



# PEARL

## Update

### A JNNURM Initiative

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## National Workshop on PEARL

A National Workshop on Peer Experience And Reflective Learning (PEARL) was held in Hyderabad on November 6, 2009 under JNNURM. It was jointly organized by the Ministry of Urban Development (MoUD), National Institute of Urban Affairs (NIUA) and Administrative Staff College of India (ASCI). The workshop was attended by over 50 participants representing MoUD, State Governments, Municipal Corporations, Research and Training Organizations, City Managers Associations, Cities Alliance, Water and Sanitation Program (WSP), etc. The objective of the workshop was to identify success stories, issues and way forward for the PEARL program.

Prof. S. Chary, Director, Urban Management Center, ASCI welcomed all the participants. Prof. Chetan Valdiya, Director NIUA, gave a background of the workshop. He said that the major purpose of the PEARL program is to improve planning and implementation of projects and reforms under JNNURM. He added that a number of activities like a website ([www.indiaurbanportal.in](http://www.indiaurbanportal.in)), group workshops, newsletters and documentation of best practices have been undertaken.

In her keynote address, Ms. Pushpa Subramanyam, IAS, Secretary (UD), Government of Andhra Pradesh noted that there is a need to strengthen capacity at the state and city levels to improve service delivery and governance. She made specific suggestions: (a) set up knowledge cell at city and state levels; (b) set up e-group for senior stakeholders; and (c) help cities to access other national and international networks.

Mr. N. Venugopalan, Dy. Director, JNNURM, MoUD said that the purpose of the program is to learn from success and mistakes of each other. There is also a

## National Conference on JNNURM

The Prime Minister, Dr. Manmohan Singh, addressed the National Conference on the Jawaharlal Nehru National Urban Renewal Mission (JNNURM) in New Delhi on December 3, 2009. He also gave away the JNNURM awards to best cities in various categories and best Mass Transit Projects.



Taking note of the achievements of this flagship programme, the PM said "The programme has succeeded in focussing the attention of our policy makers on issues of urban renewal as never before. The problems of urban areas and their sustained development are no longer accepted stoically; they are being tackled and beginning to be tackled effectively".

Dr. Singh brought out a number of issues that require priority attention. He noted that the process of municipal reform under the Mission needs to deepen and be more even across cities. Further, he drew attention to the need to improve the financial health of municipalities. This was crucial for urban local bodies to be able to attract private investment or assistance from multilateral financial institutions. The PM also encouraged exploring the possibility of Public Private Partnerships wherever possible.

Dr. Manmohan Singh emphasized that the Government needs to provide sustained and imaginative leadership in the urban sector to cement the early successes of the JNNURM. He stated, "We will also work to widen and deepen urban renewal policies and reforms based on the experience of JNNURM."



need to take stock of present status of the mission and suggest way forward.

Ms. Nilanjana Sur, Research Fellow, NIUA made a presentation on the overview of PEARL activities. She apprised the participants of progress made



Prof. Chary addressing the participants

through website, group workshops, newsletters, documentation of best practices, etc. She discussed issues and the need to institutionalize peer learning process among cities.

Prof. Shrawan Acharya, CEPT spoke on issues, constraints and success stories based on experiences of the Heritage Cities Group. The Group is working on heritage guidelines, development control regulation and cost resource optimization techniques for projects. CEPT has set up a help desk and also initiated a web-based modular course on heritage conservation.



Mr. N. Bhattacharjee

Mr. N. Bhattacharjee, India Team Leader, WSP presented their work on urban reforms and communication. He

discussed the horizon of learning program which is being implemented for local governments in Bangladesh. The program has increased accountability of local governments and helped to transform relations among the three levels of government. He noted that PEARL can learn from the Bangladesh experience.

Prof. Chary elaborated the lessons learnt from evaluation of urban reforms under JNNURM. He described the status of reforms, issues and support needed. He highlighted the following lessons: (a) Knowledge can trigger change; (b) Peer learning can be effective if it is managed well; (c) Need to provide quality and timely information; (d) Involvement of political representatives is

necessary; (e) Tracking change is important; (f) Need for committed resources; and (h) Need to link with similar international networks.

In his presentation, Mr. Deepak Mhaisekar, IAS, Commissioner, Nanded Municipal Corporation outlined the achievements in planning and implementing JNNURM projects. He shared how the city was getting transformed with the help of JNNURM projects and reforms. The changes are visible in the form of improved roads, new bridges, improved water supply and sewerage systems, the Godavari river front development and construction of low cost housing.



Mr. D. Mhaisekar

The way forward identified for PEARL is as under:

- Set up knowledge centers at city, state and national levels;
- Set up a help desk for JNNURM;
- Set up e-Groups for JNNURM projects and reforms;
- Organize workshops on specific issues like water supply and sanitation, resource mobilization, governance, project implementation across various groups;
- Facilitate exchange visits among cities;
- Orient elected representatives;
- Develop linkages with other networks at national and international organizations;
- Focus on support for basic services to the urban poor; and
- Integrate PEARL with other programs of MoUD.

#### Innovations in Services for Urban Poor Awards

The India Urban Space Foundation with support from the World Bank SIDA partnership will present the 'Innovations in Services for Urban Poor Awards' to innovators and individuals that have demonstrated exemplary success in reaching out and serving the urban poor. The programme shall seek out innovations in the areas of: basic services water and sanitation; livelihood and skill development; housing and shelter; urban mobility; and primary education and preventive health. The innovations will be assessed on three parameters: sustainability, linkages with mandate of civic agencies, and integration with community interest.

Further details on the process, nomination requirements, and application forms available on [www.indiausp.org/innovations](http://www.indiausp.org/innovations) or write to [sumit@indiausp.org](mailto:sumit@indiausp.org)/ [hemanth@indiausp.org](mailto:hemanth@indiausp.org).

## Urban Resource Link Accelerating Urban Reforms through Information Support

<http://url.ascl.org.in>

The **Urban Resource Link** is an information support service on key reform areas for cities under JNNURM. It is managed by the Administrative Staff College of India and supported by the MoUD and the World Bank Institute. Information support in response to specific requests is provided in the areas of (i) Infrastructure and Service Delivery (ii) Financial reforms (iii) Decentralization and Accountability (iv) Poverty and Urban Economics and (v) Urban Environment. Urban managers and associated sector professionals can forward their enquiries and access this online data base. Responses to the enquiries put forth are addressed by a multi disciplinary team of experts. Enquiries may be submitted online on <http://url.ascl.org.in> or emailed to [url@ascl.org.in](mailto:url@ascl.org.in). It could also be faxed to 9140-23316211 or telephoned to 040-66534221.

### Documentation of Best Practices

"Documentation of Best Practices", Volume 2, under PEARL is a publication designed to document Urban Reforms initiated under JNNURM. State Governments and Urban Local Bodies (ULBs) have initiated reform processes to improve the level of urban governance.

While numerous ULBs are introducing change initiatives, some of which are extremely progressive and impressive; these are being taken in isolation without sharing the benefits of their experiences with others. These urban initiatives are being documented under PEARL for horizontal learning among cities.



The Best Practices included in the volume are structured in the standard format as developed under PEARL. This covers a brief summary, key dates, situation before, the new approach, strategy to develop the initiative, the process, results achieved, sustainability, lessons learnt, recognition and replicability. The motivation has been to focus on Best Practices in Urban Reforms at State and City Level. This includes case studies from State level (Karnataka, Andhra Pradesh, Orissa, and Tripura) to ULB levels (Ahmedabad, Surat, Pimpri Chinchwad, Bangalore,

Hyderabad, Kanpur and Pune) to have optimum level of convergence and synergy from JNNURM cities. Some of the case studies have also been taken from other cities, which makes this documentation much more enriched in achieving the desired goal of PEARL.

The following urban reforms have been documented in Volume 2:

- **Municipal Reform Cell:** Government of Karnataka;
- **Rationalization of Stamp Duty:** Orissa;
- **Improved Financial Management of Bhubaneswar Municipal Corporation;**
- **Accounting Reforms in Urban Local Bodies of Karnataka;**
- **Property Taxation:** Ahmedabad, Gujarat;
- **Property Taxation:** Bangalore, Karnataka;
- **Property Taxation:** Kanpur, Uttar Pradesh;
- **Property Taxation:** Hyderabad, Andhra Pradesh;
- **User Charges for Water Supply:** Pune, Maharashtra;
- **e-Suvidha - e-governance Initiatives:** Pimpri-Chinchwad, Maharashtra;
- **Online Tendering Application:** Pimpri-Chinchwad, Maharashtra;
- **SMS and Web Based Complaint Monitoring System:** Pimpri-Chinchwad, Maharashtra;
- **e-governance Initiatives:** Ahmedabad, Gujarat;
- **GIS Survey of Moradabad Nagar Nigam:** Moradabad, Uttar Pradesh;
- **Implementation of the Web Based Online Building Plan Approval System:** Surat, Gujarat;
- **Streamlining of Building Plan Approval Process:** Pune, Maharashtra;
- **Computer-Aided Administration of Registration Department:** Andhra Pradesh Government; and
- **Registration of Property Document:** Karnataka State Government.

### e-Group under PEARL

The PEARL programme under JNNURM aims to create a network of JNNURM cities so that they can learn from each other. NIUA is the national coordinator for PEARL. As part of the program, NIUA has set up an e-Group to provide a platform for sharing of knowledge and ideas among urban sector professionals in key areas.

#### PEARL: The Learning Network

The Ministry of Urban Development has set up a platform for networking among JNNURM cities known as Peer Experience and Reflective Learning (PEARL). This has been done "to create manageable networks between JNNURM cities for cross-learning and sharing knowledge on urban reforms and governance".





### Performance Awards to JNNURM Cities

Performance Awards for cities under JNNURM, initiated by MoUD recognizes achievements in basic services improvement as well as those in strengthening governance and finance functions, and undertaking environment friendly initiatives. The performance awards for 2008-09 were given by the Hon'ble Prime Minister Dr. Manmohan Singh and the Hon'ble Union Minister for Urban Development Shri Jaipal Reddy on December 3, 2009, on the occasion of the fourth anniversary of the launch of JNNURM.

Categories	Best Performing City
Best Performing City under UIG Sub-Mission of JNNURM (2008-2009)	Surat
Best Mega-City under UIG Sub-Mission of JNNURM (2008-2009)	Surat
Best Mass Transit Project	Janmarg - Ahmedabad Bus Rapid Transit System Project
Best Environmental friendly project	Delhi Metro Rail Project
<b>Achievement for Improvement in Basic Services: 2009</b>	
Water Supply	Nagpur
Wastewater Management & Drainage	Navi Mumbai
Solid Waste Management	Vijayawada and Kochi
<b>Achievement for Financial Sustainability for 2009</b>	
Improvement in Financial Management	Surat

PEARL Website [www.indiurbanportal.in](http://www.indiurbanportal.in)



### Resource Centre for Communication Material by WSP and NIUA

NIUA in partnership with the Water and Sanitation Program (WSP) and in agreement with MoUD has initiated the creation of a knowledge management resource centre in the area of strategic communications. The proposed resource centre will be a warehouse of communication strategies and materials developed by Urban Local Bodies/water utilities and other associated organizations.

There is general acceptance within the water supply and sanitation sector that any meaningful program needs strong community participation, which in turn requires regular communication. The experiences garnered in India have brought out some major challenges in this regard:

- Lack of adequate audio, visual and written communication material;
- Need for information on the availability and use of such materials;
- Poor access of these materials at all levels; and
- Lack of networking among organizations involved in using and producing communication materials.

To overcome these gaps, WSP and NIUA have initiated creation of the proposed resource centre. In the first phase, JNNURM cities would be studied that have a proven track record in initiating community participation in their municipalities. The information collected will be catalogued and hosted on the PEARL website for easy access to others working in the WSS sector.

### Call for Urban Initiatives

PEARL Update welcomes contributions on initiatives related to urban reforms, best practices, latest happenings relating to JNNURM in different states or ULBs for publication in the newsletter. Best Practices Format to send entries can be downloaded from [www.indiurbanportal.in](http://www.indiurbanportal.in) and [www.niua.org](http://www.niua.org)

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