

# Supporting efforts to scale capacity for managing urban transformation

India is rapidly urbanizing. Its urban population is projected to rise from 350 million at present to almost 600 million people over the next decade or so. It is an excellent opportunity for national economic growth and poverty reduction. However, there is a growing recognition that capacity development is critical for India to manage well this unprecedented transformation process.

Responding to these challenges, the Indian Government has launched the Jawaharal Nehru National Urban Renewal Mission (JNNURM)—a concerted effort to provide incentives to the Indian States and Urban Local Bodies to undertake critical policy reforms, build capacity, and finance infrastructure and service delivery. Several states and cities have already implemented and promoted innovative ideas, such as the Bus Rapid Transit System in Ahmedabad, and the Slum Redevelopment project in Mumbai.

## Our approach

The World Bank is taking a strategic approach in helping India achieve sustainable urbanization, through a package of assistance that includes loans, grants, technical support, and capacity building programs. The World Bank Institute (WBI) which leads capacity development in the World Bank is helping India build capacity for managing urbanization across national, state, and city levels. Our efforts are concentrated on building strategic partnerships with key national and international institutions to provide capacity support for urban policy reforms, professionaliza-



tion of city managers, and knowledge exchange platforms among urban policy makers and practitioners.

## Our program

*Scaling Up Professionalization of City Management.* Since 2005, WBI has partnered with the Administrative Staff College of India and Yashwantrao Chavan Academy of Development Administration to launch the first Urban Management Certification programs in India. This partnership has formed a new cadre of urban professionals who are contributing to make Indian cities work, improving urban planning, land management, municipal finance, water supply, and solid waste management.

Recognizing the value of these efforts, the Government of India has requested WBI to scale up its program and strengthen the overall institutional architecture of capacity development in the urban sector, such as supporting the establishment of new urban resource cen-

ters. This effort involves support to these new institutes in the development of robust business models covering learning, research, and technical assistance programs, as well as facilitating exchanges with centers of excellence around the world.

*Creating Space for Cities to Share Experience and Knowledge.* Success will depend significantly on how much urban policy makers and city managers in India can learn from each other. As in other countries, knowledge exchange platforms among policy makers and practitioners have become one of the most effective mechanisms for capacity development. Under JNNURM, the National Institute of Urban Affairs has established the first national network of cities—the Peer Experience and Reflective Learning Program (PEARL). In collaboration with Cities Alliance, WBI has recently initiated a partnership with National Institute of Urban Affairs to strengthen PEARL's core functions. This includes learning from the experiences of similar networks around the world, enhancing the capacity of PEARL knowledge managers, and improving knowledge sharing and dissemination mechanisms, such as the India Urban portal—an interactive site that provides successful urban practices with emphasis on Indian cases and other relevant resources.

*Supporting National Policy Reforms.* WBI is working closely with the Bank's Operational Units to support knowledge and learning activities for major urban policy

changes. Through South-South learning, Indian policy-makers hear directly from their peers how other countries have implemented similar policy changes—what worked and what did not. For example, WBI has facilitated knowledge exchanges between Indian policy makers and counterparts in Brazil, Colombia, and Peru on how to scale up slum upgrading programs. This has already impacted the formulation of the RAY, India's National Program for the Urban Poor, which will support states and cities to develop and implement policies, strategies, and projects to improve the lives of all urban poor.

### **Our partners**

Cities Alliance, Ministry of Urban Development, Ministry of Housing and Urban Poverty Alleviation, National Housing Bank, National Institute of Urban Affairs, Center for Environmental and Planning Technology University, Administrative Staff College of India, and Yashwantrao Chavan Academy of Development Administration.

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*WBI is a global facilitator of capacity development for poverty reduction. We connect practitioners, networks and institutions and help them to find their own solutions to address development challenges. With a focus on the 'how' of reform, we link knowledge from around the world and scale up innovations. We work with and through global, regional and country-based institutions and practitioner networks and help them develop customized programs that respond to specific needs. WBI connects globally and delivers locally.*

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