailed Project Reports (DPRs), training & capacity building, community participation, information, education and communication (IEC), a provision of 5% of the grant (Central & State) or the actual requirement, whichever is less, would be set part for cities covered under the Mission.

In addition, not more than 5% of the grant (Central & State) or the actual requirement, whichever is less, may be used for Administrative and Other Expenses (A&OE) by the States”.

12.2 IHSDP Guidelines Extracts – Section 7 read:

“After due assessment of status of implementation of activities for which incentives are sought, Central Sanctioning Committee/State Level Coordination Committee may sanction/recommend additional Central grant up to a maximum of 10% to incentivise implementing agencies as indicated below:

- For adoption of innovative approaches and adoption of proven and appropriate technologies;
- For Information, Education and Communication (IEC);
- For training and capacity building relating to project/scheme;
- For preparation of Detailed Project Reports;
- For bringing about efficiencies in the projects”.

Though there is no separate head for capacity building under JNNURM (BSUP & IHSDP), nonetheless there are sufficient funds provided for under JNNURM as enumerated above.

12.3 Given the above provisions, the Comprehensive Capacity Building Programme for Improved Urban Governance & Poverty Alleviation would be funded out of the following budgetary resources:

(a) up to 5% under Basic Services to the Urban Poor (BSUP) component of JNNURM for City Development Plan, Detailed Project Reports (DPRs), training & capacity building, community participation, Information, Education and Communication (IEC) [Para 11 of the BSUP Guidelines].

(b) 1% of the total funds under JNNURM for administrative and other expenses under the Basic Services to the Urban Poor [Para 11 of the BSUP Guidelines].

(c) up to 10% under Integrated Development of Housing and Slum Development (IHSDP) to incentivise implementing agencies for:

- Adoption of innovative approaches and adoption of proven and appropriate technologies;
- Information, Education and Communication (IEC);
- Training and capacity building relating to project/scheme;
- Preparation of Detailed Project Reports;
- Bringing about efficiencies in the projects.

The funds under BSUP and IHSDP as indicated above will be pooled at source i.e. arrived at percentage of total budget for the scheme and not separately for individual States/UTs. The pool will be used to finance proposals from States.

12.4 In addition to the above, the following sources would be availed for implementation of the Programme:

- (a) 3% IEC each for Central and State Governments and Community Development Network (CDN) components under the revised Swarna Jayanti Shahari Rozgar Yojana (SJSRY) scheme. (refer to SJSRY Guidelines 2009).
- (b) Budget for MIS, research and survey of National Buildings Organisation (NBO) of the Ministry of Housing and Urban Poverty Alleviation under the scheme of Urban Statistics for HR & Assessments (USHA) (refer to USHA Guidelines).
- (c) Externally-aided projects: Programmes supported by multilateral and bilateral agencies committed to funding and working on urban development, poverty alleviation and livelihood development issues.
- (d) Programmes of the partnering State and Local Governments and research and training institutions including Resource Centres and Universities.
- (e) Funding available under the State /ULB Basic Services to the Urban Poor Fund and other State schemes and programmes.

12.5 The assistance /funds would be released in two installments, 50% on sanction and 50% on submission of utilization certificates to the concerned Division/Mission Directorate.

### **13. Key Components & Costs**

The key components under the Comprehensive Capacity Building Programme for Improved Urban Governance & Poverty Alleviation will include, and not limited to the following (States/UTs may propose other/innovative components as may be deemed appropriate):

#### **I. Capacity Building/Training**

##### **(1) Development of Training Modules (including Modules in Local Languages)**

Illustrative Areas: General Management, Office Management, Time Management, Stress Management, Financial Management, Project Management, Performance Management, Strategic Management, Change Management, Master Planning, Development Control Regulations, Land for



Affordable Housing, Land Management, Town Planning Scheme, Transferable Development Rights, 74<sup>th</sup> Amendment Act & Decentralisation, District & Metropolitan Planning, Urban Finance including Financing Urban Infrastructure, Integrated Land Use-Transportation Planning, Financing Urban Poverty Alleviation, Urban Environmental Management, Basic Civic Service Delivery Management, Operation & Maintenance of Services, In-situ Slum Development, Informal Sector Development, Social Development including Health, Education & Social Security, Skills, Livelihoods & Entrepreneurship Development for the Urban Poor, Micro-finance, Urban/Municipal Governance including e-Governance (Citizen-centric Services, e-Procurement, etc.), Urban MIS, Database/Statistical Management, Economic and Statistical Applications, e-Tools for Good Governance, Social Accountability Tools including Social Audit, Citizens' Charter, Right to Information Act, Urban Community Development, Gender Budgeting and Basic Data Management Applications.

Preparation of Modules should be undertaken by reputed resource institutions, experts, resource persons, etc. and based on well-formulated Terms of Reference.

The Resource Centre undertaking training programme will coordinate the development of training modules internally or with assistance from external experts and will be provided funds for the purpose on the following scale:

Rs. 50,000 per Module

**(2) Training Programmes:**

**Non-residential Programmes:**

Rs. 2,500 per person per day for officials/non-officials at the municipal level

Rs. 4,000 for senior policy-makers involving Government of India, State Governments, Resource Centres, Mayors/Chairpersons, City Managers.

Rs. 4,000 per person per day for all e-Governance related modules involving the use of computer systems, servers, e-networks etc.

For North Eastern and Special category states the fee for the above programmes would be Rs. 3,000 and Rs. 4,500 per trainee per day respectively

**Residential Programmes:**

Rs. 3,500 per person per day for officers at municipal level

Rs. 5,000 for senior policy makers involving Government of India, State Governments and Resource Centres

Rs. 5000 per person per day for all e-Governance related modules involving the use of computers, servers, e-networks etc.

For North Eastern and Special Category States the fee would be Rs. 4,000 and Rs. 5,500 respectively

The Resource Centre undertaking training programme will be provided funds for training purpose including training of trainers on the following scales:

Number of Trainees X Number of Training Days X Rs. 2500 or Rs.3000 or Rs.3500 or Rs. 4000 or Rs.5000 or Rs.5500.

## **II. State/National Urban Resource Centre including e-Governance Centre**

Capital Grant support to existing/new dedicated resource centres specialising in urban management and poverty alleviation to be limited to Rs. 2.00 crore for larger States and Rs.1 Crore for smaller States as decided by the Ministry. This will be subject to the condition that State Government/Urban Local Body/State or National Resource Centre provides an equivalent amount.

State Urban Resource Centre could be located in an existing National Resource Centre/Administrative/Other Research and Training Institute(s) or New Institutes being developed.

## **III. City/Community Urban Resource Centres**

Capital/Programme support to Urban Resource Centres to be limited to Rs.25 lakhs per Centre subject to matching fund by selected Resource Centre/Urban Local Body/State Government. This will be based on project proposals

## **IV. Workshops/Seminars/Consultations**

National Workshops – Rs. 5.00 lakh per event  
Regional Workshop – Rs. 3.00 lakhs per event  
State level Workshop – Rs. 2.00 lakhs per event

## **V. External Resource Persons/Experts**

Rs. 50,000 per training programme/workshops etc. including travel costs, boarding & lodging and honorarium. Experts could be invited for special programmes such as advisory meetings of Resource Centres, meetings to finalise training modules etc. The list of National, Regional and State level resource persons needs to be finalised by the Resource Centres while

formulating programmes. For NER and special category states the fee would be limited to Rs. 75,000 .

**VI. Research Studies (Small)**

Details of studies and broad Terms of Reference should be annexed to proposals or decided jointly by the institution and the Ministry, represented by the JNNURM Mission Directorate.

Each research study not to exceed Rs. 5.00 lakh per study.

For research studies costing more than Rs.5.00 lakhs, the Ministry will adopt the method of inviting proposals and undertaking evaluation based on technical and financial bids.

**VII. Study Visits (in-Country)**

Travel costs as per State Government TA/DA Rules + lumpsum allowance per day as decided by the Programme Oversight Committee under the chairpersonship of the State Government Secretary concerned. The objective is to see that the costs as required are borne under programmes and not imposed on the institutions/States/ULBs being visited.

**VIII. Networking**

Cost of networking between State Governments and Resource Centres involving exchange of information, knowledge, best practices and exchange visits, etc. – As per programme approved.

**IX. Case studies, best practices, evaluation studies and other documentation**

Not exceeding Rs. 5.00 lakh per study. Details of studies and broad Terms of Reference should be annexed to proposal or decided jointly by the institution and the Ministry, represented by the JNNURM Mission Directorate.

For all activity-based support to Resource Centres as listed under points I-VII, 20% of the programme cost can be spent towards administration and coordination of the activities by the centre.

**X. e-Tools for Poverty Monitoring etc.**

As per proposal - not to exceed Rs.100 lakhs.

Under this component, efforts would be made to develop Slum/Poverty/Urban Poor Livelihoods information systems and MIS for tracking / monitoring of urban poverty, slum upgradation, skill development etc.

**XI. Dedicated Cell in Existing Resource Centre(s) for Core Programmes**

Support to be limited for a Cell in one or more Resource Centres with upto :  
2 Experts / Resource Persons on Contract or Deputation basis x Monthly Remuneration not exceeding Rs. 75,000 = Rs. 150,000

2 Researchers on Contract or Deputation basis x Monthly Remuneration not exceeding Rs. 50,000 = Rs. 100,000

Other Support (Travel, printing, stationary, documentation, system support limited to Rs.50, 000

The qualification and eligibility of the experts will be decided by MoHUPA and specific job-description and responsibilities will be defined.

The Cell will prepare an action plan for the activities to be carried out by the experts and researchers and give details of specific outputs/deliverables during the period of support.

Annual Support under the above head to be limited Rs.300,000 X 12 = Rs.36 Lakhs

Support for 3 years to be limited to Rs.36 Lakhs X 3 = Rs.1.08 Crores

Suggested Areas of Expertise for Dedicated Cell:

- Urban Management including General Management, Financial Management, Performance Management, Strategic Management, Project Management, Change Management etc.
- Urban Planning & Land Management including Integrated Transportation-Land Use Planning
- Urban Finance including Financing Urban Poverty Alleviation
- Urban Environmental Management
- Basic Service Delivery including Services to the Urban Poor
- Affordable Housing, Slums & Informal Sector Development
- Social Development including Health, Education & Social Security
- Skills, Livelihoods & Entrepreneurship Development for the Urban Poor
- Urban/Municipal Governance including Right to Information Act, Social Accountability, etc.
- Urban MIS, Database Management, Statistics and e-Governance (Citizen-centric Services, e-Procurement, etc.)

The scales of support indicated in this toolkit will substitute the scales approved in 2007 under the National Programme on Capacity Building for Urban Poverty Alleviation and will be applicable to all capacity building programmes funded under JNNURM, SJSRY, USHA and other programmes relating to urban poverty alleviation.

#### 14. Programme Contacts:

1) Mission Director/Joint Secretary (JNNURM), Ministry of Housing & Urban Poverty Alleviation, 116-G Wing, NBO Building, Nirman Bhawan, New Delhi, Tel: 011-23061419, Telefax: 23061420, email: [js-jnnurm@nic.in](mailto:js-jnnurm@nic.in)

2) Director, National Building Organisation (NBO), Ministry of Housing & Urban Poverty Alleviation, 221-G Wing, NBO Building, Nirman Bhawan, Tel: 011-23061692, Telefax: 23061683, email: [bnbo-mhupa.gov.in](mailto:bnbo-mhupa.gov.in)

**Annexure 1**  
**Jawaharlal Nehru National Urban Renewal Mission:**  
**Reform Agenda**

**A. Mandatory Reforms :**

**Urban Local Body Reforms (at ULB Level)**

- i) Adoption of modern, accrual-based double entry system of accounting in Urban Local Bodies.
- ii) Introduction of system of e-governance using IT applications like GIS and MIS for various services provided by ULBs.
- iii) Reform of property tax with GIS, so that it becomes major source of revenue for Urban Local Bodies (ULBs) and arrangements for its effective implementation so that collection efficiency reaches at least 85% within the Mission period.
- iv) Levy of reasonable user charges by ULBs/Parastatals with the objective that full cost of operation and maintenance is collected within the Mission period. However, cities/towns in North East and other special category States may recover at least 50% of operation and maintenance charges initially. These cities/towns should graduate to full O&M cost recovery in a phased manner.
- v) Internal earmarking within local body budgets for basic services to the urban poor.
- vi) Provision of basic services to urban poor including security of tenure at affordable prices, improved housing, water supply, sanitation and ensuring delivery of other already existing universal services of the government for education, health and social security.

**State Level Reforms**

- i) Implementation of decentralization measures as envisaged in Seventy Fourth Constitutional Amendment. States should ensure meaningful association/engagement of ULBs in planning function of Parastatals as well as delivery of services to the citizens.
- ii) Rationalisation of Stamp Duty to bring it down to no more than 5% within the Mission period.
- iii) Enactment of community participation law to institutionalize citizen participation and introducing the concept of the Area Sabha in urban areas.
- iv) Assigning or associating elected ULBs into "city planning function" over a period of five years; transferring all special agencies that deliver civic services in urban areas and creating accountability platforms for all urban civic service providers in transition.

**B. Optional Reforms**

- i) Repeal of Urban Land Ceiling and Regulation Act.

- ii) Amendment of Rent Control Laws balancing the interest of landlords and tenants.
- iii) Enactment of Public Disclosure Law to ensure preparation of medium-term fiscal plan of ULBs and release of quarterly performance information to all stakeholders.
- iv) Revision of bye-laws to streamline the approval process for construction of buildings, development of sites, etc.
- v) Simplification of legal and procedural frameworks for conversion of agricultural land for non-agricultural purposes.
- vi) Introduction of Property Title Certification System in ULBs.
- vii) Earmarking at least 20-25% of developed land in all housing projects (both Public and Private Agencies) for EWS/LIG category with a system of cross subsidization.
- viii) Introduction of computerized process of registration of land and property.
- ix) Revision of bye-laws to make rain water harvesting mandatory in all buildings to come up in future and for adoption of water conservation measures.
- x) Bye-laws on reuse of recycled water.
- xi) Administrative reforms, i.e., reduction in establishment by bringing out voluntary retirement schemes, non-filling up of posts falling vacant due to retirement etc., and achieving specified milestones in this regard.
- xii) Structural reforms
- xiii) Encouraging Public-Private partnership.

**Note:** States/ULBs will be required to implement all the Mandatory Reforms and Optional Reforms within the Mission period. The States/ULBs need to choose at least two Optional Reforms each year for implementation. The details of reforms which have already been implemented and/or proposed to be taken up should be included in the detailed project reports.

**Annexure 2**  
**National Network of Resource Centres**  
**(empanelled by Ministry of Housing & Urban Poverty Alleviation)**

	<b>Core Areas of Specialization</b>	<b>Sl. No.</b>	<b>Institutions</b>
I.	Human Settlements Management/Housing/ Urban Infrastructure/ Land Management	1.	CEPT University, Ahmedabad
		2.	School of Planning & Architecture, New Delhi
		3.	Housing & Urban Development Corporation, New Delhi
		4.	Human Settlement Management Institute (HSMI), New Delhi
		5.	Building Materials & Technology Promotion Council (BMTPC), New Delhi
		6.	Yashwantrao Chavan Academy of Development Administration (YASHADA), Pune
		7.	Administrative Staff College of India (ASCI), Hyderabad
		8.	National Institute of Urban Affairs (NIUA), New Delhi.
		9.	Centre for Good Governance (CGG), Hyderabad
		10.	All India Institute of Local Self Government (AIILSG), Mumbai
		11.	Sardar Patel Institute of Public Administration (SPIPA), Ahmedabad
		12.	Haryana Institute of Public Administration (HIPA), Gurgaon
II.	Urban Management & Governance	1.	Administrative Staff College of India (ASCI), Hyderabad
		2.	Centre for Good Governance (CGG), Hyderabad
		3.	Indian Institute of Public Administration (IIPA), New Delhi
		4.	Yashwantrao Chavan Academy of Development Administration (YASHADA), Pune
		5.	National Institute of Urban Affairs (NIUA), New Delhi
		6.	Human Settlement Management Institute



			(HSMI), New Delhi
		7.	All India Institute of Local Self Government (AIILSG), Mumbai
		8.	Sardar Patel Institute of Public Administration (SPIPA), Ahmedabad
		9.	Haryana Institute of Public Administration (HIPA), Gurgaon
		10.	Kerala Institute of Local Administration (KILA), Thrissur, Kerala
		11.	HCM Rajasthan State Institute of Public Administration( RIPA), Jaipur
		12.	Administrative Training Institute(ATI), Mysore
		13.	Uttarakhand Academy of Administration, Nainital
		14.	Dr. MCR HRD Institute, Hyderabad
		15.	Regional Centre for Urban & Environmental Studies, Hyderabad
		16.	Regional Centre for Urban & Environmental Studies, Lucknow
III.	Basic Services to the Urban Poor	1.	Administrative Staff College of India (ASCI), Hyderabad
		2.	National Academy of Training and Research in Social Studies , New Delhi,
		3.	Centre for Good Governance (CGG), Hyderabad
		4.	Human Settlement Management Institute (HSMI), New Delhi
		5.	National Institute of Urban Affairs (NIUA), New Delhi
		6.	Yashwantrao Chavan Academy of Development Administration (YASHADA), Pune
		7.	All India Institute of Local Self Government (AIILSG), Mumbai
		8.	Sardar Patel Institute of Public Administration (SPIPA), Ahmedabad
		9.	Administrative Training Institute(ATI), Mysore
		10.	HCM Rajasthan State Institute of Public Administration( RIPA), Jaipur
		11.	Haryana Institute of Public Administration (HIPA), Gurgaon
		12.	Dr. MCR HRD Institute, Hyderabad
		13.	Uttarakhand Academy of Administration, Nainital

		14.	Kerala Institute of Local Administration (KILA), Thrissur, Kerala
		15.	Institute of Local Government Studies, Kolkata
		16.	Regional Centre for Urban and Environmental Studies, AIILSG, Lucknow
		17.	Regional Centre for Urban and Environmental Studies, Hyderabad
IV.	Skill & Livelihoods Development, Small & Micro Enterprise Development	1.	Entrepreneurship Development Institute of India(EDI), Ahmedabad
		2.	National Institute for Entrepreneurship & Small Business Development (NIESBUD), NOIDA
		3.	National Institute for Micro, Small and Medium Enterprise (NIMSME), Hyderabad
		4.	Indian Institute of Entrepreneurship (IIE), Guwahati
		5.	V. V. Giri National Labour Institute, Noida
		6.	Regional Centre for Urban & Environmental Studies (RCUES), Lucknow
		7.	Regional Centre for Urban & Environmental Studies (RCUES), Hyderabad
V.	Project Development & Management	1.	CEPT University, Ahmedabad
		2.	Housing & Urban Development Corporation, New Delhi
		3.	Building Materials & Technology Promotion Council (BMTPC), New Delhi
		4.	Yashwantrao Chavan Academy of Development Administration (YASHADA), Pune
		5.	Centre for Good Governance(CGG), Hyderabad
V.	Social Security	1.	V. V. Giri National Labour Institute, Noida
		2.	National Academy of Training and Research in Social Studies , New Delhi,
		3.	All India Institute of Local Self Government(AIILSG),Mumbai
VI.	E-Governance	1.	Centre for Good Governance, Hyderabad.
		2.	Yashwantrao Chavan Academy of Development Administration (YASHADA), Pune

Additional resource centres may be empanelled by GoI. Support to a Resource Centre by the Government of India will depend on their performance and contribution to the cause of sustainable urban development and poverty alleviation.