

How Asian Cities Learn : Illustration from India

Srinivas Chary V

Dean of Research and Director, Urban Program,
Administrative Staff College of India
(schary@asci.org.in)

November 23 2011
Porto Alegre Brazil

Outline of the presentation

- Urban sector context in India and need for change
- How Indian Cities are learning and responding to change?
- Illustrations from India – methodologies & tools
- Learning cities - roadmap

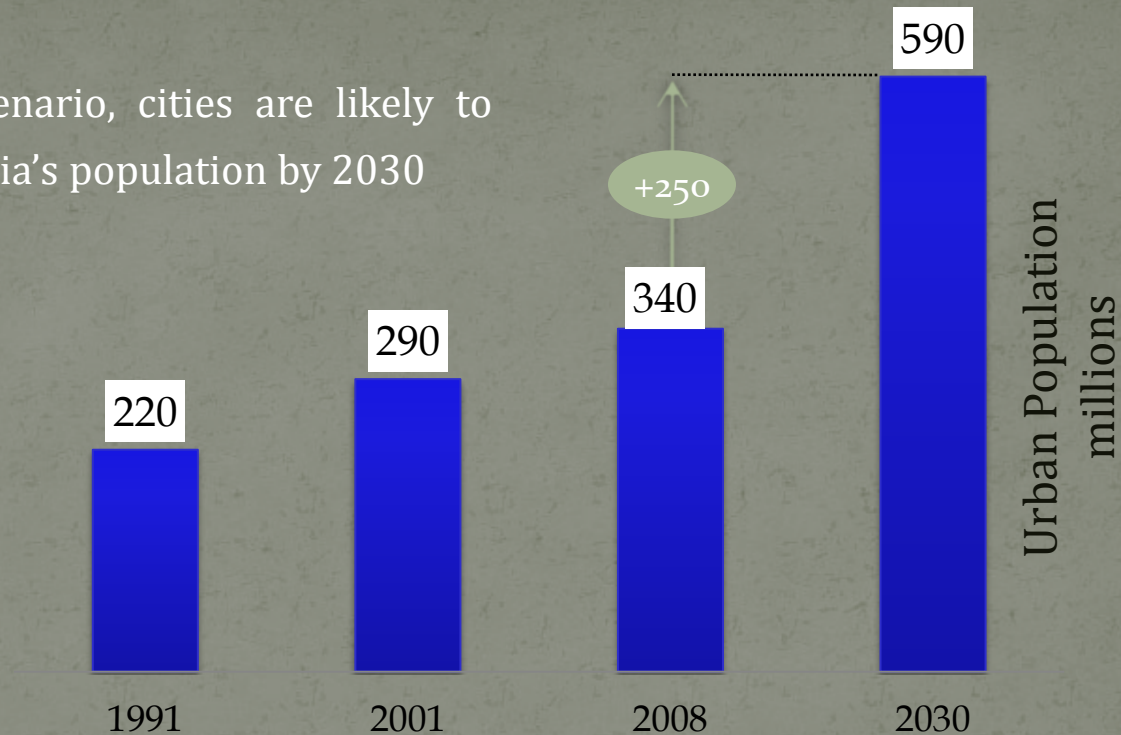
Urban Transformation

India is the second largest urban system next to China

India is urbanizing fast

Urbanisation scenario

In MGI's base-case scenario, cities are likely to house 40 percent of India's population by 2030



Total Population millions	856	1,040	1,155	1,470
Urbanisation rate %	26	28	30	40

Source: India Urbanisation Econometric Model; McKinsey Global Institute analysis

Urban Context

1. Rapid urban transformation

- Economic contribution by the Cities – over 60 % contribution to GDP
- Urbanisation of poverty – 30 -50 % are poor living in informal settlements

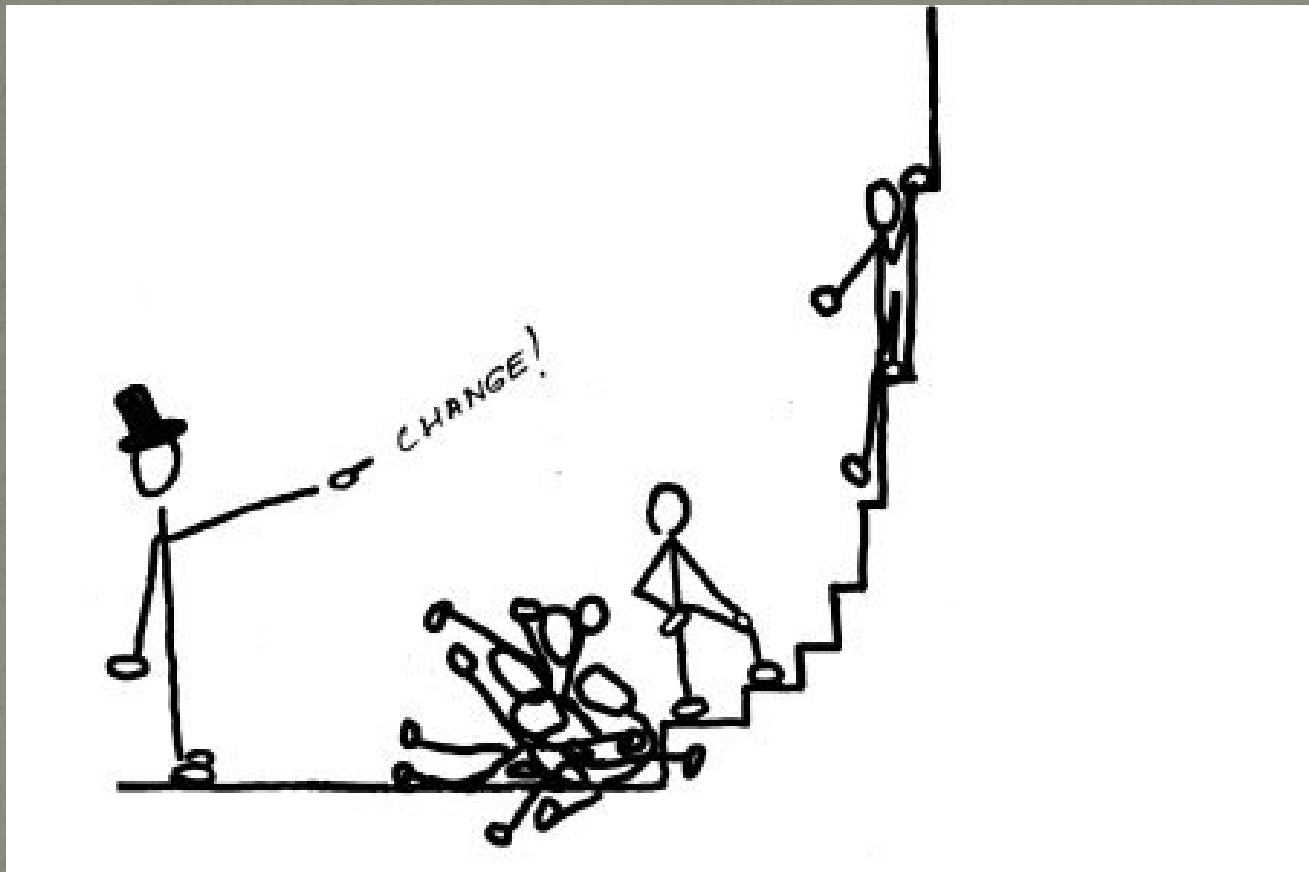
2. *National and Provincial* economic growth and poverty reduction efforts will be increasingly determined by *the productivity of cities and towns*

3. Municipal services delivery is a key issue; also linked to productivity of Cities / economic growth.

- Service delivery is sub optimal; **significant gaps.**
- **Not one city or town in India has 24 hour, 7 days a week water supply**
- Hyderabad (India): 2 hours every second day; Delhi: 3 hours a day
- **Cost recovery: very low --- 20-30% of O&M**
- **Sanitation and waste-water: even more dire : 83 % of waste waters are disposed in an unsafe way. Rampant open defecation.**
- Burden : Financial liabilities, Health, Environmental



Shortening learning time



WHY Cities Learn?

Overcome challenges & Create opportunities

PRECEDENTS

Precedents

Self

Others

Peer/horizontal
learning

Expertspeak

NO PRECEDENTS

No precedents

Creation

Innovation

Facilitators

Teaching

NEW CONTEXT/
CHALLENGES

Changed context

Adaptation

Solutions

Exchange

Resources

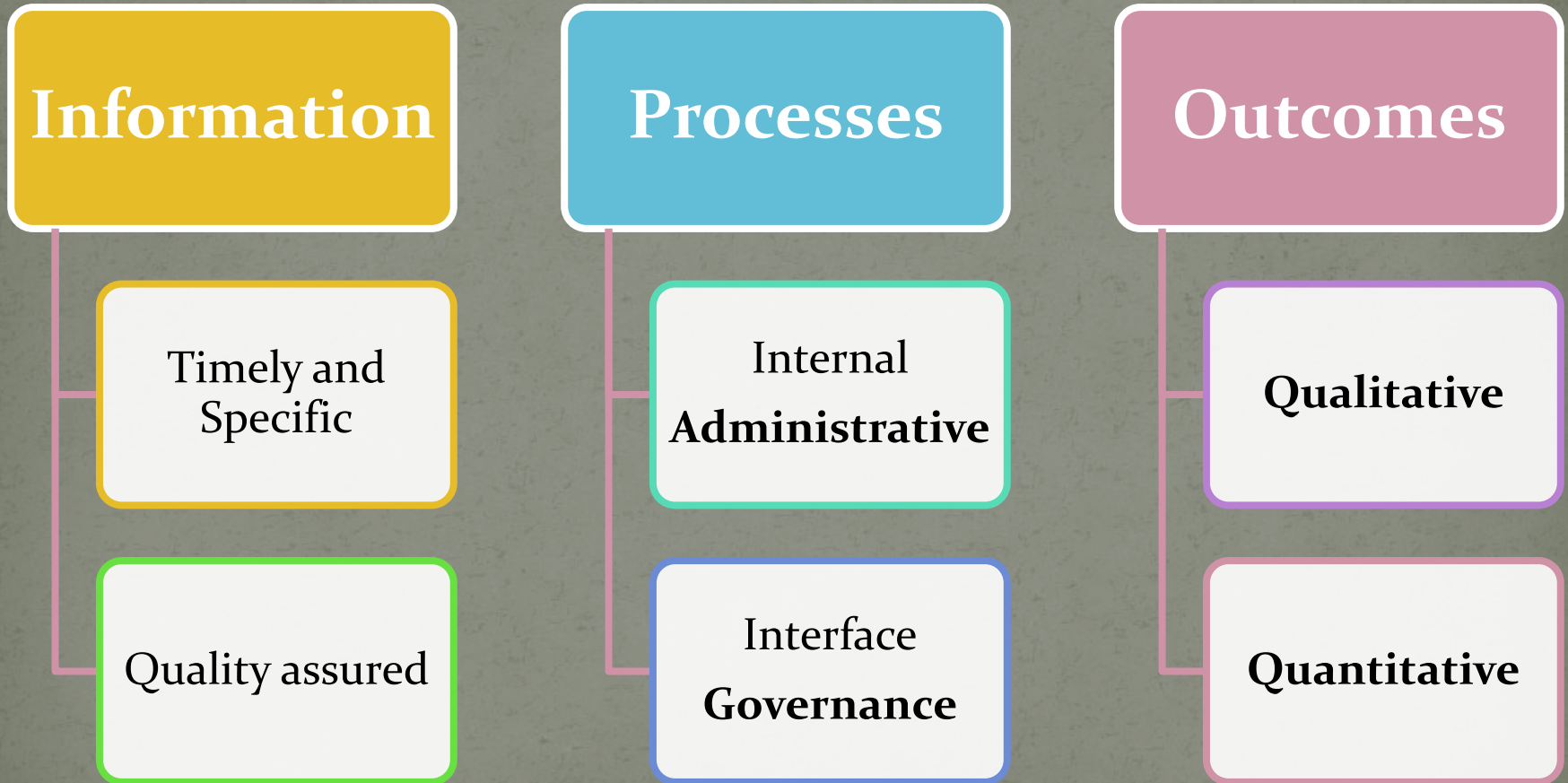
Application

Examples

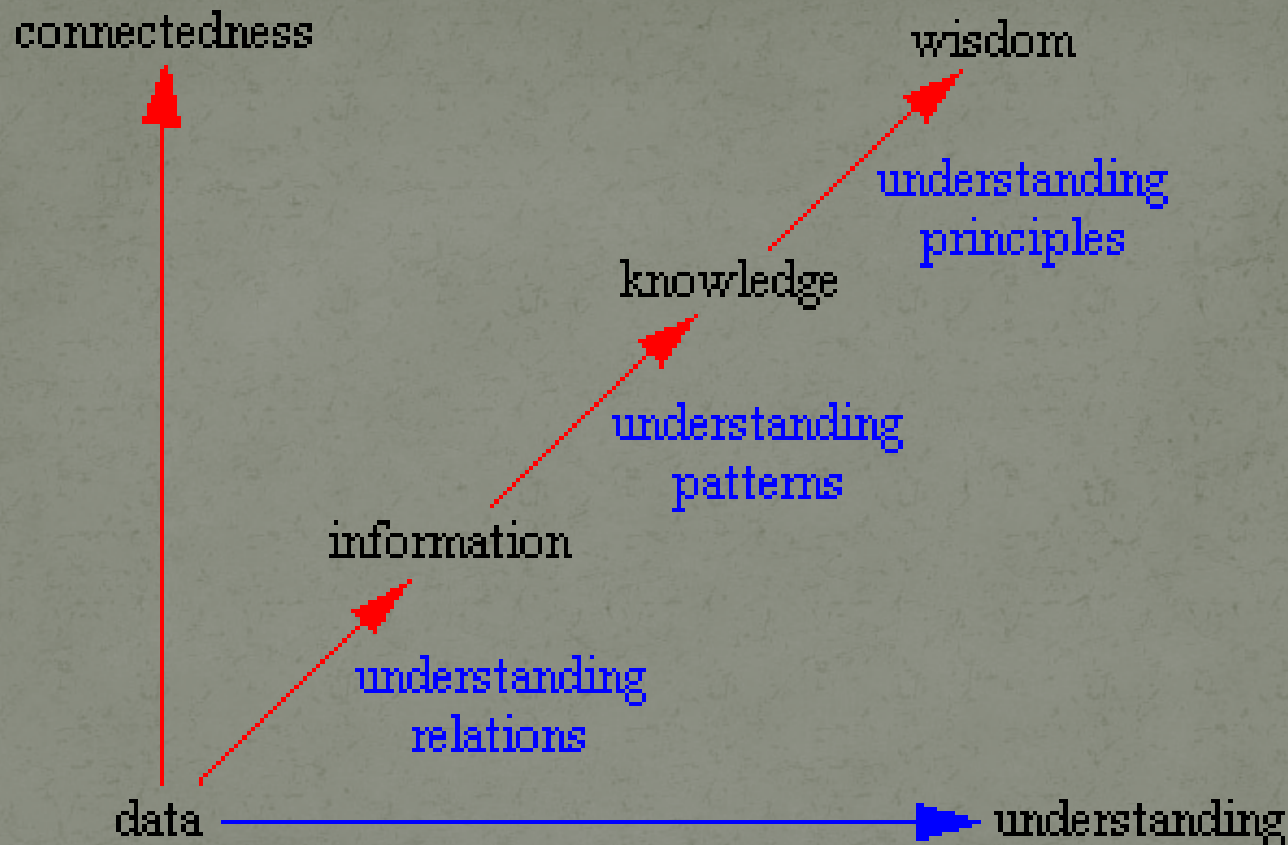
- Ahmedabad– Curitiba -BRTS
- Community participation law – Porte Alegre
- Community toilet program
- Phong Penh Water Supply reform
- E-governance – Hyderabad
- Pro –poor water policies
- GIS based property tax management



WHAT Cities Learn?



Hierarchy of needs for triggering change



Knowledge : The confident understanding of a subject with the ability to use it

for a specific purpose if appropriate, i.e. **Application of information**

HOW Cities Learn

Help Desk support	Training	Research	Advisory/ consulting	Exposure visits/ Peer experience sharing
PEARL/ Urban Resource Link	JnNURM CBULB	Sanitation Plans City Development Plans	Service Level Benchmarking Double entry accounting Public Private Partnerships	Change Management Forum
Capacitate local knowledge hubs	DPR Reforms Project Mgt	Situation analysis Sector strategy Investment plan	Data systems Decision making systems	Peer networking for change, inspiration, recognition, new forms of organization, partnerships, technologies, management etc

Silicon
chips

Internet
Protocol

Broadband

Narrow
casting

Blogging

Facebook

GSM

CDMA

GPRS

IVRS

Wi Fi

Podcasting

Info
tainment

SMS

Instant
Messaging

Servers

Domains

Crowd
sourcing

Multi
Media

MySpace

Widgets

RSS Feeds

HDMI

Dual Core

ActiveX

Cloud
Computing

DNS

GIS

FireWall

Gateways

FTP

WAN

Web 2.0

POP₃

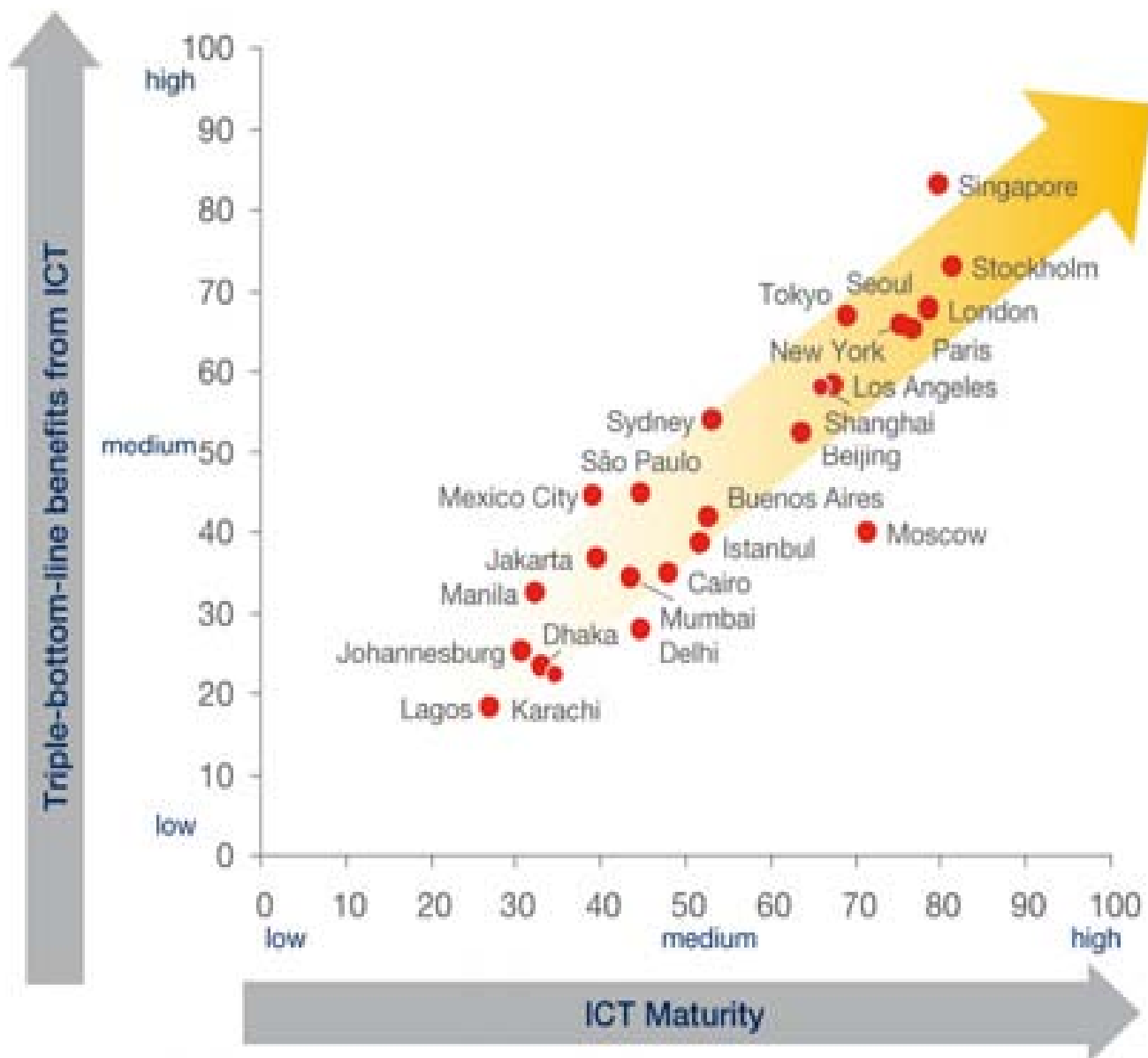
Artificial
Intelligence

Knowledge Society??

Smart and connected cities??

Where do we stand

NETWORKED SOCIETY CITY MATRIX



High

Medium

Low

Rank	City	Score
1	Singapore	66
2	Stockholm	59
3	Seoul	53
4	London	53
5	Paris	50
6	New York	50
7	Tokyo	46
8	Los Angeles	39
9	Shanghai	38
10	Beijing	33
11	Sydney	29
12	Moscow	28
13	Buenos Aires	22
14	Sao Paulo	20
15	Istanbul	20
16	Mexico City	17
17	Cairo	17
18	Mumbai	15
19	Jakarta	14
20	Delhi	12
21	Manila	11
22	Johannesburg	8
23	Dhaka	8
24	Karachi	8
25	Lagos	5

Water Sanitation	Poverty Housing	Taxes Licenses Shelters	Finances Streetlights Drug peddlers	Parks Planning with citizens	Streetkids Bus terminals
Traffic Credits Tolls	Markets Schools Single mothers	Ports Welfare Food stamps	Safety Liberty Early warning	Playgrounds Unemploy ment Hotels	Migrants Electricity Culture

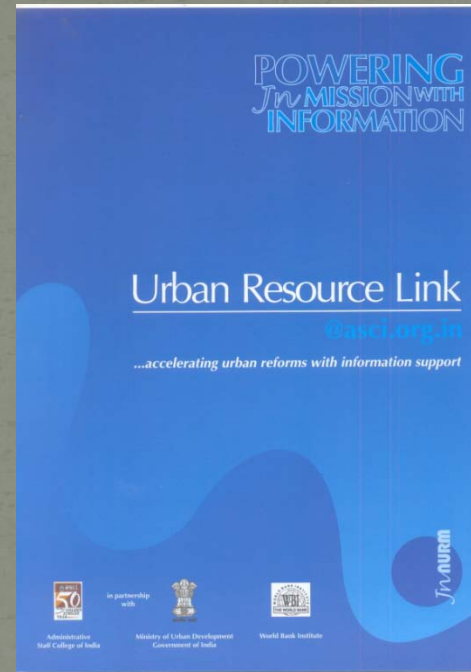
Promises to keep and
Miles to go before we sleep....

Information Processes	Information Processes	Information Processes	Information Processes	Information Processes	Information Processes
Outcomes	Outcomes	Outcomes	Outcomes	Outcomes	Outcomes
Information Processes	Information Processes	Information Processes	Information Processes	Information Processes	Information Processes
Outcomes	Outcomes	Outcomes	Outcomes	Outcomes	Outcomes

Learning interventions – India

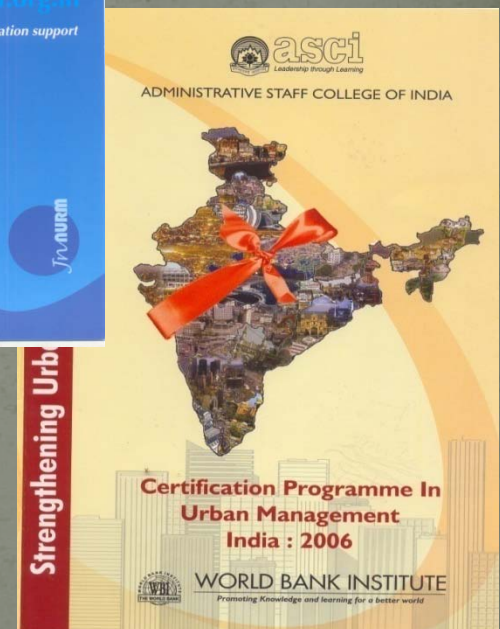
- **Urban Resource Link**

- The desire of urban local bodies to adopt reform agenda has increased their demand for information and knowledge support that is timely and relevant.



- **Certification Programme in Urban Management**

- Aimed at creating a cadre of urban managers who are equipped to deal with present and future challenges of cities and improve performance against world class standards



Learning interventions – India

- National Urban Water Awards
- Change Management Forum



Information-

URBAN RESOURCE LINK

TIMELY

SPECIFIC

QUALITY ASSURED

Response to Emerging Needs: [Helpdesk/ Urban Resource Link](#)



Inauguration of the Urban Resource Link Programme on Jan 31 2007

**Timely
Relevant
Quality Assured
Information!**

**Information needs for Programme
Implementation & Achieving Reforms**

Accelerating urban reforms with information support in the areas of:



Information Requests – Immediate requirements

*Experience in India of
Swiss Challenge
contracts*

Principal Secretary, LSGD

*Zoning practised in
Bhubaneswar to
address street
vendors- Programme
officer, State
Eradication Mission*

*Waste water treatment
technologies in other
cities*

*Technical Member,
Kerala Water Authority*

Process:

National Urban Water Awards

INTERNAL PROCESS

INTERFACE WITH STAKEHOLDERS

LEADERSHIP

LEGAL FRAMEWORK

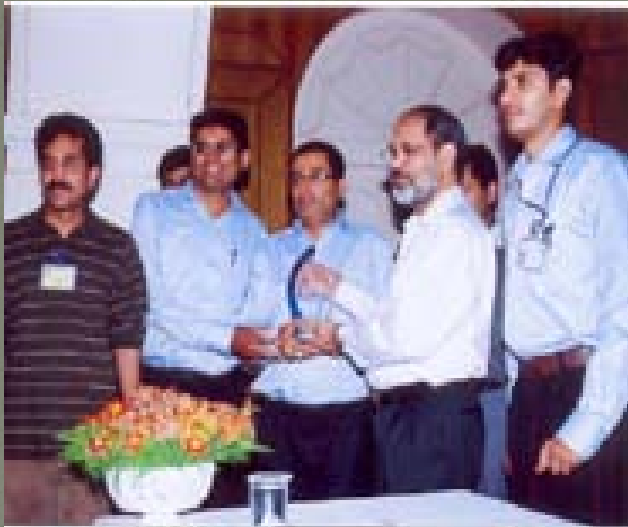
TECHNOLOGY CHOICE

CONSTRAINTS OVERCOME

National Urban Water Awards

- **Recognizing good performance** in water and sanitation service delivery –Urban Local Bodies and Water Utilities
- **Awards programme** instituted jointly by ASCI and Ministry of Urban Development, Government of India in 2008
- Awards announced in six categories and nominations invited nationally
- Dissemination of practices
- Peer learning

National Urban Water Awards 2008- Winners



Innovations: Urban Sanitation



Technical Innovations



Pro Poor Approaches





Ministry of Urban Development
Government of India

National Urban Water Awards 2009

... recognizing
excellence in
Urban Water Management

13 April 2009

MINISTER OF STATE
URBAN DEVELOPMENT

MINISTER
URBAN DEVELOPMENT

PRESIDENT OF INDIA

DEPUTY CHAIRMAN
PLANNING COMMISSION

SECRETARY
URBAN DEVELOPMENT

National Urban Water Awards 2009 Ceremony



Certification Programme in Urban Management

Needs assessment

- City profiling , Participants profiling

Two weeks F2F training

- Tracking knowledge gain , Practitioners as trainers
- Field visits , Identification of study area for phase 2 (IDR)

IDR preparation Stage

- Linked to development goals of city
- Individual mentoring by a practitioner, Peer exchange through networking , E-learning tools (modest)
- Involvement of top management at the City
- Information support

Report back phase

- Review by panel
- Certification process

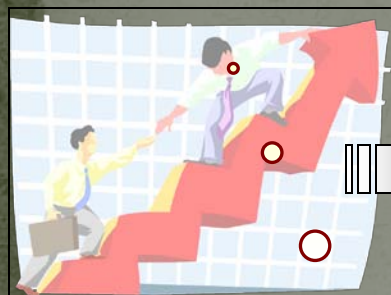
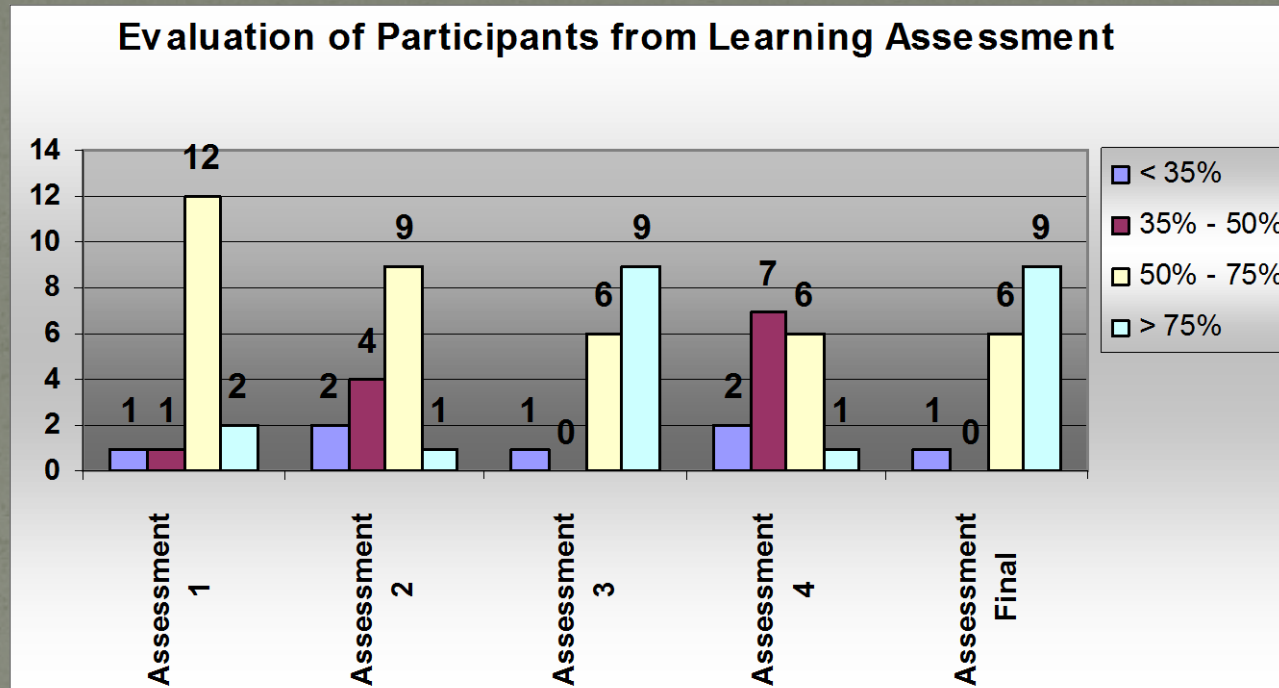
Post LE support

- Knowledge support
- Technical assistance

Tracking change

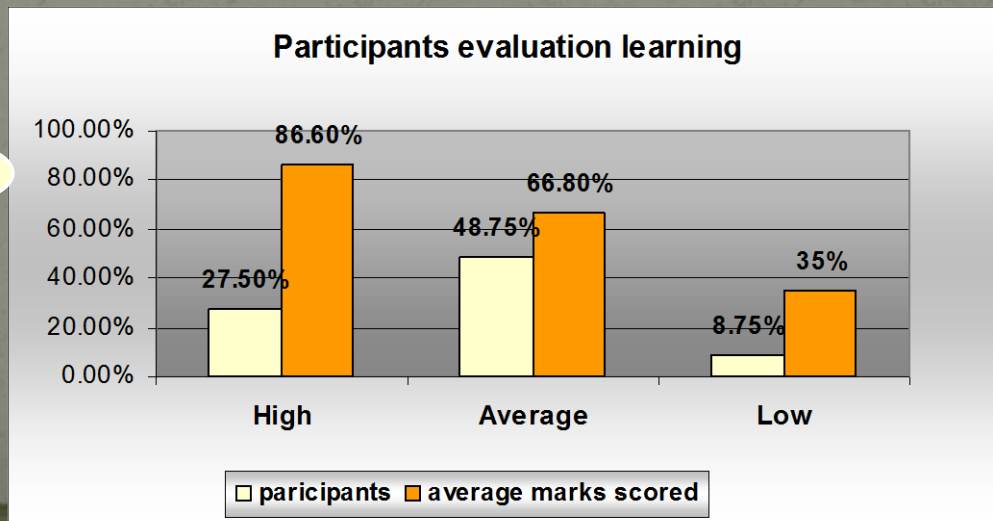
- Impact assessment
- Alumni networking etc

Knowledge gain..



Results

**Great learning
Experience**



Outcomes : **Change Management**
Forum- *an outcome based city network*

Qualitative

Quantitative

Change Management Forum

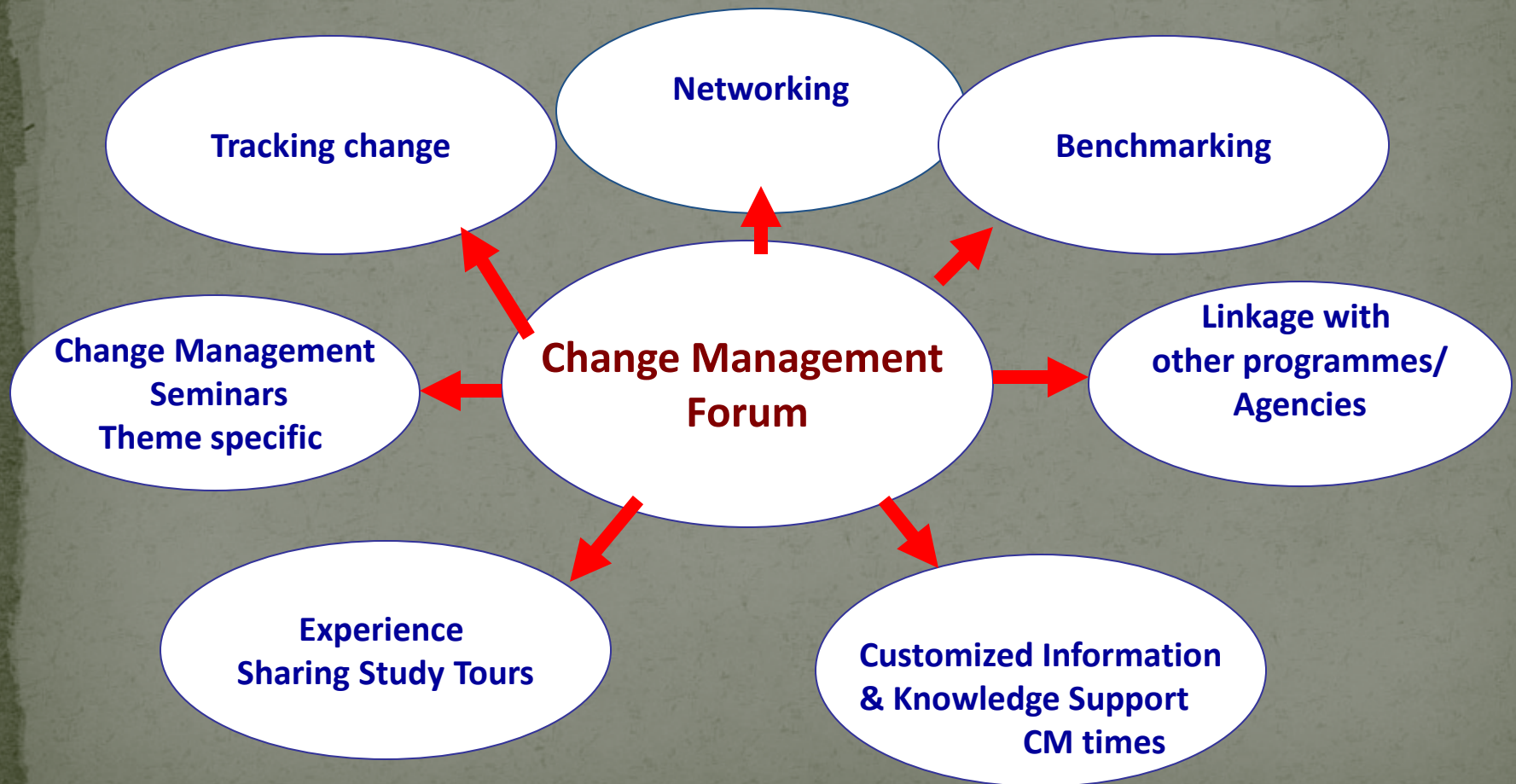


A partnership initiative to support
implementation of reforms in Indian Urban water
and sanitation sector

...a Network of 25 cities



CMF – Support Areas



Process

- Support ULBs/Utilities in initiating and sustaining change – Peer learning, exchange, Capacity building, study tours, information, benchmarking, international exposure
- Periodic interactions – led by cities
- Targeted support
- National and global recognition
- Tracking change – using various tools
- Dissemination

Initiatives

- Seminars for decision makers
- Theme specific workshops
- Proactive dissemination of information on best practices
- Timely info and knowledge support
- National and international study tours
- Networking - CMF members invited to various national and international events
- Handholding support
- The “Change Management Times” newsletter
- Introduction of performance indicators/benchmarking
- Training resources
- Network of training and academic institutions to support change
- Tracking change

Process

- Willingness to change and demonstration - primary criteria for accessing CMF services

Knowledge Support...

- Established a resource centre at ASCI to support ULBs and water utilities in the country
- Information support almost on a daily basis
- Excellent but demanding response
- On an average 3-5 requests per day for customized information



CMF - Bench Marking Database

- Database ULBs being collected using a pre-tested questionnaire
- Data being processed for bench marking of key parameters - outputs disseminated through CM Times

Action plans for Change - Sample

Separate accounts for water supply/commercial accounting system	Guntur, Ramagundam, Pimpri etc.
Zonal customer offices	Dehradun, Allahabad etc.
Revision of tariffs/separate billing	Dehradun, Nainital, Alandur, Jhansi, Port Blair, Kolkatta etc.
Water Adalats	Jhansi, Lucknow, Nainital
Energy and water audit	Sangli, Vadodara etc.
Group connections and services to the poor	Rajamundry, Guntur etc
Improving/computerising billing and collection	Allahabad, Nainital etc
Bulk metering	Warangal, Kolkata, Coimbatore, Sangli, Vadodara etc.

Progressive Initiatives

- Before Joining CMF I was alone. Now I have 30 strong personalities to back me in making radical changes in my municipality

CMF Member



Workshop on

24 Hour - Water Supply for Urban India

Is this essential goal achievable?

23rd & 24th September, 2003 Hyderabad



Supported by:

Ministry of Urban Development and
Poverty Alleviation (MUD & PA), GOI
Water and Sanitation Program - South Asia

Acknowledgments:

Swedish International Development Co-operation Agency

Facilitated by:

Administrative Staff College of India (ASCI)
Change Management Forum (CMF)

Impact Assessment – Purpose

- To document the Impact of learning interventions on individuals, organisations and urban sector

Lesson 1

- *Knowledge can trigger change*
- *Learning pays offs and contributes to development agenda – Immediate effect .*

Lesson 2

Training and skill development interventions, if targeted and delivered well can impact individual employee and organization.

*For achieving development outcomes, DTIs **should go beyond training** and play the role of catalyst, mentor, knowledge hub and integrator.*

Lesson 3

- *Peer learning and experience sharing (eg study tours) can be very effective – if it is managed well...*
- *Practitioners as 'learning agents' – very effective for adult learning*

International Study Visits- China



Lesson 4

- *Timely information support can be a powerful driver for change.. (URL)*
- *Quality of information*

Lesson 5

- *Strategy of involving political representatives and city managers (together) enabled accelerating change*
- *Ice breaking and bonding..*

Lesson 6

- *Tools that enable learning varies – elected officials, bureaucrats, labor union officials etc.*

Lesson 7

- *Post 'learning event' networking and support (hand holding) is critical for translating ideas into action (alumni networking etc)*

Lesson 8

- *Capitalizing the power of ICT for learning*
- *www. ICT4UD.in*

6/5.7 degree separation

- World is highly connected through ICT



- Cities are not leveraging this phenomenon

Lesson 9

- *Recognition is a powerful trigger for change; shortens learning curve*
- *National urban water awards*

Lesson 10

- *Tracking change is important to keep the momentum*

Lesson 11

- *Ability and profile of Knowledge Manager*
- *Proactive support*
- *Demand driven and ability to function in an autonomous manner*

Lesson 12

- *Networking with experts/practitioners/other knowledge networks/consultants in extending timely support to cities*
- *KM should have that ability*

Lesson 13

- *Requires committed resources*

Knowledge Centre - Features

- Dynamic & Interactive Resource Base
- Peer to Peer Learning & Exchange
- One stop shop for all information needs

Knowledge Centre- Features

- Supported by the Government / associated agencies and aligned with existing needs
- Access to information, Response to requests and proactive support
- Flexible/ Accessible through different channels
- Covering policy, strategy, programme & operational details

Dynamic

Interactive

One stop
shop

State wide

Long term

City Functions	Project Implementation	Reforms Implementation	Other Procedures /Programmes
Service delivery- Water, sanitation, SWM, transport, street lighting	Technology options	Legislation/ Government Orders	Eligibility for schemes. Paper work reqd
Poverty related-slum upgradation, habitat design, housing, bio metric id, GIS	Market rates, Hiring costs	Operational mechanisms e.g PIUs, SPVs, insourcing	Access funds for capacity building- who to approach
Urban environment- reclamation of sites, heritage protection, water bodies rehab	Clearing house support for identification of contractors/suppliers/ agencies	Practices / training/ relevant exposure visits , experience sharing of managerial practice, tech etc	Legal framework, consensus, financing schemes
Finances and revenue, GIS, property tax	Design specifications- vetting	Funding	Consensus of citizens, politicians
PPP models for municipal functions	Procurement methods	Terms of reference	Suitable models, procedurs
Capacity building and training needs	Land acquisition-TDR, land pooling etc	Information linkage with other departments	Formats, ToRs, method formulation etc

- *“I never teach my pupils; I only attempt to provide the conditions in which they can learn.” ~*

Albert Einstein