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—ROSS CENTER

Capacity Building for Improving the Implementation of Affordable Housing in Indian Cities

Project Summary

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Introduction

Objective

To build capacity of central and state government officials toward improved implementation of affordable housing schemes, thereby improving the quality of life for the urban poor.

Timeline

The project commenced in December 2018, and was concluded in December 2020. While originally intended to be complete in June 2020, a six month extension was granted by the project donors, the Ford Foundation, in view of disruptions caused by the Covid-19 pandemic.
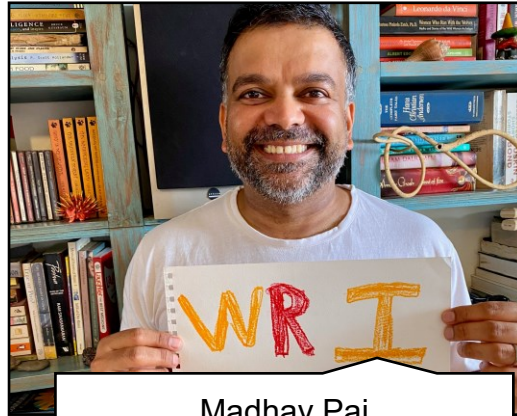

Image Source: Associated Press

Team

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Methodology

STAGE	COMPONENTS		OUTCOME
1. Context Setting and Issue Identification	• Literature study • Broad issue identification • Methodology formulation	➔	
↓			Issue identification and Needs Assessment Report
2. User Needs Assessment	• Stakeholder identification • Rapid survey of end user (government official's) needs • Online survey with multiple stakeholders • Key person interviews • Pedagogy understanding • Proposed activities timeline	➔	
↓			
3. Curriculum and Content Development	• Partner identification and agreements with 3 States • Detailed assessment of partner organization's needs • Curriculum finalization and content generation	➔	Curriculum and Content Development Report
↓			
4. Workshop Planning and Delivery	• 3 regional workshops • Venue and event planning • Securing participation of approximately 3 x 20 participants • 3 days duration (lunch to lunch to lunch) • Participant feedback and assessment • KPIs to measure impact	➔	Regional Training Workshops Report
↓			
5. Findings Collation and Learnings Framework	• Identification of lighthouse projects for future site visits and case study documentation • Initial conceptual framework to build a knowledge repository and set up a peer learning network	➔	Conceptual framework for Peer Learning and Knowledge Sharing

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1 – Issue Identification & Context Setting

Context Setting

Demand

- The 12th Five Year Plan estimated the urban housing shortfall at 18.78 million units.

- 96% of this shortfall is attributed to LIG and EWS households.

Supply

- The Government intends to provide11.2 million affordable houses through PMAY(U) by 2022.

- Several states have their own housing programs in place in addition to PMAY(U).

- Private sector participation is low.

- Informal sector penetration is high.

Issue Identification

Findings of Literature Survey

|		
Lengthy and bureaucratic process for project clearances	Limited access to suitably located and serviced land	Outdated and inefficient planning norms
Difficulties in adapting broad policies to local contexts	Limited private sector participation and interest	Beneficiary engagement sees political interference
Poor design and technology practices	Poor operationalization and maintenance standards	Lack of individual and institutional capacity

2 – User Needs Assessment

Stakeholder Identification
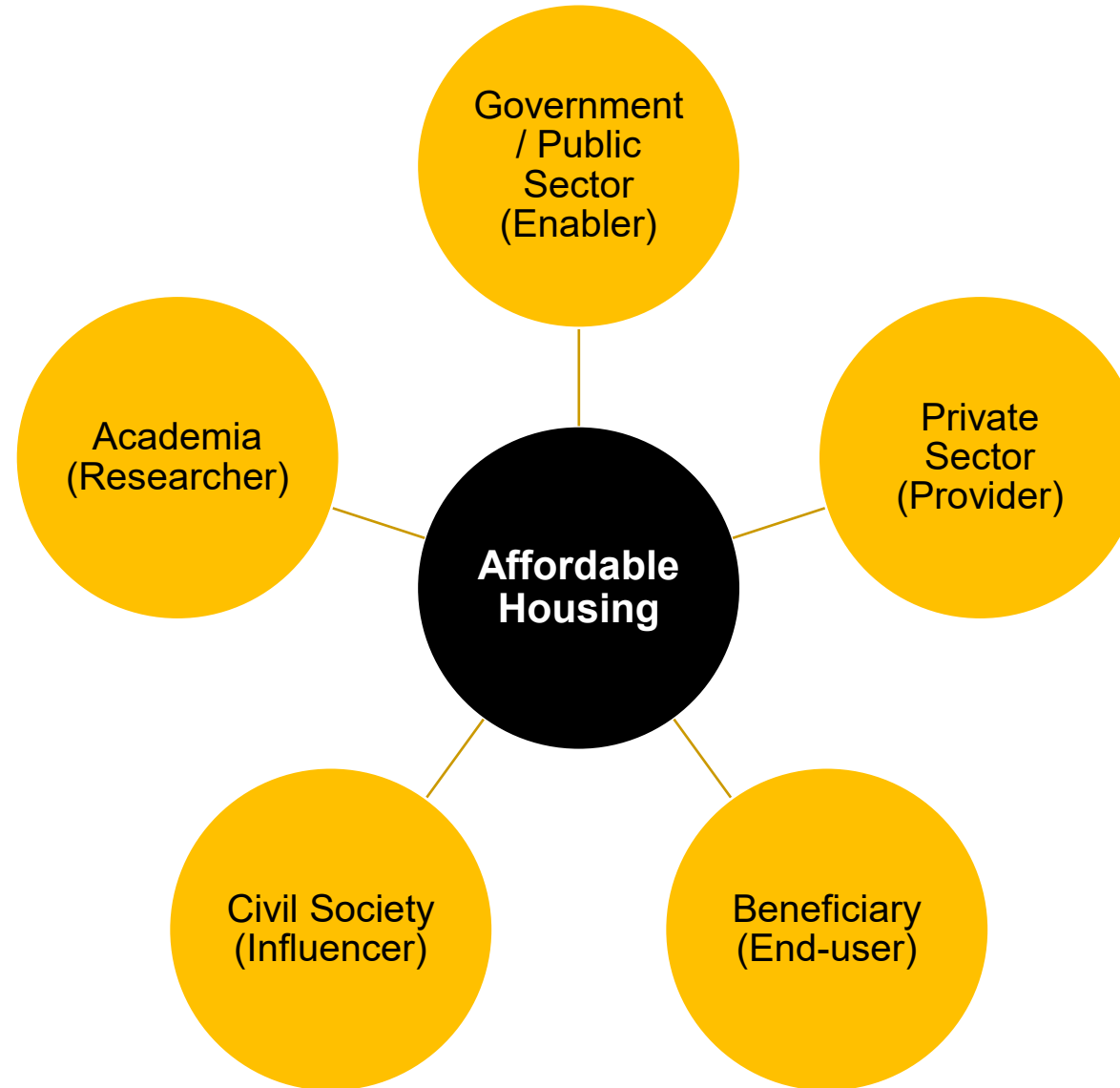
Stakeholder Engagement

Rapid Surveys

- Conducted with officials in government housing agencies

- 7 agencies responded

- Assessed subject and logistical preferences

Detailed Questionnaires

- Deployed among larger group of stakeholders across sectors

- 49 responses recorded

- Assessed implementation gaps and recommendations

Interviews with Key Persons

- Conducted with 12 persons from across stakeholder spectrum

- Intended to nuance analytical findings of rapid survey and detailed questionnaires

Key Challenges

Limited availability of suitably located and serviced urban lands to site affordable housing projects.

Poor design and construction practices that make affordable housing unattractive to beneficiaries and increase operational and maintenance expenses.

Information asymmetry that affects project conception, beneficiary identification, project monitoring, and vendor selection.

Leakages in project financing from the supply side, and lack of financial inclusion on the demand side.

Inability of centrally designed policies to address localized housing challenges.

Beneficiaries struggle with adequate identification to support better articulation of housing demands and access mechanisms.

Limited focus on affordable rental housing.

Lack of private sector participation in low-cost housing.

Limited individual and institutional capacity among government agencies.

Training Needs

Making suitably located and serviced land available in cities for siting of affordable housing projects.
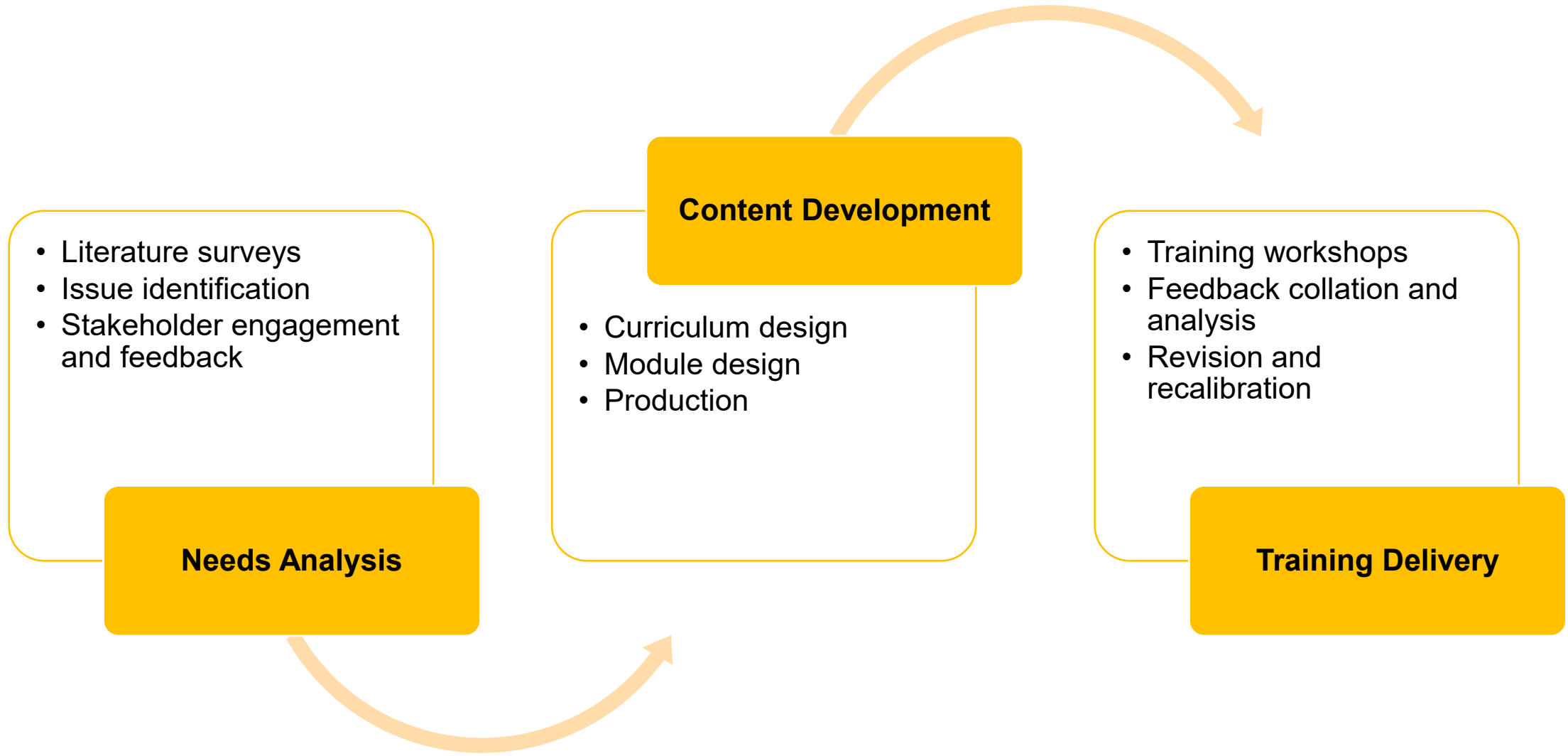
Improving the design of affordable housing.

Understanding and implementing affordable rental housing.

Encouraging greater private sector participation in affordable housing.

Integrated, multi-sectoral approaches to affordable housing provision.

Formulating actionable, context-sensitive policies.

Pedagogy – User-driven programming

Content Development

Needs Analysis
- Literature surveys
- Issue identification
- Stakeholder engagement and feedback

- Curriculum design
- Module design
- Production

Training Delivery
- Training workshops
- Feedback collation and analysis
- Revision and recalibration

Pedagogy – Hands-on learning formats

Classrooms

- Self contained capsules centred on expert-audience interactions

- Ideal for sensitization

Experiential Learning

- Outdoor capsules emphasizing site / implementer exposure

- Ideal for contextualizing key concepts

Remote Learning

- Online / offline content for self-paced learning

- Ideal for in-depth, subject-specific learning

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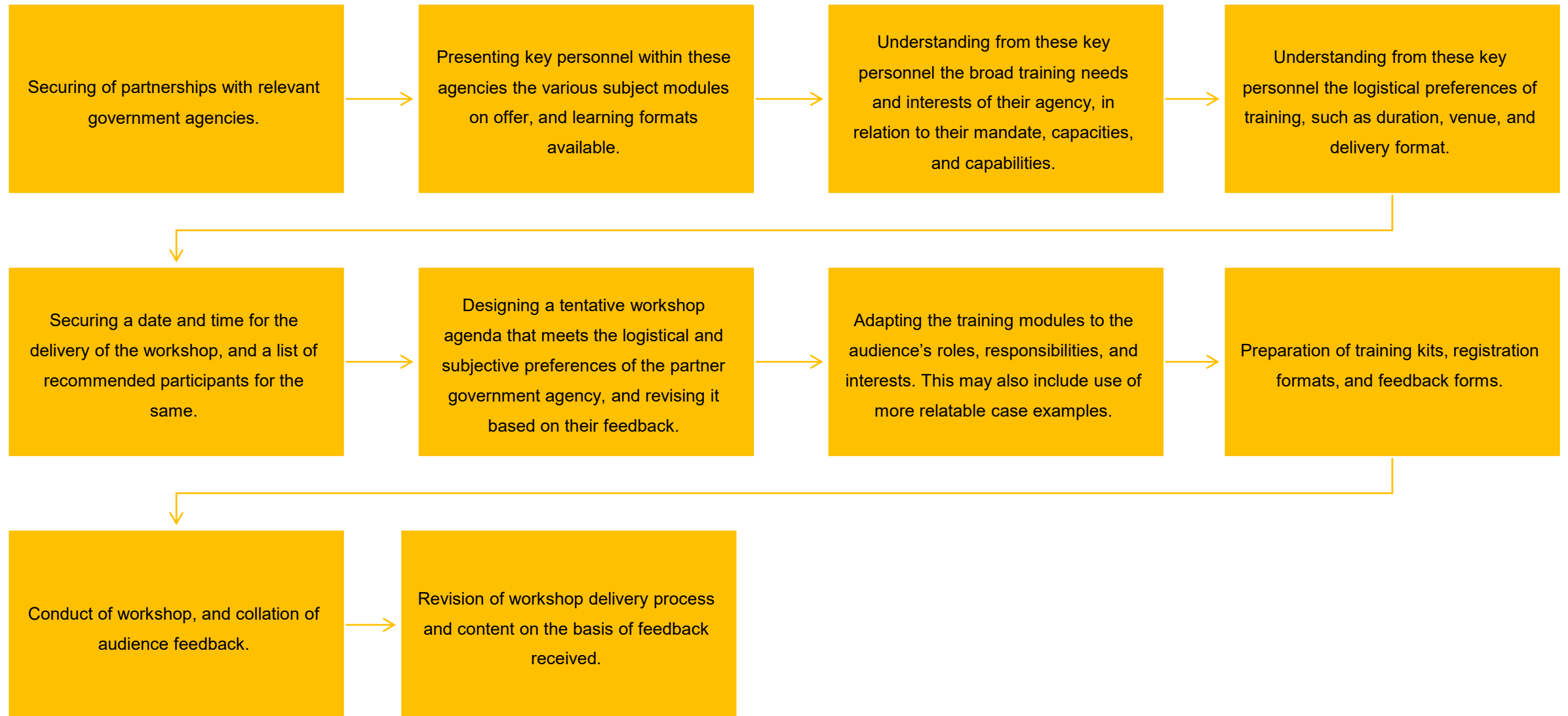# 3 – Curriculum and Content Development

Modules

Affordable Rental Housing	PPPs in Affordable Housing
Passive Design Strategies for Affordable Housing	Accessing Suitably Located and Serviced Land for Affordable Housing

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Workshop Design & Deployment Process

Securing of partnerships with relevant government agencies.

→

Presenting key personnel within these agencies the various subject modules on offer, and learning formats available.

→

Understanding from these key personnel the broad training needs and interests of their agency, in relation to their mandate, capacities, and capabilities.

→

Understanding from these key personnel the logistical preferences of training, such as duration, venue, and delivery format.

Securing a date and time for the delivery of the workshop, and a list of recommended participants for the same.

→

Designing a tentative workshop agenda that meets the logistical and subjective preferences of the partner government agency, and revising it based on their feedback.

→

Adapting the training modules to the audience's roles, responsibilities, and interests. This may also include use of more relatable case examples.

→

Preparation of training kits, registration formats, and feedback forms.

Conduct of workshop, and collation of audience feedback.

→

Revision of workshop delivery process and content on the basis of feedback received.

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4 – Workshop Planning Delivery

Workshops Conducted
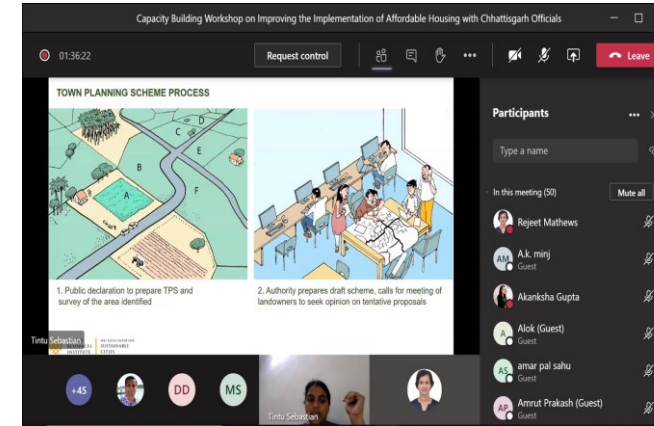
Surat

- Held on 25 Nov 2019

- 90 participants from Municipal Corporation, Urban Development Agency, and Private Sector

- ½ day workshop featuring passive design module

Delhi

- Held on 19-20 December 2019

- 50 participants from State Government, Shelter Board, Private Sector, Civil Society, Academia

- 2 day workshop with rental housing, PPP, and passive design module, and a visioning roundtable

Chhattisgarh

- Held online on 5 November 2020

- 50 participants from Housing Board, Town & Country Planning Dept, and Institute of Town Planners

- Half day workshop with all modules

Feedback Received

Positive

- All workshops and modules received a positive response.

- Delhi Government leveraged workshop to discuss future affordable housing vision.

- Chhattisgarh expressed interest in following up on rental housing and passive design support.

Critical

- Modules need to be made more concise for online deployment.

- Attendees requested greater participation by senior officials who are empowered to adopt discussed principles in day-to-day work.

5 – Findings Collation and Learning Framework

Lighthouse Projects

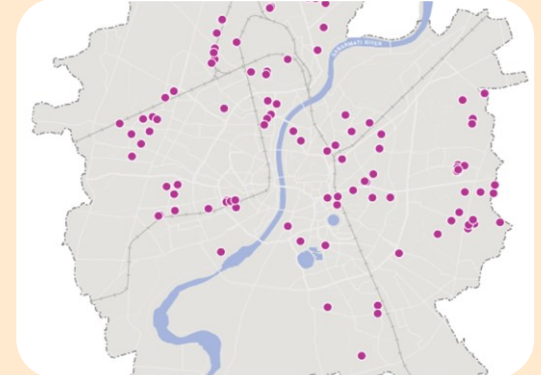**Rental Housing**

Rent-to-Own
Chandigarh

Passive Design
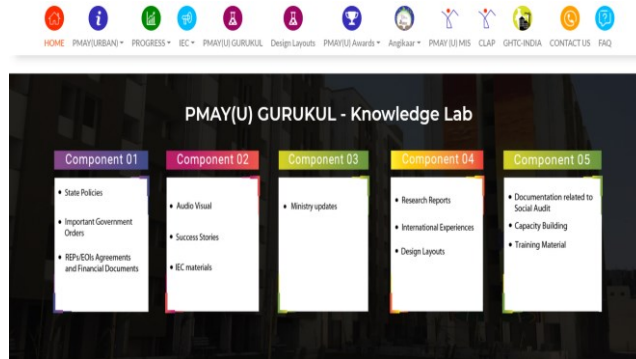
Smart Ghar III
Rajkot
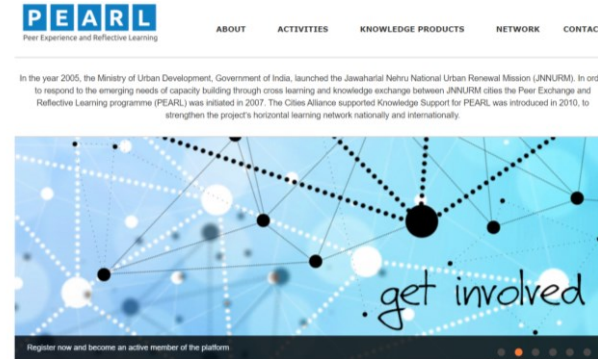
PPPs

BDA Housing
Bhubaneshwar

Accessing Land

TP Schemes
Ahmedabad

Learning Framework

Referred Platforms

PMAY(U) Website

MoHUA

PEARL

NIUA

The CityFix Learn

WRI

Learning Framework

Key Themes

Audience Primarily implementers, but other stakeholders may find it useful too	**Engagement Type** Active / dynamic as well as passive / static	**Objective** Knowledge dissemination and peer networking
Subjects Building outward from 4 modules of this project	**Convergence** Interlinked with other relevant portals	**Accessibility** Mobile accessibility and regional languages

Learning Framework

Components

Static Resources

Reference libraries with publications, infographics, prototypical designs etc.

Dynamic Resources

Interactive, self-paced modules like games, quizzes, e-courses

Peer Exchanges

Forum / message board, and case studies of city-to-city knowledge transfer

Events Board

Listings of relevant events and opportunities

Follow-up Opportunities

Briefs of training programs deployed on request

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Thank you.