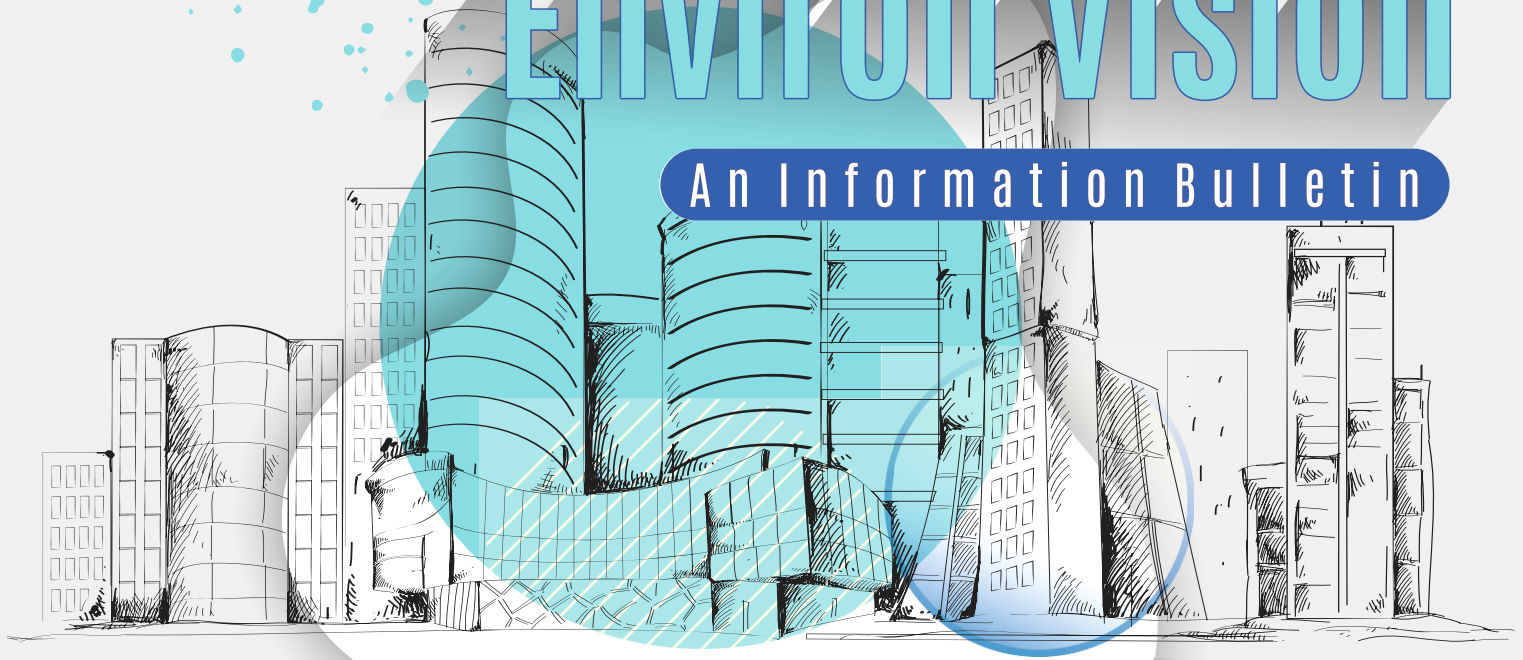


Vol - 20 No. 3 March 2025

RCUES, Mumbai
Enabling better cities...

Urban Environ Vision

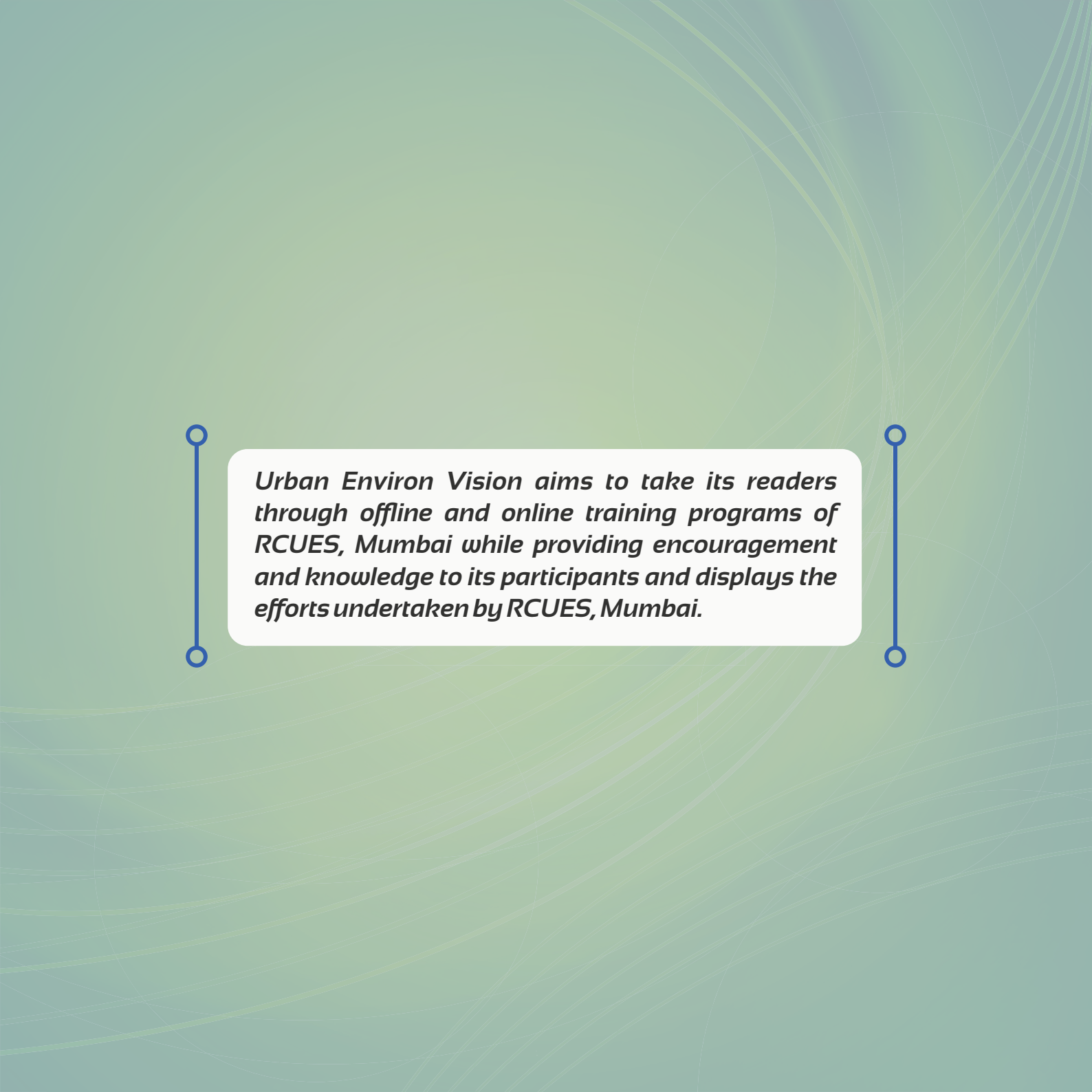
An Information Bulletin



RCUES
Mumbai

Regional Centre for Urban & Environmental Studies
All India Institute of Local Self-Government, Mumbai

Established in the year 1968, supported by the Ministry of Housing and Urban Affairs, Government of India



Urban Environ Vision aims to take its readers through offline and online training programs of RCUES, Mumbai while providing encouragement and knowledge to its participants and displays the efforts undertaken by RCUES, Mumbai.

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05th March 2025

18th March 2025

19th March 2025

Key Highlight

The training programs provided valuable insights to the participants on MIS compliance, focusing on essential elements like ATR report submission and milestone-based fund disbursal. They emphasized the importance of accurate data entry and geo-tagged progress updates on the MIS portal.

BACKGROUND

The Pradhan Mantri Awas Yojana - Urban (PMAY-U), an initiative by the Government of India to ensure Housing for All, has made substantial progress in providing affordable housing across India. The initiative also incorporates technological advancements for project monitoring and efficient fund management to ensure transparency and accountability in achieving its goal of 'Housing for All'.

Implementing PMAY-U with strict adherence to MIS protocols ensures that the mission objectives are met efficiently and transparently, providing sustainable housing solutions to the urban poor. MIS ensures real-time data updates through Aadhaar-based beneficiary identification, geo-tagging of projects, and online

progress reporting by the states and UTs. Fund management is streamlined via Direct Benefit Transfer (DBT) and tracked through the Public Financial Management System (PFMS). Additionally, MIS facilitates grievance redressal through a centralized system, supports data analytics for informed decision-making, and promotes transparency through public disclosure and regular audits, ensuring compliance and accountability in achieving the mission and housing goals.

MIS under PMAY-U is essential to ensure that the officials and stakeholders are adept at utilizing this powerful tool for efficient program implementation. Proper MIS training enables users to accurately update and manage data, monitor project

progress through geo-tagging, and ensure secure and effective fund management via systems like the PFMS. It also empowers them to handle beneficiary data accurately, address grievances through centralized systems, and make informed decisions based on real-time data analytics. Moreover, training enhances transparency and accountability by enabling thorough documentation and compliance with audit requirements. Without such training, the full potential of MIS to streamline processes, improve efficiency, and achieve the mission and housing goals would be compromised.

To upskill the knowledge of the mission functionaries on MIS under PMAY-U, the Regional Centre for Urban & Environmental Studies (RCUES) of All India Institute of Local Self Government (AIILSG), Mumbai conducted three Regional Specialized Web-Based Training Programs on 'Compliance with MIS under Pradhan Mantri Awas Yojana (PMAY) - Urban' on 5th, 18th & 19th March 2025. These training programs were supported by the Ministry of Housing & Urban Affairs (MoHUA), Government of India (GoI).

KEY OBJECTIVE

The key objective of these training programs was to enhance the participants' technical and operational skills to comply with the MIS requirement by facilitating effective monitoring, evaluation, and decision-making at the city level.

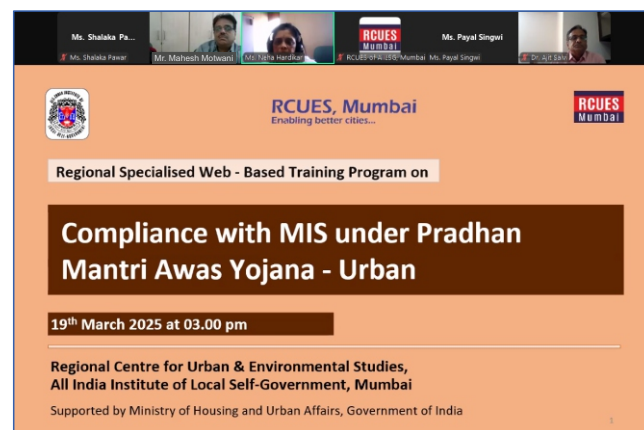
PARTICIPATION

A total of 153 participants attended these web-based training programs, comprising CLTC Civil Engineers, MIS Specialists

from Maharashtra. The following table indicates the participation for each training program.

| Sr. No. | Date of the Training Program | No. of Participants |
|---------|------------------------------|---------------------|
| 1 | 05 th March 2025 | 62 |
| 2 | 18 th March 2025 | 32 |
| 3 | 19 th March 2025 | 59 |
| | Total | 153 |

INTRODUCTION



Ms. Neha Hardikar, Sr. Research Officer, RCUES of AIILSG, Mumbai addressing the participants.

Ms. Neha Hardikar, Sr. Research Officer, RCUES of AIILSG, Mumbai, welcomed the speakers and the participants and gave an insightful overview of RCUES of AIILSG, Mumbai, emphasizing its vital role in promoting sustainable urban governance through capacity-building efforts. She highlighted that the training programs aim to build a thorough understanding

of MIS processes, offering participants valuable insights into data management and reporting. This knowledge will enable them to effectively meet MIS requirements and enhance city-level performance.

INAUGURATION

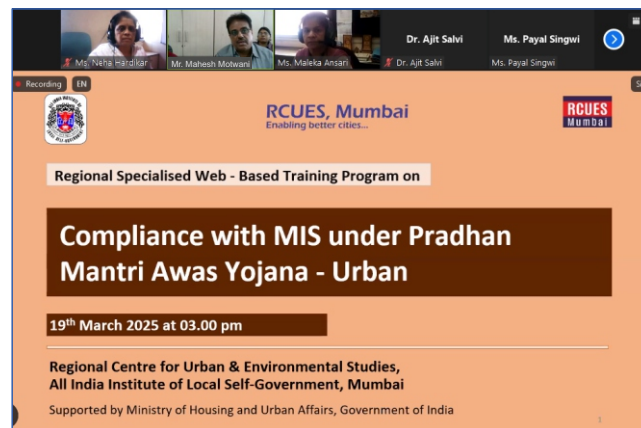
These web-based training programs were inaugurated by Dr. Ajit Salvi, Director, RCUES of AIILSG, Mumbai. In his inaugural address, he spoke on the importance of MIS in the implementation of PMAY-Urban and providing affordable houses to the urban poor, moving towards sustainable urban development.



Dr. Ajit Salvi, Director, RCUES of AIILSG, Mumbai addressing the participants.

Mr. Mahesh Motwani, Officer on Special Duty (OSD), PMAY-U, MHADA, Mumbai, during his address, highlighted the importance of compliance in ensuring transparency and accountability in the implementation process. He explained how strict adherence to rules helps avoid risks like financial mismanagement and project

delays. Citing real-life cases, he emphasized that compliance is essential for achieving the mission's goals effectively.



Mr. Mahesh Motwani, OSD, PMAY-U, MHADA, Mumbai addressing the participants.

TECHNICAL SESSIONS

The session on 'Importance of MIS under PMAY-U' was addressed by Ms. Payal Singwi, Consultant to the Government of Maharashtra, emphasizing its critical role in ensuring the successful implementation of PMAY-U. She emphasized the critical importance of compliance in the successful implementation of the PMAY-U. She said that adherence to the compliance of the guidelines is essential for achieving the program's objectives within the prescribed timelines, ensuring the timely delivery of affordable housing to the urban poor. Compliance ensures that activities at all stages of the program, from planning to execution, are carried out as per the laid-down rules, contributing to the effective utilization of resources and preventing unnecessary delays.

Ms. Singwi highlighted critical concerns regarding the pending Action Taken Report (ATR) under PMAY-U, emphasizing the urgency of timely compliance and consistent follow-up. She clarified the distinction between the MIS and Meeting Minutes, while the MIS functions as a real-time data tracking and management tool, Meeting Minutes serve as formal records of discussions and decisions. She further addressed the backlog in the revision cycle, stressing the need for regular updates to reflect ongoing implementation progress. As key drivers of implementation at the city level, CLTCs must adhere to timelines and maintain quality standards across all housing projects, she added.

| Sr. No. | District | City | CMHC Meeting | Project Name | Sanctioned 4 DNs after 30th CMHC | Revised Date after 30th CMHC | MIS Status (15.03.2025) | Beneficiary as per DPR | Difference in DNs on MIS | Beneficiary Attachment on MIS | Pending/Excess Beneficiary Attachment | ATR Received | ATR Not Received |
|---------|------------|------------|------------------|--|----------------------------------|------------------------------|-------------------------|------------------------|--------------------------|-------------------------------|---------------------------------------|--------------|------------------|
| 1 | Aurangabad | Aurangabad | 10 January 2019 | Revised B.L. project for construction of 715 to 862 BWS Houses at Aurangabad Municipal Corporation Ward, Aurangabad, Maharashtra | 292 | 0 | Accepted By CMHC | 292 | 0 | 292 | 0 | Received | Not Received |
| 2 | Aurangabad | Aurangabad | 20 January 2021 | BCL project for construction of 138 BWS Houses at Aurangabad, Maharashtra | 116 | 16 | Accepted By CMHC | 71 | 0 | 71 | 0 | Received | Received |
| 3 | Aurangabad | Aurangabad | 23 December 2021 | Construction of 87 BWS Houses at various location under BCL in Aurangabad Municipal Corporation Ward | 97 | 0 | Accepted By CMHC | 97 | 0 | 97 | 0 | Received | Received |
| 4 | Aurangabad | Aurangabad | 10 March 2022 | Construction of 101 BWS Houses at various location under BCL in Aurangabad Municipal Corporation | 101 | 0 | Accepted By CMHC | 101 | 0 | 101 | 0 | Received | Received |

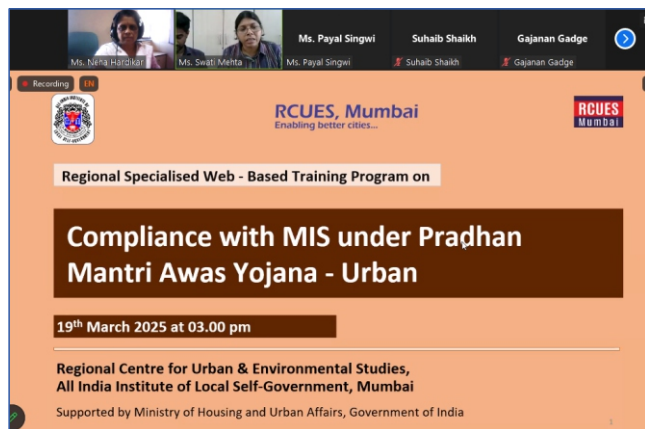
Ms. Payal Singwi, Consultant to the Government of Maharashtra addressing the participants.

In the next session on 'Compliance and Fund Release Process', Ms. Singwi provided a detailed overview of MIS compliance and the procedural aspects of fund disbursement. She emphasized the need for accurate reporting of the funds received, the amount utilized, and the remaining balance.

Ms. Singwi also highlighted the critical supporting documents required for fund release, including geo-tagged photographs, beneficiary details, and progress reports. She further clarified the certification protocols to be followed by Urban Local Bodies (ULBs) and state-level authorities, to ensure that the participants are well-informed about each step involved in the compliance and documentation process.

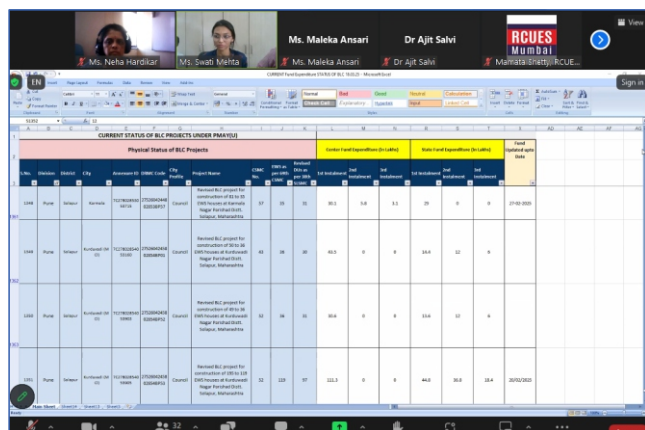
Ms. Singwi presented a detailed summary of phase-wise funding requirements, including foundation, structure, and finishing stages. The participants were taught how to map the physical progress of financial disbursement and align fund requests with the Detailed Project Report (DPR) and beneficiary lists. The fund disbursement process was explained step-by-step, including momentous-based releases such as the second instalment after foundation completion and the third instalment following roof and superstructure completion. She also outlined the procedures for ULB verification, including site inspections and MIS updates, and highlighted the use of the PMAY-MIS portal for data entry and document uploads. She then explained the DBT process, detailing how funds are directly credited to beneficiaries' accounts to ensure transparency and efficiency. The session highlighted the importance of timely verification and accurate documentation to facilitate smooth disbursement.

On 18th March 2025, the above sessions were delivered by Ms. Swati Mehta & Mr. Tushar Boir, SLTC officials from MHADA, Mumbai.



Ms. Swati Mehta, SLTC official, MHADA, Mumbai addressing the participants.

Q & A SESSION



Ms. Sayali Nagare, SLTC official, MHADA, Mumbai addressing the participants.

During the Q & A Session, the participants asked MHADA authorities and SLTC officials about various aspects of the MIS

portal. Questions focused on issues like updating the portal with accurate data, handling cases of deceased beneficiaries, and the process of Aadhaar updating to ensure smooth operations. The discussion aimed at resolving challenges faced at the city level, helping participants enhance their performance on the MIS portal for more efficient project management. Ms. Sayali Nagare, SLTC official, MHADA, Mumbai, and other SLTC members addressed the queries of CLTCs raised from three divisions of Maharashtra state.

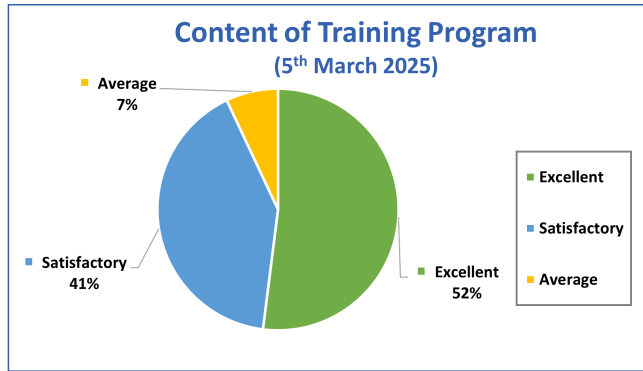
SUMMING UP

The training programs concluded with a Vote of Thanks delivered by Ms. Hardikar. After gathering feedback from the participants, she expressed her gratitude to all trainers for their valuable contributions and encouraged the participants to actively apply the insights and knowledge gained during the sessions in their work roles.

TRAINING EVALUATION

Training evaluation is a systematic process of assessing the effectiveness, efficiency, and impact of training programs. It involves measuring how well the training met its objectives, improved participants' knowledge or skills, and contributed to individual or organisational performance. The following charts represent the participants' evaluation regarding the content provided in each of the training programs.

Training Program (5th March 2025):



It can be observed from the above chart that a majority of 52% rated the content as 'Excellent', indicating that more than half of the participants found the training material to be highly effective and valuable. Additionally, 41% of the respondents considered the content to be 'Satisfactory', suggesting that while the training met their expectations, there were still areas for improvement. Further, a small portion of 7% rated the content as 'Average', implying limited engagement or relevance for that group. Overall, the feedback is largely positive, with 93% of participants rating the content as either excellent or satisfactory.

Training Program (18th March 2025):

The chart shows an even split in responses, with 50% rating the content 'Excellent' and the remaining 50% as 'Satisfactory'. Notably, no participant rated the content as 'Average', indicating that all the respondents viewed the training content positively. The equal distribution suggests that while half the participants

found the content to be of the highest quality, the other half felt it was good but left some room for improvement. Overall, the feedback reflects a strongly favourable perception of the training content, with no negative evaluations reported.



Training Program (19th March 2025):



The above chart demonstrates that a majority of 52% rated the content as 'Excellent', indicating that more than half found the material to be of high quality and relevance. Meanwhile, 48% of the participants rated the content as 'Satisfactory', suggesting that although the content met their expectations, it may not



Regional Specialized Training Programs on City Livelihood Action Plan (C-LAP) – Pathway to Sustainable Urban Development

12th March 2025

13th March 2025

Mumbai, Maharashtra.

Key Highlight

The participants gained insights into the process of formulating the City Livelihood Action Plan (C-LAP) to strengthen livelihood opportunities and promote economic resilience.

BACKGROUND

The C-LAP is an initiative by the Ministry of Housing and Urban Affairs (MoHUA), Government of India (GoI), aimed at enhancing the livelihoods of urban poor communities across the country. It is a strategic framework designed to promote and enhance livelihood opportunities within a city for the urban poor, including the vulnerable populations. The program seeks to address the challenges faced by low-income urban populations by creating sustainable and inclusive livelihood opportunities. The C-LAP framework is designed to be city-specific, focusing on identifying the unique economic needs of each city, mapping existing livelihood opportunities, and developing targeted interventions to uplift marginalized communities.

By emphasizing local context and participatory planning, C-LAP ensures that the urban poor have access to better employment, entrepreneurship, and skill development opportunities, thereby improving their socio-economic conditions. The Mission adopts a 'whole of government approach' by bringing into focus the vulnerable occupational groups such as construction workers, transportation workers, care workers, waste workers and domestic workers, as well as women, elderly, differently able, migrants, and other marginalized communities in addition to the urban poor who are at the risk being pushed into poverty in the event of economic shocks.

The C-LAP is required to be prepared by urban local bodies (ULBs), aiming to create a five-year roadmap for inclusive economic growth, aligning it with climate and disaster resilience by assessing the city's livelihood generation landscape, setting actionable goals, and implementing them in collaborative ways. Further, it will enable ULBs to assess the existing livelihood landscape of the city, identify and prioritize growth sectors that will promote livelihood creation, set goals, and draw an implementation roadmap for the new Mission. The urban landscape of work is evolving rapidly, and the new Mission aims to align itself with these changing livelihood demands.

Considering this background, the Regional Centre for Urban and Environmental Studies (RCUES) of All India Institute of Local Self-Government (AIILSG), Mumbai organized two Regional Specialized Training Programs on 'City Livelihood Action Plan (C-LAP) - Pathway to Sustainable Urban Development' on 12th & 13th March 2025 at Mumbai, Maharashtra. These training programs were supported by the MoHUA, GoI.

KEY OBJECTIVE

The key objective of these training programs was to create a comprehensive, demand-driven roadmap that adopts sustainable livelihood opportunities, and promotes economic resilience through collaborative efforts and local strategies.

PARTICIPATION

A total of 129 participants attended the training programs, comprising State Mission Managers, City Mission Managers,

Community Development Officers, Community Officers, and other officials from Maharashtra. The following table indicates the participation for each training program.

| Sr. No. | Date of the Training Program | No. of Participants |
|---------|------------------------------|---------------------|
| 1 | 12 th March 2025 | 60 |
| 2 | 13 th March 2025 | 69 |
| | Total | 129 |

INTRODUCTION



Ms. Neha Hardikar, Sr. Research Officer, RCUES of AIILSG, Mumbai addressing the participants.

On 12th March 2025, Ms. Neha Hardikar, Sr. Research Officer, RCUES of AIILSG Mumbai, commenced the training program by extending a warm welcome to the dignitaries on the dais, trainers, and participants. She introduced RCUES of AIILSG, Mumbai, emphasizing its role and vision, and provided an

overview of the training objectives for C-LAP, highlighting their importance and anticipated outcomes. She mentioned that Deendayal Jan Aajeevika Yojana - Shahari (D-JAYS) complements the objectives of C-LAP by focusing on urban poverty alleviation and improving the livelihoods of urban poor. This initiative aligns with C-LAP's goal of enhancing local governance and community-driven development. Together, they aim to empower urban populations through skill-building, financial inclusion, and sustainable livelihood opportunities.

The training program on 13th March 2025 on the same subject was coordinated by Ms. Yashashree Rane, Jr. Research Officer, RCUES of AIILSG, Mumbai.



Ms. Yashashree Rane, Jr. Research Officer, RCUES of AIILSG, Mumbai addressing the participants.

INAUGURATION

Dr. Ravindra Jadhav, State Mission Manager (SMM), Deendayal Antyodaya Yojana – National Urban Livelihoods

Mission (DAY-NULM), Directorate of Municipal Administration (DMA), Government of Maharashtra, Mumbai inaugurated the training program with Dr. Ajit Salvi, Director, RCUES of AIILSG, Mumbai, Ms. Vibha Jadhav, City Mission Manager (CMM), DAY-NULM, Mumbai, Ms. Neha Hardikar & Ms. Yashashree Rane.



Dr. Ravindra Jadhav, SMM, DAY-NULM, DMA, Government of Maharashtra, Mumbai inaugurated the training program by lighting the lamp. (L to R) Mr. Bhagwat Pathare, CMM, DAY-NULM, Mumbai, Ms. Vibha Jadhav, CMM, DAY-NULM, Mumbai, Dr. Ajit Salvi, Director, RCUES of AIILSG, Mumbai, Ms. Neha Hardikar, Sr. Research Officer, Ms. Yashashree Rane, Jr. Research Officer, and Ms. Mansi Gothankar, Research Associate, RCUES of AIILSG, Mumbai.

Dr. Jadhav, in his inaugural address, introduced C-LAP, explaining how it aims to enhance livelihoods and contribute to sustainable urban development. He highlighted how the program's focus on capacity building will support the transition toward more resilient and inclusive urban growth.

Dr. Salvi, in his keynote address, highlighted the rapid urbanization of cities. He stressed the need to focus on informal sectors like truck drivers, domestic helpers, and

construction workers, emphasizing skill development for their inclusion in structured livelihood opportunities. He identified challenges such as a lack of data on the vulnerable population, limited funding, and societal perceptions of these jobs as low-level. At the end, Dr. Salvi called for a shift in mindset to recognize the value of informal workers in sustainable urban development.



Dr. Ajit Salvi, Director, RCUES of AILSG, Mumbai addressing the participants.

TECHNICAL SESSIONS

The first session on 'Introduction to Deendayal Jan Aajeevika Yojana & C- LAP' was conducted by Ms. Vibha Jadhav, CMM, DAY-NULM, Mumbai, highlighting the C-LAP and its role in promoting economic opportunities for marginalized groups. She outlined its key components, focusing on self-employment, social and financial inclusion, and identification of primary beneficiaries, including construction, transport, gig (informal), sanitation, domestic, and care workers. Emphasizing C-LAP's

significance in addressing urban employment challenges, she detailed its implementation strategy involving stakeholder collaboration, policy formulation, and financial planning. She also introduced new mission components under the revised guidelines of Deendayal Jan Aajeevika Yojana - Shahari, particularly benefiting construction, transport, gig (informal), domestic, and waste workers. Additionally, she explained the C-LAP development process, covering personnel responsibilities, data collection methods, budgeting, and five-year planning. The session concluded with an overview of the three key phases. Phase 1: 'As Is Analysis' to assess the current scenario, Phase 2: 'To Be Analysis' for setting future goals, and Phase 3: 'Implementation Plan' for effective execution.



Ms. Vibha Jadhav, CMM, DAY-NULM, Mumbai addressing the participants.

The next session on the 'C-LAP Analysis' was delivered by Mr. Bhagwat Pathare, CMM, DAY-NULM, Mumbai, emphasizing the role of urban livelihood programs in addressing challenges faced by informal workers, including those in construction,

transport, gig economy, domestic work, waste management, and care-giving services. He highlighted the impact of rising urbanization on the need for structured economic opportunities and discussed D-JAY's mission components, such as community-led institution development, financial inclusion, social infrastructure, convergence with government schemes, and capacity building. The session focused on the C-LAP as a tool to integrate informal workers into formal urban economies through data-driven planning, financial support, skill development, and policy interventions. He also featured the importance of social security, housing, and healthcare for the marginalized populations while promoting sustainable employment solutions. Additionally, he introduced updates in the National Urban Livelihoods Mission (NULM), explaining its shift from a top-down approach (where targets and budgets were set by authorities) to a bottom-up approach (that prioritizes vulnerable groups) collecting data on their needs, and using this data to develop budgets and action plans for the next five years.



Mr. Bhagwat Pathare, CMM, DAY-NULM, Mumbai addressing the participants.

The next session on 'C-LAP To be Analysis' was delivered by Dr. Ravindra Jadhav, SMM, DAY-NULM, DMA, Government of Maharashtra, Mumbai, providing an overview of the two key phases of C-LAP, with a primary focus on Phase 1: As Is Analysis. He emphasized the importance of this phase as the foundation for C-LAP, involving extensive data collection from both primary and secondary sources. Primary data includes surveys, interviews, and stakeholder consultations, while secondary data involves analyzing existing reports and historical records. He highlighted stakeholder engagement as a crucial element, ensuring that insights from various groups are taken into account.



Dr. Ravindra Jadhav, SMM, DAY-NULM, DMA, Government of Maharashtra, Mumbai addressing the participants.

In respect of the 'To Be Analysis' phase, Dr. Jadhav focused on identifying key areas for livelihood creation and economic growth. He discussed analyzing emerging sectors, workforce trends, and labor force projections for the next five years. Mapping economic growth drivers, engaging stakeholders,

and assessing job market trends were highlighted as essential to bridge the gap between labor supply and demand. He emphasized the role of primary surveys and consultations in understanding the aspirations and skill needs of the urban poor, ensuring targeted interventions for skill development, self-employment, and financial support. Additionally, he explored opportunities in the green and care economies, including renewable energy, waste management, and care-giving services. He also stressed the importance of assessing climate vulnerabilities and developing adaptive strategies to enhance economic resilience, laying the groundwork for the next phase of C-LAP implementation.

Dr. Jadhav led another session on 'C-LAP Implementation & Planning', focusing on translating the insights from the 'As Is Analysis' and 'To Be Analysis' into actionable livelihood strategies. He outlined the first step: gap assessment and vision setting, where cities establish clear goals for economic development, poverty alleviation, and workforce inclusion. He added that the implementation phase would prioritize entrepreneurship development, job creation programs, and financial support mechanisms to ensure sustainable and inclusive livelihood initiatives.

He highlighted the importance of phased implementation, where activities are strategically planned and executed over a defined timeline with periodic monitoring and evaluation. Resource mobilization was another key focus, with an emphasis on leveraging government schemes, CSR initiatives, and micro-financing to fund livelihood projects. Concluding the session, he underlined the significance of effective communication and outreach strategies, advocating for

community-driven initiatives, digital platforms, and public awareness campaigns to maximize impact and ensure the long-term sustainability of C-LAP interventions.

On 13th March 2025, the same session was delivered by Mr. Subhash Khake, CMM, DAY-NULM, Mumbai.



Mr. Subhash Khake, CMM, DAY-NULM, Mumbai addressing the participants.

SUMMING UP

The training programs concluded with the participants' feedback, followed by a Vote of Thanks, expressing gratitude to the esteemed trainers and attendees.

TRAINING EVALUATION

Training evaluation systematically assesses the effectiveness, relevance, and impact of a training program. It involves

collecting and analyzing feedback and performance data to determine whether the training objectives were achieved and identify areas for improvement in future programs.

Training Program (12th March 2025):



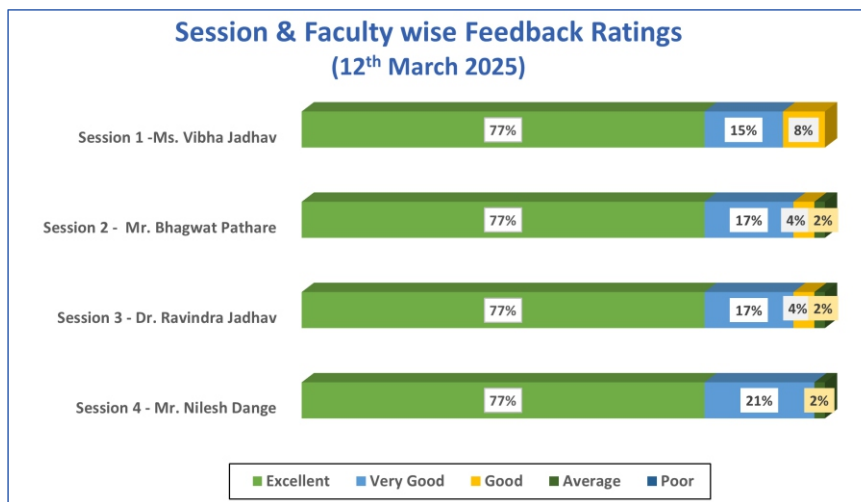
The above chart illustrates participants' feedback on the content of the training program. A significant majority, accounting for

84%, rated the content as 'Excellent', indicating a strong level of satisfaction with the training material. Additionally, 8% of the respondents considered it to be very good, while another 8% rated it as 'Good'. These responses reflect an overwhelmingly positive reception regarding the training content, with no participants rating it as average or poor.

The below chart displays session-wise and faculty-wise feedback ratings for a training program, based on the participants' responses across four sessions. The ratings are categorized as excellent, very good, good, average, and poor.

Here's the interpretation:

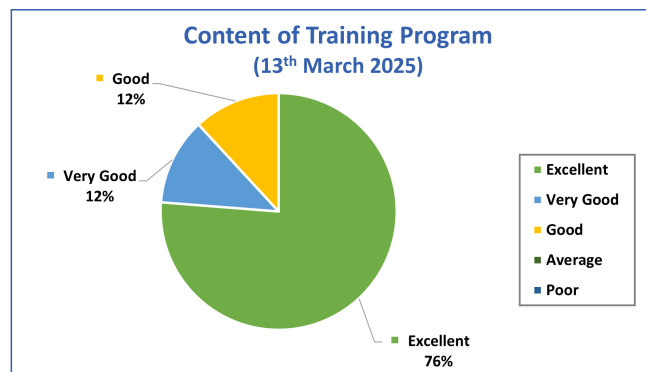
- All four sessions received a consistent 77% of 'Excellent' ratings, indicating a high level of satisfaction with the faculty and content.
- Session 1 (Ms. Vibha Jadhav) received 15% 'Very Good' and 8% 'Good' ratings with no 'Average' or 'Poor' feedback.



- Session 2 (Mr. Bhagwat Pathare) and Session 3 (Dr. Ravindra Jadhav) each had 17% of participants ratings as 'Very Good', 4% as 'Good', and 2% as 'Average'.
- Session 4 (Mr. Nilesh Dange) had the highest 'Very Good' feedback at 21%, with 2% rating their session as 'Average'.

Overall, the feedback reflects strong and consistent performance across all sessions, with the majority of participants highly appreciating the quality of sessions. Minor variations in the 'Very Good' and 'Good' categories suggest generally favourable impressions, while minimal lower ratings further emphasize the session's success.

Training Program (13th March 2025):



The above chart represents the participants' evaluation of the training program's content. A substantial 76% of the respondents rated the content as 'Excellent', highlighting a strong level of approval. In addition, 12% considered it 'Good'.

These responses collectively reflect that all the participants viewed the content positively, with no ratings falling under 'Average' or 'Poor'. This suggests that the training material was well-structured, relevant, and effectively met participants' expectations.

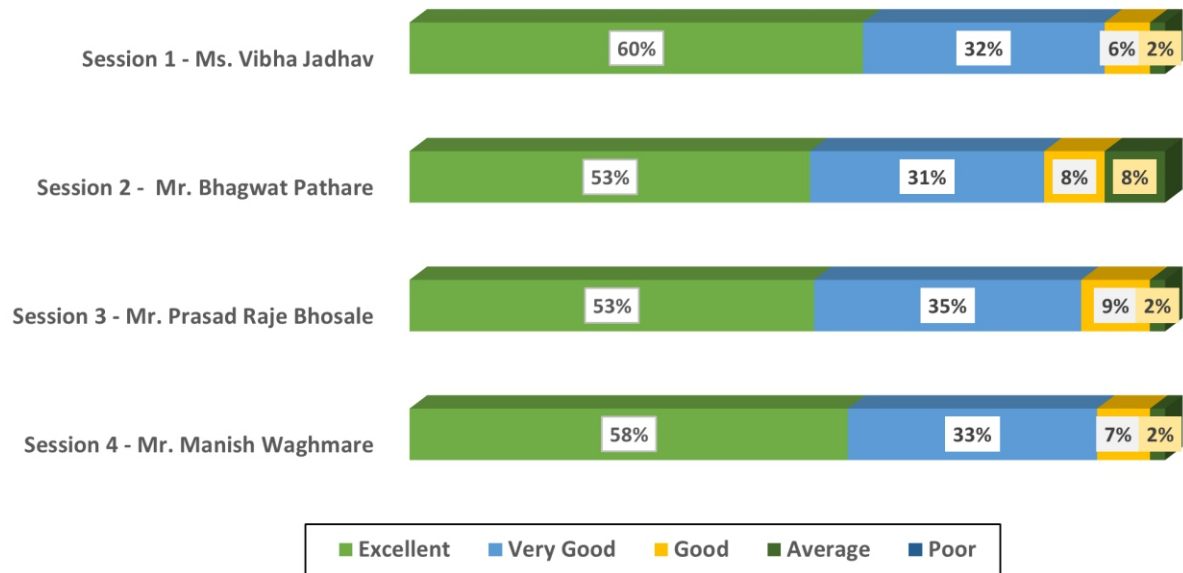
The next chart illustrates session-wise and faculty-wise feedback for four sessions conducted as part of the training program. Unlike the previous set of sessions, which showed overwhelmingly high ratings, this chart reflects more varied participant responses.

- Session 1, led by Ms. Vibha Jadhav, received the highest percentage of 'Excellent' ratings at 60%, followed by 32% 'Very Good', 6% 'Good', and 2% 'Average'. This suggests that the session was well-received overall, with a strong majority expressing high satisfaction.
- Session 2, conducted by Mr. Bhagwat Pathare, showed a more balanced distribution: 53% rated it 'Excellent', 31% 'Very Good', 8% 'Good', and another 8% 'Average'. This indicates a slight dip in satisfaction compared to Session 1, with a notable rise in the 'Average' category.
- Session 3 by Mr. Prasad Raje Bhosale also garnered 53% 'Excellent' ratings, but it received the highest 'Very Good' feedback at 35%, along with 9% 'Good' and 2% 'Average'. This suggests relatively positive engagement, albeit with slightly more mixed impressions.
- Session 4, conducted by Mr. Manish Waghmare, received 58% 'Excellent', 33% 'Very Good', 7% 'Good', and 2% 'Average'. These figures indicate that this session was well adapted by the participants.

Overall, while all sessions received the majority of 'Excellent' and 'Very Good' ratings, the presence of 'Good' and 'Average' feedback across all the sessions points to areas for potential

improvement in delivery or content to ensure even higher participant satisfaction.

Session & Faculty wise Feedback Ratings (13th March 2025)



GLIMPSES OF THE SPECIALIZED TRAINING PROGRAMS





Regional Specialized Seminar on

Urban Transportation - Sustainable Urban Mobility for Smarter Cities

25th March 2025

Mumbai, Maharashtra.

BACKGROUND

Urban transportation plays a crucial role in connecting cities and nurturing sustainable development by providing efficient, accessible, and eco-friendly transit solutions. It supports economic growth, reduces traffic congestion, and minimizes environmental impact by promoting public transport, non-motorized modes, and clean energy technologies. Integrated and sustainable transit systems enhance mobility, improve quality of life, and ensure equitable access to resources and opportunities for the urban population. By prioritizing sustainable urban transportation, cities can reduce greenhouse gas emissions, mitigate climate change, and create liveable, inclusive urban spaces.

Metro systems are vital for urban development, offering a fast, efficient, and sustainable mode of public transportation. They reduce traffic congestion, lower carbon emissions, and provide a reliable alternative to road-based commuting, significantly improving the quality of urban life. By facilitating seamless connectivity across cities, metros enhance

economic productivity and accessibility to workplaces and the health care system. They also promote transit-oriented development, encouraging the growth of residential and commercial hubs around metro stations. As cities grow, metros play a crucial role in meeting the demands of urban mobility while adopting sustainable and inclusive development.

Electric buses are a keystone of sustainable urban mobility, offering an eco-friendly alternative to traditional diesel-powered buses. They significantly reduce greenhouse gas emissions, improve air quality, and lower noise pollution, contributing to healthier cities. With lower operational and maintenance costs over time, electric buses also provide economic benefits for transit authorities. They are pivotal in reducing dependency on fossil fuels, aligning with global climate goals. By integrating electric buses into public transport systems, cities can promote green transportation, encourage a shift from private vehicles, and lay the foundation for a cleaner, greener, and more sustainable future.

To establish efficient, accessible, and eco-friendly transit systems that connect cities and promote sustainable urban mobility, the Regional Centre for Urban & Environmental Studies (RCUES) of All India Institute of Local Self Government (AIILSG), Mumbai conducted a Regional Specialized Seminar on 'Urban Transportation - Sustainable Urban Mobility for Smarter Cities' on 25th March 2025 at Mumbai, Maharashtra. This Seminar was supported by the Ministry of Housing & Urban Affairs (MoHUA), Government of India (GoI).

In all, forty-seven participants comprising Chief Executive Officers, Directors, Engineers, Planners, Researchers, Independent Analysts, and other officials from Maharashtra state attended the Seminar.

INTRODUCTION



Ms. Neha Hardikar, Sr. Research Officer, RCUES of AIILSG, Mumbai addressing the participants.

Ms. Neha Hardikar, Sr. Research Officer, RCUES of AIILSG, Mumbai, commenced the Seminar by welcoming the dignitaries on the dais and providing a brief introduction of RCUES, Mumbai, highlighting the seminar's objectives. She highlighted the crucial link between urban mobility and transit systems in achieving zero emissions, aligning with the Atal Mission for Rejuvenation and Urban Transformation (AMRUT) mission's goal of reducing pollution through improved public and non-motorized transport infrastructure.

INAUGURATION



Dr. Jairaj Phatak, IAS (Retd.), Director General, AIILSG inaugurated the training program by lighting the lamp. (L to R) Ms. Neha Hardikar, Sr. Research Officer, RCUES of AIILSG, Mumbai, Dr. Ajit Salvi, Director, RCUES of AIILSG, Mumbai, Dr. (Prof.) Sneha Palnitkar, Chief Executive Officer, Waste Management & Research Centre (WMRC), AIILSG, Mumbai, Mr. R. Ramana, Director, Planning, Mumbai Metro Rail Corporation Limited (MMRCL), Government of Maharashtra, Mumbai, and Ms. Maleka Ansari, Sr. Research Officer, RCUES of AIILSG, Mumbai.

The seminar was inaugurated by Dr. Jairaj Phatak, IAS (Retd.), Director General, AIILSG, with Mr. R. Ramana, Director, Planning, Mumbai Metro Rail Corporation Limited (MMRCL), Government of Maharashtra, Mumbai, Dr. (Prof.) Sneha Palnitkar, Chief Executive Officer, Waste Management & Research Centre (WMRC), AIILSG, Mumbai, Dr. Ajit Salvi, Director, RCUES of AIILSG, Mumbai, Ms. Neha Hardikar & Ms. Maleka Ansari, Sr. Research Officers, RCUES of AIILSG, Mumbai.



Dr. Jairaj Phatak, IAS (Retd.), Director General, AIILSG addressing the participants.

During the inauguration, Dr. Phatak shared insights from his extensive experience in urban transportation management within the Pimpri-Chinchwad Municipal Corporation (PCMC) and Navi Mumbai regions. He pointed out that, while urban transportation is not explicitly listed among the 18 functions assigned to municipal bodies under the Twelfth Schedule of the Indian Constitution, states like Maharashtra and Gujarat have proactively empowered their municipal bodies to take on

responsibilities in this domain. Dr. Phatak emphasized the need for strengthening municipal governance in urban transport and integrating innovative solutions to address mobility challenges.

Dr. Phatak felicitated Mr. R. Ramana and Dr. (Prof.) Palnitkar by presenting them with mementos, while Dr. Salvi honoured Dr. Phatak with a memento as a token of appreciation.



Dr. Jairaj Phatak, IAS (Retd.), Director General, AIILSG felicitated Mr. R. Ramana, Director, Planning, MMRCL, Government of Maharashtra, Mumbai.

KEY DISCUSSIONS

Mr. R. Ramana discussed 'Integrated Public Transport System: Efforts taken towards last mile connectivity for Metro Rail' by providing an overview of the Mumbai Metro Line 3 project, a fully underground 33.5 km metro corridor with 27 stations, designed to enhance urban mobility. The discussion emphasized last-mile connectivity solutions, including feeder services, multi-modal integration, Transit-Oriented

Development (TOD), and infrastructure enhancements such as pedestrian bridges and direct access to key destinations. Additionally, he highlighted the environmental and socio-economic benefits, including reduced traffic congestion, lower fuel consumption, and increased productivity. By integrating with suburban rail, monorail, and high-speed rail networks, the Mumbai Metro Line 3 is set to transform the city's urban transport ecosystem, ensuring seamless connectivity.



Mr. R. Ramana, Director, Planning, MMRCL, Government of Maharashtra, Mumbai addressing the participants.

Dr. (Prof.) Palnitkar highlighted the critical need for enhancing women's safety in public transport, advocating for secure, inclusive, and well-monitored transit systems. She emphasized that ensuring safety goes beyond physical infrastructure, extending to policy interventions, technological solutions, and community engagement. Measures such as improved surveillance, gender-sensitive urban design, well-illuminated transit hubs, and responsive grievance mechanisms were highlighted as essential components of a holistic approach.

She also stressed the importance of integrating women's perspectives into transport planning and decision-making, ensuring that mobility systems cater to their unique needs and challenges. By promoting a safer and more inclusive public transport network, cities can empower women, enhance their participation in economic and social activities, and contribute to overall urban sustainability.



Dr. (Prof.) Sneha Palnitkar, Chief Executive Officer, WMRC, AILSG, Mumbai addressing the participants.

Dr. Salvi moderated the 'Technology and Innovation in Urban Mobility' session. This session included the discussion on 'Digital Ticketing, Smart Cards, and Intelligent Transport Management System: Leveraging AI and IoT for Seamless Travel' held by Ms. Nidhi Shah, Sr. Associate, Coordinates Consulting, Ahmedabad, Gujarat. She emphasized that by integrating AI, IoT, and data-led governance, cities can enhance mobility efficiency, optimize resources, and improve service quality. The evolution from traditional paper tickets to smart cards, QR-based systems, and mobile wallets signifies a shift towards seamless and compatible transit solutions. Real-time data analytics, including passenger demographics, route performance,

and revenue insights, drive informed decision-making, ensuring a more connected and commuter-friendly urban ecosystem. As cities advance towards AI-driven, human-centric transport environments, digital ticketing and predictive analytics will play a pivotal role in shaping the future of sustainable urban mobility.



Ms. Nidhi Shah, Sr. Associate, Coordinates Consulting, Ahmedabad, Gujarat addressing the participants.

Further discussion on 'GIS and Data-Driven Urban Planning: Transforming Mobility Solutions' was held by Mr. Vipul Parmar, Research Scholar, Civil Engineering Department, Indian Institute of Technology Bombay (IIT-B), Mumbai. Mr. Parmar highlighted the crucial role of spatial data and technology in shaping urban transportation. By leveraging GIS, big data, and real-time analytics, cities can address private vehicle congestion, enhance public transport accessibility, and optimize first- and last-mile connectivity. The integration of independent vehicles, multimodal transport, and pedestrian-friendly policies contributed to the shift towards sustainable and efficient mobility. Furthermore, advanced data sources, such as GPS tracking, satellite imagery, and social media insights, enable

predictive analytics and evidence-based planning, encouraging resilient and people-centric urban environments.



Mr. Vipul Parmar, Research Scholar, Civil Engineering Department, IIT-B, Mumbai addressing the participants.

Dr. Salvi concluded the session by highlighting the importance of leveraging technological advancements to create sustainable and efficient urban transportation systems.



Dr. Ajit Salvi, Director, RCUES of AILSG, Mumbai addressing the participants.

The Session on 'Sustainable & Green Mobility Solutions' was led by Ms. Divyanka Dhok, Research Consultant, UITP, Mumbai, which is the International Association of Public Transport. Ms. Dhok moderated the session on Sustainable and Green Mobility solutions. She talked about the critical juncture in urban development where the way people move through cities is not just a matter of convenience, but a fundamental challenge to environmental sustainability, quality of life, and urban resilience. She introduced the trainers and invited them to share views on integrated transportation systems, smart urban design, and community-centered planning to create more sustainable, efficient, and human-centric cities.



Ms. Divyanka Dhok, Research Consultant, UITP, Mumbai addressing the participants.

The session included a discussion on 'Innovative Approaches in Improving Urban Mobility' by Mr. Sudhir Badami, Independent Mobility Analyst & Project Proposer, Mumbai. He highlighted, referencing his book 'Matter of Equitability - Making Commuting in Mumbai Envable', also advocated for people-first urban mobility, focusing on shifting commuters from private vehicles

to public transport. He emphasized the need for congestion charges to discourage private vehicle use, thereby reducing traffic, noise pollution, and emissions. He presented a vision for alternative public transport, proposing a cost-effective Bus Rapid Transit System (BRTS) at one-tenth the cost of a metro, complemented by high-frequency minibuses connecting commuters to transit hubs. His approach promotes shared mobility solutions to ease congestion and encourage public transport adoption.



Mr. Sudhir Badami, Independent Mobility Analyst & Project Proposer, Mumbai addressing the participants.

Further discussion on 'Walking and Cycling Infrastructure for a Greener City' was held by Mr. Ajinkya Desai, Architect, Prasana Desai Architects (PDA), Pune. Mr. Desai featured the importance of people-centric urban planning, highlighting the need for behavior change and community participation in shaping cities. He emphasized creating safe, walkable neighborhoods with equitable shared spaces, ensuring a balanced right-of-way for vehicular movement, non-motorized traffic, green spaces, hawker zones, and public transport access. He illustrated how street design influences urban environments, advocating for

elements like tree shading, reduced vehicle speeds, separation of motorized and non-motorized traffic, and universal accessibility. Through case studies, he demonstrated the benefits of redesigning streets using six key principles: (a) universal accessibility, (b) walkability, (c) parallel parking, (d) vendor space demarcation, (e) cycling infrastructure, and (f) traffic reduction through neighborhood shuttles to integrate stakeholder-driven, people-centric solutions.

Ms. Dhok concluded the session by summarizing the points made by both trainers in their session, focusing on people-centricity, equitable shared road spaces, and innovative ideas for the cities.



Mr. Ajinkya Desai, Architect, Prasana Desai Architects (PDA), Pune addressing the participants.

PANEL DISCUSSION

The panel discussion on 'Collaborative Strategies for Urban Mobility in Mumbai Metropolitan Region (MMR)' coordinated

by Dr. Salvi emphasized the need for an integrated, citizen-centric approach to transit planning.

Panel members were addressed with questions and insights on improving urban mobility through collaboration, technology integration, and citizen-centric planning. The discussion addressed the rationale for metro and BRT separation, focusing on operational efficiency and demand-based planning. The discussions also covered last-mile connectivity solutions and the importance of partnerships between public agencies, private operators, and local communities to enhance accessibility and efficiency in MMR's transport system. Panel members Mr. Badami, Mr. Desai, Ms. Dhok, and Ms. Shah contributed valuable insights to the discussion, shedding light on key aspects of urban mobility and collaborative strategies in MMR.

At the end of the Panel discussion, the participants highlighted that BEST serves as an effective last-mile connectivity option, offering extensive coverage and affordability. They emphasized the need for improved route integration, frequency, and digital payment solutions to enhance commuter convenience. A key takeaway was the necessity of multi-stakeholder collaboration to create an accessible, efficient, and sustainable urban transport network.

SUMMING UP

Ms. Hardikar concluded the seminar with a Vote of Thanks, expressing thanks to the esteemed speakers and participants for their valuable contributions.

GLIMPSES OF THE SPECIALIZED SEMINAR





Specialized Training Program on

Role of Elected Representatives & Mission Functionaries in Implementing National Missions

07th - 08th March 2025
Gangtok, Sikkim.

The All India Institute of Local Self Government (AIIISG), Vadodara successfully organized a specialized training program on 'Role of Elected Representatives and Mission Functionaries in Implementing National Missions' on 7th - 8th March 2025 at Gangtok, Sikkim with support from Regional Centre for Urban & Environmental Studies (RCUES), Mumbai. The training program aimed to enhance the urban governance skills of 21 elected representatives, including Dy. Mayor, former Mayor, and former Chairman of Vadodara Municipal Corporation (VMC), Gujarat.

INAUGURATION

Dr. Ajit Salvi, Director, RCUES of AIIISG, Mumbai, warmly welcomed the Chief Guest, Mr. R. B. Bhandari, IAS, Municipal Commissioner, Gangtok Municipal Corporation (GMC), Sikkim, along with the visiting delegates from VMC. He provided a brief overview of the training program, setting the stage for an insightful session.

As a mark of respect, Mr. Chirag Barot, Deputy Mayor, presented a flower bouquet to Mr. Bhandari, while Dr. Ajit Salvi felicitated Mr. Barot with a bouquet on behalf of AIIISG.

The formal inauguration was led by Mr. Bhandari, with the traditional lamp-lighting ceremony, accompanied by Mr. Chirag Barot, Mr. Nilesh Rathore, former Mayor, and Dr. Hitendra Patel, former Chairman of VMC, Gujarat, and Dr. Ajit Salvi.

INAUGURAL & KEYNOTE ADDRESSES

- Dr. Salvi outlined the objectives of the training, emphasizing the crucial role of elected representatives in urban governance. He featured the importance of seamless coordination between the Executive and Deliberative wings as two wheels of the urban governance system to ensure efficient municipal governance.
- Mr. Barot provided insights about the structure and functions of VMC, discussing past and ongoing initiatives and budgetary provisions.

- Mr. Rathore shared his personal contributions as a former mayor and encouraged active participation in the learning process.
- Dr. Patel highlighted the enthusiasm and proactive involvement of elected representatives across Vadodara's wards.
- Mr. Bhandari shared valuable insights on best practices implemented in Gangtok, highlighting initiatives such as plastic waste management, night-time road cleaning, and the city's disciplined approach to civic responsibilities.

Following the inauguration, an interactive Q & A Session was held, where VMC delegates inquired about the geographical challenges in Sikkim. Mr. Bhandari attentively addressed their queries, providing thoughtful responses based on his experience and expertise.

INSIGHTFUL SESSIONS

As a part of the training program, a dedicated session on 'Accelerating Green Energy Adoption in Urban Areas' was conducted, where Dr. Salvi provided an in-depth exploration of renewable energy strategies and potential funding avenues.

The following topics were covered:

- Need for transitioning to renewable energy sources.
- Key initiatives under the Government of India's green energy programs.
- Financial models and funding opportunities.
- Role of municipal bodies in promoting green energy adoption.

Key Takeaway: Elected Representatives were encouraged to explore innovative green energy solutions for urban areas.

The session on 'Technology & Innovations in Sustainable Waste Management' was conducted by Dr. Ketna Matkar, Founder & MD, Cipher Environmental Solutions LLP, Thane.

The following topics were covered:

- Role of elected representatives in implementing waste management initiatives.
- Use of Artificial Intelligence (AI), Machine Learning (ML), and IoT in waste management.
- Technological advancements in the Solid Waste Management (SWM) value chain.
- Importance of decentralized solutions and blockchain for Extended Producer Responsibility (EPR) compliance.

Key Takeaway: Encouraged adoption of technology-driven waste management solutions.

VISIT TO GANGTOK MUNICIPAL CORPORATION, SIKKIM

During their visit to the Gangtok Municipal Corporation, the VMC delegates had the honour of meeting Mr. Nell Bahadur Chettri, the Hon'ble Mayor of GMC. As a gesture of respect, they presented him with a flower bouquet before discussing key urban services.

A key highlight of their interaction is given below:

- 'Safai Gangtok' app, an innovative initiative designed to enhance city cleanliness and encourage active citizen participation.
- Ward structure, budget allocations, and municipal services.
- 50 TPD solid waste processing unit operated under PPP mode.

- Challenges posed by tourism and the floating population.
- Success of plastic ban enforcement through taxi drivers and administrative policies.

Elected Representatives engaged in a fruitful discussion, gaining insights into Gangtok's urban management strategies. In addition, both Mr. Bhandari and Mr. Chettri expressed a keen interest in fostering cross-learning opportunities and exploring municipal developments in western India.

VISIT TO RAJ BHAVAN, GANGTOK, SIKKIM

As a significant highlight of this visit, the VMC delegation had the esteemed privilege of meeting and felicitating Mr. Om Prakash Mathur, Hon'ble Governor of Sikkim, at Raj Bhavan. This special interaction served as an opportunity for the delegates to gain a deeper understanding of Sikkim's governance framework, policy priorities, and administrative strategies that contribute to the state's development.

During the discussion, Mr. Mathur shared valuable perspectives on the following:

- A brief history of Sikkim's progressive initiatives.
- The state's cultural and heritage significance.
- Key tourist attractions and their impact on the local economy.

The discussion encouraged a spirit of knowledge-sharing and collaboration, strengthening the importance of cross-regional learning in enhancing municipal administration and urban planning across different parts of the country. The meeting concluded with a group photograph.

ACKNOWLEDGEMENT

The RCUES, Mumbai, sincerely extends gratitude to Mr. Ranjit Chavan, President, AIILSG, Dr. Jairaj Phatak, IAS (Retd.), Director-General, AIILSG, and Ms. Hansa Patel, Sr. Executive Advisor, AIILSG Vadodara, for extending the wonderful opportunity to RCUES, Mumbai, to be part of this successful event. Dr. Ajit Salvi, Director, Ms. Neha Hardikar, Sr. Research Officer, and Mr. Vijay Lad, Assistant Director (Admin) at RCUES, Mumbai, whose dedicated efforts in designing and executing this training program played a pivotal role in ensuring its success and making the event a meaningful and impactful learning experience.

GLIMPSES OF THE SPECIALIZED TRAINING PROGRAM



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Government of Maharashtra,
Mantralaya, Mumbai.

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