

Submission of Proposals: Application Form

Please read carefully the "Guidelines for the Submission of Proposals" which outline the modalities for application and the criteria for the selection of proposals spelled out in the Cities Alliance Charter. Please ensure that all necessary supporting documentation is attached to this form. Additional information may also be enclosed, **but total submission should not exceed 12 pages**.

1. TITLE of PROPOSAL: Knowledge Support for PEARL Programme under JNNURM

2. PROPOSAL SUBMITTED BY¹:

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4. RECIPIENT ORGANISATION: – organisation that will receive and execute the grant:

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¹ Country-specific proposals typically originate from local authorities, but must be sponsored by at least one member of the Cities Alliance (see [Cities Alliance Charter](#), Section D.14).

5. OTHER IMPLEMENTING PARTIES (if any):

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INFORMATION ON PROPOSED PROJECT:

- 6. **Type of project (check one):**
City Development Strategy___ Slum Upgrading___ Both___

Yes

- 7. **Geographic scope of project (specify):**
City: 65 cities in India covered under Jawaharlal Nehru National Urban Renewal Mission (JNNURM)
Country: India
Global/Regional/Multi-country: Not Applicable

- 8. **Expected duration:** Three Years upto March 2012

BUDGET SUMMARY:

- 9. **Amount of total budget requested from Cities Alliance funding: US Dollars** _____ \$ 500,000_____
- 10. **Co-financing amount of total budget, including local partners: US Dollars** ___MoUD = \$ 500,000_____
- 11. **Total project budget cost: US Dollars** _____ \$ 1,000,000_____

DESCRIPTION OF PROPOSED PROJECT:

12.0 Background

12.01 Jawaharlal Nehru National Urban Renewal Mission (JNNURM)

Jawaharlal Nehru National Urban Renewal Mission (JNNURM), launched by Government of India in 2005, is aimed at facilitating cities to take financially sustainable initiatives to improve service levels. The objective is to create economically productive, efficient, equitable and responsive cities. The Mission focuses on: integrated development of infrastructure services; securing linkages between asset creation and maintenance for long term project sustainability; accelerating the flow of urban sector investments; planned development of cities; renewal and re-development of inner city areas; and universalisation of urban services. Under the Mission, an investment close to US \$ 22 billion (Rs. 100,000 crore) is planned for the period 2005 – 12, to be pooled by national government, state governments and Urban Local Bodies (ULBs). The JNNURM has two sub-missions: Urban Infrastructure and Governance (UIG) and Basic Services to the Urban Poor (BSUP), and these are being implemented by Ministries of Urban Development (MoUD) and Housing and Urban Poverty Alleviation (MoHUPA), Government of India (GoI), respectively.

JNNURM links investments with policy reform to make cities work more efficiently and effectively. The expected outcomes from the reforms are: (i) universal access to a minimum level of services; (ii) establishment of city wide framework for planning and governance; (iii) modern and transparent budgeting, accounting and financial management systems at the municipal level; (iv) financial sustainability for municipalities and other service delivery institutions; (v) introduction of E-governance in the core areas of municipal governance; and, (vii) transparency and accountability in urban service delivery and management. The state governments and the cities have given their commitment to implementing these reforms in order to receive JNNURM funds for urban investments.

12.02 Peer Experience and Reflective Learning Network (PEARL)

The JNNURM aims at transforming urban policies and city management practices for creating dynamic and sustainable cities that would result in improvement in quality of life in cities. The challenges in achieving the objectives of the Mission are: (i) wide coverage both in terms of cities and population; (ii) wide scope in terms of programme components and urban reforms being implemented; and (iii) limited capacity in the state and ULBs to implement the programme.

The state and city governments have limited capacities to access JNNURM funds for infrastructure investments and to undertake the mandatory urban reforms. Knowledge support and knowledge sharing amongst JNNURM cities for project implementation, urban reforms and city governance has emerged as a key area for capacity building of ULBs to achieve objectives of the JNNURM. In response to the emerging need, the MoUD approved launch of the Peer Experience and Reflective Learning (PEARL) network on 31st January 2007, under the JNNURM, to provide knowledge support to the cities for project implementation, reforms and city governance.

The main objective of the PEARL is to establish an effective network of JNNURM cities to facilitate peer learning and sharing knowledge around urban reforms, city governance and urban infrastructure projects. Creation of this network will enhance capacity of ULBs to achieve objectives of JNNURM to make cities more livable, economically vibrant and environmentally sustainable. Focus of PEARL activities are on installing various processes and achieving outcomes of JNNURM-projects and reforms. It would provide a forum for sharing knowledge and experiences in implementing urban reforms and city governance. One of the main challenges is to make the peer learning and knowledge sharing network sustainable beyond JNNURM period.

12.03 Role of National Institute of Urban Affairs (NIUA)

The National Institute of Urban Affairs (NIUA) has been designated as National Network Coordinator by the MoUD to coordinate various PEARL activities and develop effective linkages between the JNNURM cities. The key task assigned to NIUA is to ensure smooth functioning of the PEARL networks and assist the Mission Directorate in supporting and monitoring the programme.

Box 1: About NIUA

NIUA is a premier institute for research, training, capacity building and information dissemination in urban development and management. The Institute has the support and commitment of the Ministry of Urban Development (MoUD) and Ministry of Housing and Urban Poverty Alleviation (MoH&UPA), Government of India, State Governments, urban and regional development authorities and other agencies working on urban issues in India. Over the years, NIUA has distinguished itself through its involvement at the national, state and local levels in urban policy development, municipal finance and financial management reforms, decentralisation and governance, inclusive service delivery, and most importantly effective programme management on behalf of the Government of India of some of the largest urban sector reform programs. In 31 years of existence, NIUA has completed a wide variety of research and evaluation, and consultancy assignments for the Ministries of the Central Government including MoUD, MoH&UPA, National Planning Commission, State Governments, Development Corporations, and Municipal Bodies. Projects have also been undertaken with support from a number of international organizations. In partnership with a network of training institutes, it conducts training programmes and workshops, assesses training requirements of urban organisations and produces the necessary training material. A thrust area of the Institute's training activities has been capacity building of municipal bodies and urban infrastructure agencies under the Institute's ongoing FIRE (D) project. *NIUA was the premier training institute under the government's poverty alleviation programme that it implemented in partnership with the Ministry of Urban Affairs and Employment. With UNICEF support, NIUA was the National Training Coordinator for the UBSP programme and conducted training programmes and workshops for capacity building of city managers, administrators, community facilitators and elected representatives for reaching the urban poor, especially women and children. This project was recognized as Best Practice by the UNHABITAT in 1995.* NIUA specializes in the production of a wide range of communication and training material in Hindi and English. Apart from the above, NIUA also in partnership with other network of institutes and Organisations, conducts seminars and workshops regularly in the relevant areas of study.

The specific responsibility assigned to NIUA, the National Network Coordinator, is to build capacities of KMs and partner cities for sustainable peer-to-peer learning to successfully implement urban reforms, city governance and urban infrastructure projects. The activities include the following:

- Assessment of knowledge needs of the KMs and partner cities for fulfilling the JNNURM mandate;
- Development of Knowledge Products based on global good practices as well as successful examples from cities within the country. The information developed, based on the latter would be facilitating the PEARL Knowledge Managers (KMs) / partners to identify and document best practices in project development, financing and implementation, and urban reforms under JNNURM.
- Knowledge sharing and dissemination -
 - Install effective peer learning mechanisms, based on learning's from global good practices
 - Host a website and publish periodic newsletters for exchange of information, innovation and initiatives.
 - Facilitate KMs/partners to organise workshops for participating ULBs and KMs to exchange experiences and lessons learnt.
 - Organise national workshop for exchange of experiences and lessons learnt.

12.04 Role of Mission Cities

Under PEARL, the Mission cities have been categorized into 5 groups on the basis of their urban character and urban issues facing them, and these groups are (a) Mega Cities; (b) Industrial Cities; (c) Mixed economy; (d) Heritage Cities; and (e) Cities of Environmental Importance (Table 1).

Table 1: PEARL Peer-Pairing and Networks

Group A- Mega Cities, with Global Character in Socio-Economic Profile	Group B – Industrial Mega Cities	Group C – Mixed Economy Cities Service/Trade/ Institutional functions	Group D – Cities of Heritage Significance	Group E –Cities of Environmental Importance
Delhi Greater Mumbai Ahmedabad Bangalore Chennai Kolkata Hyderabad Pune Surat	Faridabad Ludhiana Cochin Vishakapatnam Kanpur Coimbatore Jamshedpur Asansol Dhanbad Indore Nashik Vadodara Nagpur Rajkot	Patna Bhopal Jaipur Lucknow Meerut Jabalpur Vijayawada Guwahati Jammu Raipur Ranchi Thiruvanthapuram Bhuvaneshwar Chandigarh	Madurai Varanasi Agra Amritsar Allahabad Panaji Bodhgaya Ujjain Puri Ajmer-Pushkar Mysore Pondicherry Mathura Haridwar Nanded	Itanagar Imphal Shillong Aizawal Srinagar Kohima Gangtok Agartala Dehradun Nainital Shimla

The role of the mission cities is to use the networks for cross learning and sharing knowledge on successful urban projects, best practices, reforms and city governance² – key challenges, key processes and strategies for removing roadblocks and impact so that objectives of the mission can be successfully achieved.

12.05 Role of Knowledge Managers (KMs)

The details of the Network Convener and KMs for each of the groups are provided in Table 2.

Table 2: Selection of KMs and Network Conveners

Group	Knowledge Manager (KM)	Network Convener
Group A – Mega cities	Mega Cities Association (MCA), Kolkata	Mega City Forum
Group B – Industrial Mega cities	AIIILSG, Mumbai	Nagpur

² Examples of good practices include GIS survey in Kanpur to bring all properties in the tax net and increasing property tax collection; accrual based double entry accounting system introduced in numerous cities to facilitate decision-making; and, improved technology introduced in sewage treatment plants in Surat helps produce gas and reduces energy consumption.

Group C – Mixed Economy cities	City Managers Association of MP (CMAMP), Bhopal	Bhopal
Group D – Cultural/religious cities	CEPT, Ahmedabad	Agra
Group E – Hill cities	UAA, Nainital,	-

The role, functions and responsibilities assigned to KMs includes the following:

- Facilitating cross-learning among cities
- Create platforms for reflective learning
- Professional support
- Exchange expertise, experience and information
- Network management
- Creating knowledge bank and technical pool

It may be mentioned here that the KMs are not fully competent to perform these functions and need capacity building and handholding.

12.06 Progress:

- PEARL network launched on January 31, 2007 at Hyderabad
- Network Convener and Potential KMs identified³. Review Meeting on March 3, 2008 to identify key activities of the 5 groups of Mission cities
- Review in July 2008 highlighted the need to focus on outputs and outcomes of reforms and investments under JNNURM
- First Roundtable of KMs and Mission cities held on December 4, 2008 at NIUA, New Delhi
- Regional workshop on heritage, culture and religion held on February 2, 2009 at Madurai.
- PEARL website (India Urban Portal – www.indiaurbanportal.in) is operational and linked with JNNURM website
- Documentation of best practices in planning and implementation of urban infrastructure projects, reforms, innovations, among others in progress
- Newsletter – First Issue of “PEARL Update” has been circulated
- NIUA and the Internet Business Solutions Group, CISCO systems Inc. signed a Statement of Work on February 9, 2009 for capacity building initiatives for making PEARL an effective network among JNNURM cities
- MoUD has approved NIUA request to approach CA for this support (*letter attached*).
- Water and Sanitation Program (WSP) will help PEARL to analyse, document and disseminate communication material on urban reforms in water and sanitation sector.
- ADB agreed to provide knowledge products to the network.
- World Bank Institute (WBI) will provide support on capacity building for urban officials and KMs.

12.07 Funds committed by Government of India

The MoUD has made a financial commitment of around US \$ 500,000 over three years for PEARL network.

12.08 Scope of the Cities Alliance Project and Issues to be addressed

The Cities Alliance (CA) Knowledge Support for PEARL Programme under JNNURM (*the CA Project*) will build on the MoUD initiative and contribute to making PEARL an effective learning and knowledge-sharing network. The basic structure of the network has been created around the appointment of the KMs and the cities have been initiated into consultative discussions on planning and implementing reforms and projects.

The scope of the *CA Project* would be to develop effective networking mechanisms for assessment of knowledge needs of the cities, access and develop new knowledge products and sharing these with the cities, and building capacities of the cities to share and access the knowledge for better city governance, more efficient urban infrastructure investments and introducing urban reforms. PEARL would be the horizontal learning platform for knowledge sharing and cross-learning activities. The coverage of the *CA Project* would be the JNNURM cities but the long term goal would be to expand the network to towns/cities covered under Urban Infrastructure Development Scheme for Small and Medium Towns (UIDSSMT). The *CA Project* would be implemented over the period till March 2012, co-terminus with the term of the JNNURM.

³ Three of the five these institutions are in existence for over 20 years and have basic facilities. CMAMP and MCA are relatively new organizations and will require additional support.

13. Objectives

In this context, the main objectives of the *CA Project* are as follows:

- i. Operationalise the network by developing and installing processes/mechanisms to make PEARL an effective horizontal learning network whereby the member cities share & use knowledge for project implementation, urban reforms and city governance.
- ii. Assess knowledge needs of the network and fill the knowledge gaps by (a) accessing new global knowledge products; and, (b) developing customized knowledge products through research and action projects.
- iii. Build capacities of the cities to use new knowledge to implement infrastructure projects and urban reforms.
- iv. Plug PEARL into other city/knowledge sharing networks (both national and international) such as network of African cities, UCLGA, League of Cities in Philippines, CA supported networks, among others. Develop PEARL into a platform for debates led by the cities on issues relating to policies and programmes to improve quality of life in the urban centers. PEARL is envisioned to provide a collective voice to cities for negotiating programmatic support from higher tiers of government.

14. Methodologies and Sequencing of Activities

The macro level goals will be translated into a set of *measurable objectives* that tie directly to the results, and the Monitoring and Evaluation (M&E) indicators. The measurable objectives, results and subsequent activities are planned to achieve results within the following framework for peer learning.



Connect: key objectives and activities here would be to bring talented urban officials together (both or virtually) and knowledge/ideas together around an urban issue or challenge and then provide a platform to discuss, collaborate, discover solutions and generate new perspectives.

Share and Develop: key objectives and activities involve providing opportunities for developing the ideas into policy instruments, and investment programs (e.g., tools, services, approaches, content for capacity building initiatives).

Scale-up: key objectives and activities here would involve diffusion and scale up of new ideas and best practices within the peer network and community to achieve effective urban delivery services. It also involves building a suite of just-in-time knowledge and learning products as well as set of knowledge brokers who can connect people with fresh ideas and to high impact stories and practices.

PEARL's role in the above would be critical to connect and facilitate, strengthen groups and networks, promote cohesion and flow of information and communication.

Knowledge support to PEARL would be provided through Knowledge Network Support Unit (KNSU), to be set up under NIUA. The key responsibilities of the KNSU would be as follows:

- Assess knowledge needs of the cities for project implementation, urban reforms and city governance;
- Fill the knowledge gaps by accessing global knowledge and, if required, develop new knowledge products and facilitate outreach of the cities to specialised agencies;
- Act as feedback loop to CA and its members, and provide information on demands for new knowledge products, and conduit for CA members to provide their knowledge products to PEARL;
- Facilitate knowledge sharing with cities and KMs;
- Interface with other similar networks; and
- Build capacities of cities and KMs to use new knowledge for implementation of projects and reforms.

15. Operationalising the Networks

Specific inputs would be requested from CA members, particularly the World Bank Institute, and partners, such as Network of African Cities, besides international experts to develop the methodology of horizontal learning and operationalise the network. The requisite inputs would include developing and installing processes/mechanisms to make PEARL an effective learning network and build the capacity of the member cities to share and use knowledge for project implementation, urban reforms and city governance.

16. Knowledge Network Support Unit (KNSU)

The KNSU would include:

- i. Urban Specialist (US)
- ii. Communications Expert (CE)
- iii. Knowledge Management Expert (KME)

NIUA will develop a peer learning and knowledge sharing methodology to operationalize PEARL.

The brief terms of reference for each of the three experts are given below:

16.1 Urban Specialist (US) to initiate knowledge needs assessment of cities and Knowledge Managers (KMs) and manage development of customized knowledge products. The specific Terms of Reference (ToR) for Urban Specialist would be as follows:

- Develop a methodology to:
 - Identify areas where knowledge is missing for particular functions, tasks or projects.
 - Identify bottlenecks in knowledge transfer or knowledge distribution, and attempt to remove them.
- Develop close relations with the nodal officers of the cities and KMs to clearly understand and service their knowledge requirements, and keeping them informed about the potential developments;
- Focus on new knowledge products (better, more innovative features, higher quality, improved reliability)
- Focus on operational excellence (reduced lead times, better forecasting of delivery times, improved performance in meeting delivery promises, better quality of manufacture)
- Overall coordination of commune leaders, city stakeholders, government officials, donors, KME and CE.
- Close coordination with KME, CE, NIUA staff and other stakeholders.
- Coordinate and organise the national and regional level workshops and serve as a facilitator by organizing stakeholder meetings, preparing and distributing minutes.
- Supervise development of the website and newsletter.
- Ensure that the preparatory process for the KNSU moves forward in an inclusive manner in order to establish the PEARL network in time.

16.2 Communications Expert (CE) for knowledge dissemination. Their role and responsibilities would include developing of dissemination material (print and electronic) and sharing it widely among various partners through:

- Creation of a databank of information for cross learning and sharing of knowledge amongst JNNURM cities
- Collection of educational/ communication material including audio/ visual/ written material, from ULBs/ institutes/ organizations/ NGOs involved in the development, production and dissemination of material related to urban projects, reforms, best practices, innovative initiatives, challenges, processes and lessons learnt from implementation of urban projects
- Cataloging and indexing the information in a user friendly format
- Analyzing and dissemination of the information collected through appropriate means
- Preparation of best practices reports documenting best practices from every select cities

16.3 Knowledge Management Expert (KME) provides feedback to CA Secretariat, members and partners on the knowledge needs; access new global knowledge products and develop an information base of new knowledge, which can be easily accessed. KME will facilitate the KNSU process through:

- Provide feedback to CA and its members, and provide information on demands for new knowledge products, and conduit for CA members to provide their knowledge products to PEARL;
- Identify repositories of knowledge, and provide training via specialised training programmes, wherever gaps in the knowledge requirements exists.
- Identify how to organise appropriate approaches to standardize knowledge acquisition so that knowledge can be cumulated and merged with other knowledge
- Develop handholding by specialised agencies for support and knowledge up gradation.

The effectiveness of PEARL as a knowledge sharing and learning network would be greatly enhanced through active participation of the cities. This would be kick-started by organising a national workshop, in partnership with CA

Secretariat and its members and partners particularly WBI and city networks, and sharing with the PEARL member cities and other stakeholders:

- Experiences of other similar networks in various countries/regions;
- Role and responsibilities of various stakeholders including national network coordinator, knowledge managers and cities;
- Mechanisms to be installed under the network to provide knowledge support to cities for implementation of projects and reforms; and
- Potential gains from the network to the cities.
- Brainstorm together the way forward (both in terms of vision and design). I think it would be helpful to have the stakeholders actively participate in operationalize PEARL, this enhances their ownership and makes the process demand driven.

17. Knowledge Needs Assessment

The KNSU would facilitate the KMs to assess the critical knowledge needs of the cities, lack of which is impeding the implementation of infrastructure projects and urban reforms under JNNURM. The facilitating inputs would be provided by the Support Unit in the needs assessment workshops to be organized by the KMs and by participating in one-to-one discussions between the KMs and cities.

Till now, the focus of the National Network Coordinator (NNC) and KMs has been on making the Mission cities active players in PEARL network. The activities undertaken to encourage cities include dissemination of information on good practices in implementation of urban reforms and infrastructure projects, and good governance. This is being done through workshops, website, publications and newsletter. The NNC and KMs have just initiated assessment of knowledge needs of cities. This was focus area of National PEARL Workshop, held on November 6, 2009 at Hyderabad. It emerged that cities would like to interact on one-to-one basis, either through regional/sectoral workshops or exchange visits, and learn about the road blocks and coping strategies for successful implementation of projects/urban reforms. It is not just information on what cities have successfully achieved but how these cities have been successful.

18. Development of Knowledge Base

The KNSU will develop an extensive knowledge base to meet the knowledge gaps identified by the KMs through a detailed needs assessment. The key information sources for developing the knowledge base would be as follows:

- *Documentation of Best Practices under JNNURM:* The KMs and KNSU will identify the best practices in implementation of projects and reforms under JNNURM, and facilitate the cities to document these best practices. The facilitating inputs to be provided by the KNSU would include a format for the documentation, which would highlight information on issues, which are critical for other cities to assess the replicability of the best practices. The KNSU would also provide inputs for building capacities of cities to document and share information on best practices.
- *Global Best Practices:* The KNSU would identify and access information on global best practices, particularly in countries with per capita GDP similar to India, in the perspective of the assessed knowledge needs.
- *Access New Knowledge Products:* The KNSU would access new knowledge products developed by CA Secretariat, and its members and partners by acting as feedback loop to the CA on the knowledge needs of the network and conduit for CA members and partners to provide their knowledge products to the network.
- *Development of New Knowledge Products:* The KNSU would engage consultants to develop customised knowledge products, through research and action projects, in areas where existing knowledge products are unable to address the specific needs of the cities. These will be planned around the following product lines: (a) practitioner knowledge changes to share the “how” of urban management and reform (both just-in-time and planned) (b) structured learning (through workshops, online and blended etc.) (c) Innovations that emerge can be codified and scaled-up -changed.
- *Interface with similar networks in other countries/regions.*

19. Knowledge Sharing

The sharing of best practices and new knowledge products with the cities would be through the following media:

- Emails and website
- Video conferencing
- Workshops and seminars organised by national network coordinator and KMs
- Newsletters
- Publications
- Exposure visits

20. Capacity Building of Cities to Share and Use Information

The KNSU would facilitate in building the capacities of cities to share and use the knowledge products to implement projects and reforms under the JNNURM. NIUA proposes a tie-up with WBI to develop and implement these programmes. The capacity building components would be as follows:

- Peer-to-peer learning through exchange visits among JNNURM cities and to other cities which have successfully addressed sectoral issues;
- Specialised training programmes and group workshops; and
- Handholding by specialised agencies.

21. Deliverables

The deliverables of the programme would be:

- Knowledge needs assessment of the Mission cities categorized into 5 thematic groups for project implementation, reforms and city governance.
- Development of knowledge base by accessing new knowledge products and developing customised products to meet the knowledge needs.
- Knowledge support to KMs, thematic groups and the Mission cities.
- Networking at national and international levels, via knowledge sharing networks
- Capacity building of cities to use knowledge products.
- Operationalizing an active/sustainable peer learning and exchange network through PEARL.
- Structured learning to learn from each other's experiencing.
- Customized curriculum development and training on "how to" of urban reform and practices
- Mentoring /coaching
- Collection and documentation of stories and case studies that capture learning's from the network and serve as examples in action.
- Development and maintenance of online resources on urban issues (e.g., how to develop guides, primers, web 2.0 tools).
- SMS and mobile devices for just-in-time networking.
- Use of Web 2.0 development and a growing number of open source initiative are providing us with new collaboration methodologies and technologies to inform peer-to-peer networks.

22. Expected Outcomes

The expected outcomes are:

- Knowledge management framework for networking among cities
- Compilation of various searchable databases
- Continuous identification/documentation of innovations and best practices
- Motivation of city governments to increase their knowledge-sharing behavior
- Adoption of policies and procedures to enable ULBs to continuously improvise, improve and innovate
- Transfer knowledge of success factors and what works well across projects
- Collection or documentation of knowledge assets generated by projects/cities to facilitate transfer of learning across projects/cities
- Improve linkages between important stakeholders and Urban Local Bodies
- Elicit lessons learned from past program development/ innovation experiences
- Engagement of cities with national and state governments on urban policies and programmes

23. Related monitoring indicators and plans

The output-outcome monitoring indicators include:

- Demand from cities for peer-learning activities – workshops/exchange visits.
- Number of peer-learning networks formed on thematic/sectoral issues.
- Coverage of knowledge needs assessment by cities and thematic groups.
- Knowledge products developed to address the knowledge needs categorised by thematic/sectoral groups.
- Use of the knowledge products by cities and their feedback to improve the products.
- Coverage of cities and KMs under the capacity building programmes.
- Impact of capacity buildings in terms of demand for knowledge support and the response rate of KMs.

- Number of regular participants, and tracing how such cross learning and knowledge sharing has led to specific outcomes such as increase in access to basic services, clarity in the budgeting, accounting and financial systems, operational, improved transparency, enhanced financial viability etc.
- Coverage of non-JnNURM Cities

24. Sources of investment to implement the Programme

Funding by the Government of India along with request for support from Cities Alliance

25. Partnerships

Partnership between cities, Cities Alliance, NIUA and Cities Alliance members particularly Department for International Development, Government of UK, Water and Sanitation Programme – South Asia, USAID, World Bank Institute, Asian Development Bank (ADB), with committed support from Ministry of Urban Development (MoUD), Government of India.

The roles and contributions of various partners are as follows:

- USAID: Support being provided to NIUA under FIRE-D for capacity building and knowledge sharing on urban reforms and governance to be extended to PEARL network.
- DFID: PEARL would complement DFID's knowledge support programme to MoHUPA, Gol. Water and Sanitation Program (WSP), South Asia will support to analyze, document and disseminate communication material on urban reforms.
- ADB has agreed to provide knowledge products to the network.
- WBI will partner with NIUA to develop horizontal learning mechanisms and instruments to strengthen PEARL. NIUA/WBI/CA international workshop is planned in early next year, to distill lessons from international peer learning networks for PEARL. Further collaborations with WBI will be based on specific requirements that would emerge from the workshop and knowledge needs assessment of cities and knowledge managers.

The financial commitments of the partner institutions have been kept open-ended at this stage but would get firmed up as concrete initiatives are taken to develop PEARL into an effective learning network.

26. Government Commitment and Approval

PEARL network has been set up by Ministry of Urban Development (MoUD), Government of India under JNNURM and the Ministry is supporting the collaboration between NIUA and Cities Alliance for strengthening the network. The Government of India has also committed US \$ 500,000 for the network over the next 3 years.

27. Duration of the project

The activity will be carried out over three year's period, upto March 2012, co-terminus with JNNURM.

However, the PEARL initiative is not just a project to be completed in a certain period of time but is a national initiative being taken up for the first time in India. It is meant to serve as an umbrella that coordinates and brings together ongoing and future activities, with the intention of improving practice and results. Therefore, it is important to sustain the PEARL network beyond JnNURM and expand it further to include non-JnNURM cities and towns as well. The first three years of this programme would help in determining the pros and cons of developing horizontal learning network. This in turn would help develop lessons to be learned and would also show the way forward related to the implementation process, planning, networking, horizontal learning, capacity building, resource mobilization and so on. From this perspective of sustainability of the programme therefore, addressing this at the moment is not primarily a question of providing plans and mechanisms, but about putting it onto the agenda and enabling systematic change according to situation. Therefore, implementation and networking process developed during the first three years would show the path of sustainability of the programme.

Moreover, MoUD supports NIUA through an annual grant, which covers salaries of staff and space. The Institute will be able to sustain this activity overtime partly from Government support, marketing of certain products and support from other projects.

IMPLEMENTATION AND FINANCING PLANS:

28. Implementation Arrangements

28.01 Expert selection and KNSU set up:

The selection and recruitment of experts to provide knowledge support to PEARL would be carried out and a Knowledge Network Support Unit (KNSU) to be set up under NIUA.

28.02 Assess Knowledge Needs:

Assessment of knowledge needs of cities is an important steps toward developing the knowledge base of PEARL network to meet the demand of the network partners. Assessment of knowledge needs of the cities for project implementation, urban reforms and city governance will be the central function of KUSU over the project period and shall be a continuous process. 5 workshops of cities shall be organized to identify these knowledge gaps. The synthesis of outputs of workshops with the 5 groups of mission cities shall be further discussed and more knowledge gaps identified in a follow-up National Workshop on knowledge needs of cities, A key component of the KME and US's responsibility would be to identify all these knowledge gaps and develop knowledge products to meet the needs in the Mission Cities.

28.03 Training and Capacity Building:

Capacity building would be the other important output of the Project. The Project would strengthen the capacity of the partners (NNC, cities and KMs) in effective networking, including mechanisms of horizontal learning, and developing knowledge products and tools for sharing and using the information from the network. Among other issues, the capacity building initiatives would focus on strengthening the cities in effective sharing of knowledge and utilizing the knowledge accessed from the network, and knowledge managers in responding to the knowledge demand of the cities.

Six group workshops every year and 4 one-day training programmes shall be conducted during the project implementation period. This shall help in seeking knowledge: skills, experiences, reflections, memoirs, insights, development lessons, technical advice, research findings, case studies, best practices, conceptual frameworks, methodologies, strategies, techniques, tools, instruments, actionable recommendations from workshops, publications, among others. Hence, the application of training and capacity building system shall be undertaken with a view to strengthening performance and quality of service of not only the cities but also the KMs. Apart from this, international and national exposure visits shall be conducted for interfacing with similar networks in other countries and cities within India.

28.04 Group Workshops and National Workshops:

- Eleven group workshops of participating ULBs and KMs to exchange experiences and lessons learned shall be held at regional level.
- Five national level workshops on the status, experience and way forward of PEARL network shall also take place.

28.05 Reports and Publications:

Experts with the help of KMs/partners will be required to document various best practices related with project development, financing and construction as well as reforms under JNNURM:

- Submit one Communication Material Report;
- Five Best Practices Reports documenting best practices from every select cities;
- Five periodic PEARL Newsletters to be published for every six months to facilitate knowledge sharing with cities and KMs;
- A Final Report on the road map to be submitted at the end of the project.

28.06 Website:

The PEARL website "India Urban Portal" shall be further upgraded for easy exchange of information, innovation and initiatives and interface with other similar networks.

29. Project schedule and delivery targets

Time lines for the activities mentioned in the financing plan - The activities will be carried out over three years.

Cities Alliance: Revised Time Frame

Activity	Months											
	3	6	9	12	15	18	21	24	27	30	33	36
Knowledge Needs Assessment												
Exposure Visits												
Training and Capacity Building												
One Communication Material Report												
Web Site Launch												
Group Workshops												
National Workshops												

30. Financing plan

A. Cities Alliance Grant Request

Components / Main Activities	Total (\$) (MoUD)	Total (\$) (CA)	Type of Expenditure (Over three years period, upto March 2012, co-terminus with JNNURM)							
			Consulting Services (MoUD)	Consulting Services (CA)	Training/ Capacity Building (MoUD)	Training / Capacity Building (CA)	Dissemination Costs (MoUD)	Dissemination Costs (CA)	Other (MoUD)	Other (CA)
PROJECT ACTIVITIES:			(\$)	(\$)	(\$)	(\$)	(\$)	(\$)	(\$)	(\$)
Component/ Activity 1: Knowledge Network Support Unit (KNSU)	93600	262800								
3 Experts (KME, CE & US)				237600						
1 Support Staff				25200						
Programme Coordinator										
Network Associate/Consultant			36000							
Programme Assistants/Fellows			43200							
Support staff			14400							
Component/ Activity 2: Knowledge Needs Assessment	23000	37750								
Programme Launch Meeting					5000					
Workshops to assess Knowledge needs of Mission cities						15000				
National workshop on knowledge needs of cities						22750				
Travel					18000					
Component/ Activity 3: Capacity Building	148800	63340								
Workshops/Seminars					148800	26040				
Training						10000				
Exposure visits						27300				
Component/ Activity 4: Knowledge Dissemination	236250	61110								
Computer Time and Website							24000	20110		
Workshops and Seminars							105000	35000		
Publications							107250	6000		
Sub-Total – Project Activities	501650	425000								
PROJECT ADMINISTRATION & SUPERVISION:										
Independent Audit (1):		10000								500000
Supervision Costs (2):		65000								3250000
a) fees/labour/wages										
b) travel costs										
c) office running cost										
Sub-Total – Project Administration & Supervision		75000	(15% overhead cost)							
	501650	500000								
TOTAL A (Cities Alliance Grant Request)										

B. Co-Financing

Co-financing Partner #1:	Ministry of Urban Development, Gol
Co-financing Partner #2:	USAID/FIRE Project
TOTAL B (Co-Financing)	\$501,650

C. Total

Total project budget cost (a + b)	\$ 10,01,650
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See Guidelines for more information.

(1) An external audit is required upon completion or termination of project activities. Categorise this type of expenditure as “other.”

(2) Incremental costs associated with the management of the project, up to a maximum of 15 percent of the Cities Alliance grant request. Categorise this type of expenditure as “other.”

31. Expected currency of expenditures

Into what currency (or currencies) do you expect the grant funding (provided in U.S. dollars) to be converted?

Rupees (INR)

What exchange rate assumptions have you used?

US 1 \$ = 50 INR

32. Co-financing arrangements

Co-financing Source	Description of Co-Financing
1. Ministry of Urban Development, Gol	491,650
2. USAID/FIRE project	\$10,000
TOTAL	\$501650

Is all co-financing confirmed /committed? YES

33. Costing assumptions

The cost may change according to the inflation rate. The present rate at the time of signing of Agreement should be considered.