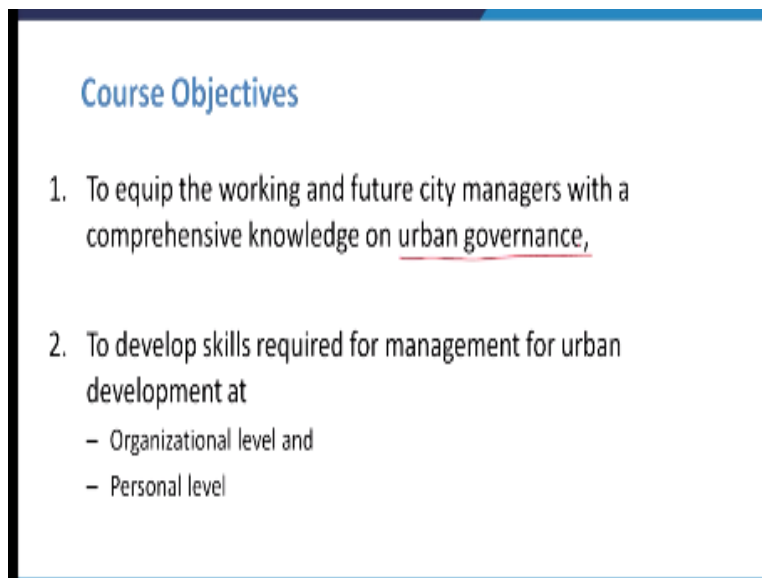


**Urban Governance and Development Management (UGDM)**  
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**Lecture – 60**  
**Course Summary, Doubt Clearing and Further Reading**

Welcome to lecture 60, this is the last lecture of this NPTEL course, in this lecture we are not going to discuss any particular technical subject rather we are going to summarise the whole course and we will share few references for you.

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**Course Objectives**

1. To equip the working and future city managers with a comprehensive knowledge on urban governance,
2. To develop skills required for management for urban development at
  - Organizational level and
  - Personal level

So, I start today's discussion in this lecture with the course objective from where we started this journey of these 60 lectures, so we had basically objective to equip the working and the future city managers with a comprehensive knowledge on urban governance, so urban governance was one of the key word in this course, second was to develop skills required for management for urban development at both level that is organisational level and personal level.

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## Course Structure

- Total sixty lectures of about 30 minutes each consisting-
- Section I: Urban Governance — OBJECTIVE I
- Section II: Development Management } OBJECTIVE II
- Section III: Self Development }

So, this 1 and 2 objectives, the second objective in two levels consist 3 sections, 2 sections and number 1 objective consist 1 section, total 3 sections we divided the whole course that was the rough distribution of the course structure, you can see, so this is under objective 1, this was our and these 2 was under objective 2, so with this we started the course and we travel through various models, various lectures, case studies etc.

So, now let us see what are the component we committed in the beginning of the course, so just have a look, I do not need to repeat this because you all know and we have been travelling through this journey.

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So, under the urban governance, we had spent 4 weeks in the subject, this is the urban governance and then in the management we had discussed 3 urban management, we discussed this 6 weeks and also at the urban management at the individual level, we just discuss last 2 weeks so to; I hope who have gone through all the lectures.

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## Week 1

- Introduction to Urbanization ✓
- Introduction to Urban Governance ✓ *Key Concept*
- Constitutional provisions ✓
- Legislative provisions ✓
- Organizational interfaces ✓

Now, under this lecture, in the week 1, I will summarise one by one for you, now the thing is that throughout the discussion, it is a limited score for half an hour for every lecture, so it may not be possible to clarify each and everything, so there might be possible doubts when you are going through the lectures. So, one option is that you participate in the online forum we and my assistant will be available every day throughout the course for the discussions on the online forum.

Any clarifications that is welcome, you just write to us plus if there is possibility of the online of the real time videoconferencing that also we will explores, so therefore I will go through every week discussions very briefly as a summary and for every week of the discussions, what is the critical areas and what is the basic thrust areas which need to be remembered for the practice may be for examination, you need to go through each and every slides, each and every reading material that is fine.

But I am looking beyond that because ultimately, you have to work in the practice, so I will definitely touch up on all those points which is very critical and very significant in all those lectures, so I start with lecture, the week 1. The week 1 was dedicated on urban governance, we started with introductory lecture on the organisation, then introductory lecture on the urban governance, basic key concepts we covered here.

And then we discussed constitutional provisions under 74th Constitutional Amendment Act, what is a provision in Indian constitution about the urban local governance that is what was discussed, then legislative provisions, after the constitutional provisions, every State government they have made their legislation that is state legislation, state act mostly name as state municipal act.

So under the legislation provision, what is the distinctive features which is transferred from the 74th Amendment Act and what is the common feature which is common with the 74th Amendment Act that is mention here then we discuss the organisational interface because in the constitutional and legislative provisions, we discuss the legal, basically, legal and legislative provisions but it is also important for an urban manager to know that at vertical level and horizontal level, what are the organisations with whom you have to interact day to day basis.

So, we discussed that at the vertical level like central government, state government and the district level and the urban local body level organisations they are working and at the parallel level or the horizontal level, ULB as a unit and the parallel level there are gram panchayats, there are district authorities, there are other municipal authorities, there are developer authorities.

There are para-statal authorities bodies, something they also work in collaboration with the urban local bodies. Now, in this week 1, the key question or critical area is some of the responsibilities under the 74th Amendment Act, it is yet to transferred to the urban local body level for some of the states not all the states and all the urban local bodies has achieved the status of doing each and every performance based on the 74th Amendment.

So that is one area or critical area if you work in such a municipality, so your job will be to look into those matter, number 1. Number 2 is that the objective of the 74th Amendment act and the

legislative provisions is that to equip the urban local bodies, so that they can perform and execute the urban services and urban infrastructure but the thing is as a organisation urban local bodies are not that much equip.

Most of the cases, small and medium towns, they have any very humble setup of the organisational capacity and as a result, they failed to connect with the organisation's vertically and horizontally, so those are the critical areas in the urban local governance as an introduction which need to be thought for the further reference. We come to the second week, what be discussed?

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## Week 2

- People and community-1
  - People and community-2
  - Land as basic resources ✓
  - Environment and Ecology ✓
  - Nagar Panchayat: Distinctive features ✓
- 
- The diagram consists of a central circle labeled 'land' in red. To its left, a bracket groups the first two items of the list: 'People and community-1' and 'People and community-2'. A red arrow points from this bracket to the word 'People' written above the circle. Another red arrow points from the word 'Pooling' written to the right of the circle back to the 'land' circle. A red checkmark is placed to the left of the 'Land as basic resources' item, and another red checkmark is to the right of the 'Environment and Ecology' item. A red arrow points from the 'Environment and Ecology' item to the right. The 'Nagar Panchayat: Distinctive features' item has a red checkmark to its right and is underlined in red.

In the second week, we continue the discussion a little detail manner, we first 2 lectures was on the people and the community then third lecture was an land and fourth and fifth was on the environment ecology and nagar panchayat. I tell about people and community, in urban governance and urban management the subject is such that that people is a very essential component of work, you cannot eliminate or isolate people and the public organisations out of your urban governance and urban management.

So, every time it is very essential to work with people, for that reason you have to understand the structure of the population, the basic socio-economic segregation, how they work, what are the dynamics at the local level number 1 and apart from that there are design structure of the people's

community for example, under the various schemes, there are neighbourhood committees, neighbourhood society, community based organisation.

So, what is the roles and responsibilities of this organisation and how they can help you for executing some particular function or how you can collaborate and make a partnership with people and people organisation that will be an essential part in the future also, so if you follow some of the best practices and good practice you will find that the people is the centre point around which the major urban development and urban governances as happen throughout the history and every geographical area.

So, learning about the people and the community is one of the best skill which you have, irrespective of any category of the technical person, if you are an engineer, you need to learn how to talk with people, if you are architect, you need to learn how to talk with the people and community, if you are planner, yes definitely you need to know, the essential skill you need to know.

Then, we discussed land as a basic resources so without land also, urban management, urban development cannot be done, so apart from people as a basic resource or the manpower, how land can be augmented at the urban local bodies level, so number one is number for the first stage is that to have a total status situation mapping of the land, how much land is available for the municipality, how much land is not available occupied.

And then in for the future, how much land we can pool or how much land we can acquire and what is a particular difference between various mode of land acquisition and land pooling that also talked in; has been talked in this matter. Here, the critical aspect is that land acquisition is no longer a very successful model in urban development, most of the time it takes longer time because it has litigation and other public grievances.

So, we have seen that land pooling and land readjustment or the models which is involving people, taking the people's consent are best suitable for the urban development, so as a urban manager you have to know about the land pooling method where it is connected with people, so

those kind of element is required as a critical skill for your performance for your betterment. The next important part is environment and ecology.

The environment and ecology is another part which is very essential for the urban development, the reason being that for any urbanisation, it needs land and urbanisation go beyond the agricultural land and it is our objective that to disturb the agricultural land as less as possible but to do that we need to make a total mapping of the area of the city and the region and then based on the existing environmental and ecological patterns, we need to identify the urbanisable area, the developable area.

And also we need to identify the zones or the area which is not suitable for development maybe those are ecologically very sensitive, may be those are ecologically very essential component for our environment, so those element need to be identified and critically reserve that it is not to be touched, it is to preserve, so those kind of segregation in the land cover to segregate the urbanisable area and non-urbanisable area is essential.

Otherwise, we cannot achieve the sustainable development and you know that in near future, the clean green and the sustainable urban environment is going to be very critical in all the cities that is why knowledge about environment and ecology is essential. Then we discussed about nagar panchayat, the distinctive feature. Nagar panchayats are basically smaller urban local bodies who have not received the status of the municipality yet but still it is a urban local bodies under the act.

The distinctive feature of nagar panchayat is that since it is very small, it does not have the capacity of to deliver the urban service, so they need to be equipped either by more man power or by different set of urban services benchmark which they can perform, so those kind of issues are related with nagar panchayat, second issue with nagar panchayat is that how a smaller urban area which is lying under the nagar panchayat will grow.

And sometimes becomes a municipality that road map is also not much clear and another point is very important that in nagar panchayat, there are substantial area under the rural habitation and

rural economic, so how nagar panchayat can also be enable to get the benefit of the rural schemes by the government of India that is another key issue in the development of the nagar panchayat.

So, having said that these are the major key issues related to people, land, environment ecology and the nagar panchayats. So, nagar panchayats is an unique example of mixture between the urban and the rural because it is urbanising i terms of the character.

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## Week 3

- Organisation development for LSG
- Transparency and accountability
- Capacity building-1
- Capacity building-2
- Systems and process improvement

In the third week, we discussed the details about the organisation and development, municipality as a whole as an organisation, what are the structure of the municipality, how it can be developed, what are the hierarchical pattern, what are the power and responsibility of the key personals, then we discussed the essential component of the transparency and accountability as essential attribute of an organisation.

After that we discussed capacity building 1 and 2 in 2 sections we discuss the capacity building, the reason for capacity building is that if we increase the roles and responsibilities of municipalities, we need to develop their capacity as well, capacity in terms of their man power, capacity in terms of their equipment's infrastructure etc., so that they can perform well, they can perform which is compliant with the expectation and demand by the Central government or by the people.



So that is a reason we discussed in 2 modules, here we discuss that government of India and state governments they have given time to time all the funds for the capacity building, so it is your duty to develop the capacity of your team or your organisation and here 2, 3 things I mention like knowledge, skill and attitude for an individual level capacity, so it is possible at the later age also to improve knowledge, skill and also in sometimes attitude.

So, it is possible by improving their performance and outlook towards the urban service delivery, then we discuss systems and process improvement; systems and processes are interlink for any job which is done from 0, 1 to the delivery, it has several sub- process or stages, so that stages and the combination of stages in a simple flowchart, if it is represented that is called a process of the particular job.

And every process, if we can minimise the process in terms of timing, in terms of the number of stages may be that process could be improved and the time requirement could be improved, service delivery can be better and systems is the tools and techniques which makes the process functioning for example, in a municipality, a person is sitting in the front office and doing the registration of birth and death certificate.

If it does it using manual system, maybe it is taking long time but if he does through a computerised system, maybe it is less time, so here the systems from manual to the online system or the computerised system is the systemic change and the process is something which is required several stages and several sequences to be done to make a job particularly fulfil. Now, systems and process; why this is important?

This is important because to deliver the urban services within given period of time and with the given and the expected quality benchmarks, so that is why systems and process improvement is important, if you can improve the capacity of the local bodies by giving technical manpower but you do not improve the systems, you cannot you would get the desired result, so it is important to improve capacity and the system's process both.

So, in this week, see the critical areas are to follow up the progress of the organisation as a whole as a municipality or the organisation that how it is developing time to time in terms of the transparency and accountability, capacity building, systems and process.

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## Week 4

- Urban reform and managing change-1
- Urban reform and managing change-2
- Visioning for the city
- Resolving conflicts in change management
- Leadership and teambuilding

We move for a week 4, in the week 4, we discussed thoroughly with the urban reform, visioning, resolving, conflicts and leadership now, here the key word is the reform; reform is something which is related to change, when we do change in our own life, it is a change and we get the better result from the change similarly, for the organisation a systematic change for the organisation brings a positive result and the better result for the citizens, those are called urban reforms.

The most of the reforms which discussed in this lecture like making city development plan, making accounting reform, making citizens charter, all the reforms are aimed to bring desired result, better result for the citizen. Visioning for the city is particular subject which is required to be discussed among all the stakeholders including the political representative because unless we have a vision dream or aim for the city for a distance time, it is not possible to make a proper planning.

So, visioning is important, we need to see the future and we need to try to see the future for the city and you need to create that vision, resolving conflicts and change management is also

important to bring a change through the reforms in municipalities. Now, what are the conflict resolution techniques and how the conflicts can be identified, avoided or to be resolved, those are discussed here.

If you are working in a local level or with the community within your organisation and you face conflicts definitely you will be benefited and after all the leadership and team building matters a lot because when in urban governance, it is all about to lead in organisation, to lead a work program, so municipal counsellor or municipal chairperson or municipal cooperation mayor, they are the leader and they are required to take the whole team together and to take them in some better result or better area.

It is possible that if the leader takes the team and develop their team and work with the team, so leadership and team building essential now, we have a structure leadership format in the urban local bodies, we have a mayor in council or chairman in council and there are counsellors in the municipality, so this is a structured leadership but we are talking here leadership, which is the true sense that is structure, a leader, a person can take the leadership beyond the structural format of the leadership and really can take the whole team into new areas, okay.

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## Week 5 — *Urban Management*

- Essential concepts of planning and developments
  - Regional and metropolitan planning
  - Urban planning ✓
  - Urban infrastructure and services-1
  - Urban infrastructure and services-2
- 

Now, in the week 5 we discussed essential concept of the planning and the development, from week 5, we started discussion on the urban management, so in this week 5, we discussed various

aspects of regional and urban planning because as a urban management, manager you need to know the various aspects of the urban planning, so I we regional and metropolitan planning, we told you that regional planning and metropolitan planning is done in coordination with the urban planning done at the city level.

And for the bigger cities which are having larger urban concentration with all agglomeration, they need metropolitan planning whereas the districts or where there are multiple urban and rural areas where they need the regional and the district planning, so those kind of planning is done at the macro level and then we discussed urban planning; urban planning is done at the city level and the various stages of the urban planning we discussed.

And based on the urban planning, the basic stages are making a situation assessment of the city, making a vision, making the projection, then making scenarios and making the recommendation and the strategy and those strategy will include the urban infrastructure and the services, we discussed in details that there are 2 types of infrastructure; one is physical infrastructure, second is social infrastructure.

And we discussed in key point that what are the critical areas of the basic infrastructure like the road, sewerage road, sewerage sanitation system, water supply and also social infrastructure like health, education etc., etc., so here the key component is that one key component is that whether the municipalities have the capacity to make the urban planning or not. By now, most of the bigger municipalities or the corporation they have some capacity to make the urban planning.

But the real question is that all the municipalities; small and medium town should have the capacity to make their own plants, the plants should not be imbibed so not be imposed by some other agency, plant should be evolved through the process from the people who are working in the municipality, so that is the crux of the matter. Second is that in urban infrastructure and services, we need to think about the urban infrastructure which is sort of permanent.

If we invest 1 rupee in municipality for any infrastructure, you have to think for its longevity, it is not that that you are investing 1 rupee and it will just last for 1 year or 2 year and then again

you repair again you do, so please make the infrastructure at least some of the infrastructure which is durable enough which can give a better life situation for at least a 5 years, 10 years period, so that is the crux of the situation.

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## Week 6

- An overview of municipal finance
- Municipal accounts — *Reform.*
- Augmenting revenues — *sources*
- Value capture financing →
- PPP in urban governance

And better infrastructure, better services always gives a better life quality of the citizens, so having said that we go further with week 6, in the week 6, the whole week is; was devoted with the discussion of the urban finance and accounts, we discuss various aspects of the urban finance and the methods of the revenue generations, basic concepts of the accounts, accounting reform then, how you can augment revenues, various sources.

Then we discussed value capture financing, this is not discussed earlier in a bigger way, we discuss various options for value capture financing, the key objective of value capture financing or VCF in short is that if you create a large infrastructure that infrastructure makes some added value in surrounding areas, how you can capture that added value in the surrounding areas that is the crux of the problem and you can try to do that.

Then PPP in the urban governance, PPP has been tested in various urban governance in last 10 to 20 years, so PPP is one of the more where you can really explore some unexplored areas of financing where public exchequer or you do not have your own money, so PPP can be explored but the critical areas in this whole area in that for example, municipal accounts if you are having

the accounting reform, it is important to have your own setup of the people, qualified people those who can understand and run the system of the new accounting system.

If you are going for PPP, the critical factor in the PPP is the right kind of negotiations; we had a negotiation class lecture in the later also, so I will come later, so this was the crux of the week 6.

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## Week 7

- Housing strategy for cities
- Housing and urban poverty
- Real estate regulation and development
- Urban land management
- Urban risk and disaster management

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So, we go to the next 7, in the week 7, we started discussion little detail, some of the element for example, the housing, how we can deal the housing and urban poverty, real estate regulation and the development, urban land management, urban risk and disaster management, even though we discussed the land aspect earlier here we mentioned land management in terms of the critical areas and how it can be linked with the housing and the urban development and the urban risk and disaster management.

Here, the critical areas for example, real estate regulation and development is that new law is there in 2016, law but how to make applicable that law in your city and how to follow up with that law that is the most critical areas, you need to think. For housing and urban poverty, it is important to make a housing strategy for the whole city, what I have seen in the last few decade that the people or the municipal authorities they are doing their housing based on the supply.

So, it should not be a supply driven strategy for example, government of India is giving X amount of money, so they are just taking the X amount of money and doing that rather you can make a demand assessment, you can make a prioritisation, you can make an assessment of the all typologies of the housing and make a strategy and then you miss; you connect those demand with the possible supply.

If you do not have the conventional supply, go for PPP, go for privatisation, it is possible so that you can serve each and every group otherwise in absence of that strategy and its follow up what is happening that unscrupulous developers are coming up and they are doing all the not so good housing projects in the municipalities and as a whole total built environment is getting affected, so please be aware and please do the needful for that.

So, the week 7 was dedicated on the some special aspect like housing, real estate, land and urban risk and disaster management. In urban risk and disaster management, the key area, key word for this was to prevention, so it is better to prevent that to take action after the disaster, so here that was the message you need to follow, we go forward with the week 8.

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**Week 8**

- Managing urban environment-1
- Managing urban environment-2
- Traffic and transportation management ✓
- Traffic and transportation management ✓
- Designing urban public spaces ✓

In the week 8, we had a detailed discussion of the urban environment, we discussed the various law and the mandates and what are the mandates for the urban development, what are the role for the urban manager, then we discuss traffic and transportation management in 2 modules, 1 and 2,

I details, what could be the traffic planning system, what could be traffic management system, what are the traffic management systems which are have shown better result in the urban local bodies, those type of things we have discussed.

And then fourth is the designing of the urban public space spaces, this is one area which is almost neglected area in our urban local bodies, the basic one of the reason is that in the urban local bodies most of the works are being done based on the supply driven or based on the supply or the availability of the finance, you get money for the road, you construct the road, you get money for the water supply, construct the water supply distribution pipeline.

But for the urban public space, there is no answer because people need to interact with each other, they need some space where they can meet with each other and they can enjoy during their leisure time, so those kind of spaces need to be created at the urban areas, so that we discussed. So, in week 8, it was dedicated on the urban environment, traffic and the urban public space, so these was some discussion on thematic areas.

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## Week 9

- Centrally sponsored programmes and schemes
  - AMRUT ✓
  - Smart City Mission ✓
  - SBM and HRIDAY ✓
  - PMAY and NULM ✓
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Week 9 was very interesting and very special because in week 9, we discussed all the centrally sponsored programmes and schemes starting with a AMRUT, smart city Mission, Swachh Bharat mission, HRIDAY mission which is based on heritage, Pradhan Mantri Awas Yojana and national urban livelihood admission, the I am not going into details of those mission because we have



already discussed but the crux or the of this discussion was that the intention and the program for all this mission was really great.

But the real issue at the ground is the implementation, so for the implementation how much we are equipped to implement and for the progress of the work that is very important, AMRUT mission is dedicated for the urban infrastructure, smart city mission is dedicated to make some of these cities as a smart in terms of their some of the basic services more functional using IT application.

Swachh Bharat mission, you know all that Swachh Bharat mission is a great is a bigger campaign, HRIDAY mission was aimed to heritage development and Pradhan Mantri Awas Yojana and NULM, Pradhan Mantri Awas Yojana is you know that is you know urban housing problem which was aimed by this scheme and national urban livelihood mission aims to create new livelihood option and employment options, so these are whole gamut of the centrally sponsored programmes.

Another key area is that the all the centrally sponsored programmes and schemes are designed in such a way that it is it requires little bit of contextualisation in terms of the geography in terms of the variations in all the states, so if it is possible to make those kind of variations in the design in the projectisation everything that will be beneficial for you so that you can apply here for the centrally sponsored scheme.

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## Week 10

- Fundamentals of project planning and management
  - Project formulation ✓
  - Project monitoring and management
  - Essentials of engineering design
  - Managing large projects
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Week 10 was dedicated to the project management, we discuss the fundamental of the project planning and the management, how to formulate a project from starting to end, then what is a project monitoring skills which is required for a successful completion of the project, then essential of the engineering design as a manager if and if even if you are not engineer, what are the basic things you should look for or you should check for a particular project.

And what are the skills required for managing large project were significant, capital investment time investment is there, so week 10 was focussed or dedicated for the implementation part of the project in the urban management, so here the basic question if you are really involved in a bigger project implementation and management, so I will suggest that based on that if you got some interest you definitely you should get some more knowledge from some dedicated quotes on the project management.

Because this is one area we need dedicated manpower, so that they can really execute the project within the time, where the most of the urban local bodies and development authority they lack, the one reason is that we do not have that much of the dedicated manpower, the manpower required for the project management is maybe he is involved in some other job, so it is required for the leaders also to look into the matter.

So, till weekend, week 10, we discussed the matters of the urban management at the organisation level then, we shifted to the matters which is possible to develop at the individual level.

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## Week 11

- Managing city image ↑
- Essential competencies of city managers
- Problem solving and decision making
- Effective negotiations
- Communication skills

For example, the management of the city image, how we can enhance the city image, what are the parameters for the city image and at the individual level as a people's representative as a urban manager, what you can do to improve the city image, second we discussed essential competencies of a city manager as a successful city manager, what are the skill set required. For example, some of the competencies we discussed, number 1, problem solving and decision making.

Then, effective negotiations, communication skills now, since this is not a particular dedicated course on this soft skill development, still I mention few of the critical area, so that at least you can develop and you are sensitised to some of the skills of the negotiations, communication and the decision making because these are very essential fundamental pillars of the urban manager and without that you cannot perform at your local level.

So, in this week 11, the main objective was to develop the key skills, skill set for the urban manager, in the week 12, we discussed time management and stress management briefly because I felt that this is also very important part of the city manager because nowadays, city managers

are so stressed off with so many works and the responsibilities, they need to know the essentials of the time management and stress management.

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## Week 12

- Time management
  - Stress management
  - Best practices in urban management
  - Reflective learning and excellence
  - Doubt clearing and course summary
- individual*

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So that is why we included this, so that at the individual level, you get some benefit which you can transfer for your organisation at the city, after that in the last 2 lectures, we discuss best practices in the urban management and reflective learning and the excellence, we told that the some of the practices could be best because it aims the mandates and the expectation of the people etc.

And it can be time tested, it can be best in terms of time and reflective learning is something which we learn from the reflection of the others, better and the good practices and this reflective learning is the method which can teach us a lifelong teaching or the continuous learning can happen and after that today, we are having the last lecture which is the course summary. Now, I hope that you got some information, some ideas from the section 1, which is urban governance.

Section 2 from the urban management at the organisation level and section 3, urban management skills for the as an individual level, so based on that I share few of the references, just have a look.

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## Reading references

- All housing policy of Government of India and states related to urban development
- ✓ Cities and Public Policy by P K Mohanty (Sage)
- ✓ A Hand book of Urbanisation in India, KC Shivaramkrishnan, Amitava Kundu & B N Singh
- ✓ Assorted City by Suptendu Biswas (Sage)
- ✓ URDPFI vol I and II, Ministry of Housing and urban Affairs
- India's Urban Confusion Challenges and Strategies by M Ramachandran
- Urban Governance, Voice and Poverty in the Developing World by Ursula Grant, Nick Devas, Philip Amis
- Best Practices Compilation on Urban Governance, NIUA

So, first reference is related to all the policy of government of India and the states, some books also I have mentioned and URDPFI volume 1 and 2 and then few more books and the best practices compilation on the urban governance by a national institute of urban affairs, some of the best practice as I discussed here from that compilation, more I will share with you and few more reading references, further references I will share the through the online platform.

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## Feedback

- Course structure, content and delivery

So, having said that I talk about the feedback, since this is the end of the course, I would like to expect course, feedback on the course structure, content and the delivery and how we are conducting the course from all of you, I know that you are; some of you are perceiving your master degree course, some of you are perceiving the prerequisite for the PHD course, some of

you are faculty, some of you are from the diver's background like engineering, sociology or the other background.

So, please give us feedback, I will be happy to have the feedback and second since it is the subject, it is very fast subject, we try to compile the subject with the 60 lectures, it will be fantastic, if you also shares your experience through online platform, so that each of us we are benefited from your experiences that will be very nice, we will try to integrate that through the assignments or the discussion but it is an open request to all of you, so that you can give us feedback.

And your experience is shared with us with this, I would like to thank all of you for attending the course, the journey has been very wonderful for me and the teaching assistants Mr. Anil Kumar and the whole NPTEL team who is working at the IIT Roorkee, so I hope that you have enjoyed all the course and I will be; we will be looking forward from the feedback and the successful completion of the course, so thank you very much for your participation.