

GOVERNMENT OF ANDHRA PRADESH  
A B S T R A C T

National Institute of Urban Management (NIUM) – Funding for Construction of Institute Buildings of NIUM, Plan for Operationalization of the Institute, Establishment of Centers of Excellence, Core Staffing Pattern, Governance Arrangements and Implementation of Research and Capacity Building Activities by the Institute – Orders–Issued.

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MUNICIPAL ADMINISTRATION AND URBAN DEVELOPMENT (UBS) DEPARTMENT

G.O.Ms.No. 508

Dated: 27-12-2013  
Read the following:-

1. G.O.Ms.No.193 Dtd.11.5.2010, Municipal Administration and Urban Development (I) Department.
2. G.O.Rt.No.752, Dtd.30.5.2012, Municipal Administration and Urban Development (UBS) Department.
3. G.O.Rt.No.979, Dtd.21.6.2013, Municipal Administration and Urban Development (UBS) Department.
4. G.O.Ms.No.206, Dtd. 20.5.2013, Municipal Administration and Urban Development (UBS) Department, A.P, Hyderabad.
5. Minutes of the Meeting held by Chief Secretary to Government, Dtd. 7.9.2013.
6. G.O. Ms. No. 593, Dtd. 3.10.2009, Municipal Administration & Urban Development (UBS) Department, A.P, Hyderabad.
7. Minutes of the meeting dd. 30.11.2013 of the Chief Secretary, Govt. of A.P.

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**ORDER:-**

The Central Sanctioning and Monitoring Committee(CSMC) of the Jawaharlal Nehru National Urban Renewal Mission (JNNURM) - Sub-Mission on Basic Services to the Urban Poor (BSUP) in its 75<sup>th</sup> meeting held on 30.12.2009, while considering the proposal of the State of Andhra Pradesh and other States seeking Central assistance under Capacity Building Programme of JNNURM, observed that the capacity for implementation of urban development and poverty alleviation programmes at the State and Urban Local Body level is very poor and there is a need for setting up of National, Regional and State Institutes of Urban Management with focus on urban poverty alleviation. After discussions, and considering the need to implement the urban reform agenda of JNNURM, the said Committee decided that Central Assistance from the Ministry of Housing & Urban Poverty Alleviation, Government of India would be available for the establishment of National Resource Centers across the country, limited to Rs.50 Crores each. The Ministry of Urban Development, Government of India has also indicated support under Capacity Building for Urban Development (CBUD) programmes through National and State institutes under the Urban Infrastructure & Governance Sub-Mission of JNNURM.

2. In the above background, the Government of Andhra Pradesh decided to establish the National Institute of Urban Management as national resource center to cater to capacity building needs in the urban sector at State and National level. Accordingly, the Government vide G.O. 1<sup>st</sup> read above have issued orders allotting land in Sy.No.41/14 of Khanamet Village, Serilingampally Mandal, R.R. District to an extent of 20 Acres free of cost to the Commissioner and Director of Municipal Administration, Andhra Pradesh, Hyderabad as it is well-suited for setting up of the Institute in view of its strategic location and developments that have taken place in the surrounding area and transport connectivity available. The World Bank, under the A.P. Municipal Development Project, has also committed support of minimum of Rs.20 crores for the construction of the NIUM complex.

3. In order to initiate the activities of the proposed Institute and to make it functional, Government vide G.O. 2<sup>nd</sup> read above, after due consideration of recommendations of a selection committee, has appointed Person-in-Charge (PIC) for the National Institute of Urban Management, Hyderabad for a period of one year. The activities of the Institute have commenced from 31.5.2012. The services of the PIC have been further extended for a period of one year i.e., upto June 2014 vide G.O.3<sup>rd</sup> read above.

4. Keeping in view the proposal submitted by the Person-in-Charge, NIUM, the Government vide G.O.4<sup>th</sup> read above have issued orders to set up the National Institute of Urban Management at Hyderabad to function as a National Center of Excellence in the field of urban management. The Government approved the Memorandum of Association and Bye-laws of the Society for NIUM and directed to get the Institution registered under the A.P. Societies Registration Act, 2001 (Act 35 of 2001). Accordingly, the said Institute has been registered on 29.7.2013 vide Reg. No. 567 of 2013.

5. According to the Memorandum of Association (MOA) and Bye-laws of the Society for NIUM, the Mission of NIUM is to be a Center of Excellence in the country in Urban Development and Poverty Alleviation with the overriding objectives of extending technical assistance and capacity building support to Local, State and Central Governments for deepening the implementation of urban sector reforms and striving to make urban institutions accountable, transparent, responsive and citizen-centric. The philosophy of NIUM is to be an apex think-tank and action research institute in the urban sector supporting Government Departments and other stakeholders at the National, State and Urban Local Body levels. The key objectives of NIUM include: conducting quality research, undertaking training, consultancy services and policy advocacy on urban sector issues.

6. The Board of Governors of the Society for NIUM is headed by Hon'ble Chief Minister of Andhra Pradesh and members of the Board are drawn from State and Central Government and other organizations. The Executive Council is headed by the Hon'ble Minister for Municipal Administration and Urban Development, Govt. of Andhra Pradesh and officers drawn from different departments of the Government as its members.

7. The Hon'ble Chief Minister, Government of Andhra Pradesh has laid the foundation for construction of NIUM Building complex on 22.9.2013 in pursuance of the objectives laid down under the MOA and Bye-laws of NIUM.

8. While the Society of the NIUM has a governance structure with a Board of Governors and Executive Council, it is considered expedient to operationalize the institution with appropriate management arrangements so as to achieve its objectives. Accordingly, the structures of management of institutions of excellence including Indian Institutes of Management (IIMs), Indian Institutes of Technology (IITs), National Institute of Public Finance & Policy and other celebrated institutions have been studied. In order to make the NIUM fully operational in a short span of time and to enable the Institute function effectively as a unique center of excellence, the Government after careful consideration hereby issue orders covering the following aspects:

- A. Funding of Institute Buildings and Programmes;
- B. Establishment of Centers of Excellence (COE),
- C. Core Staffing Patterns,
- D. Governance Arrangements, and
- E. Core Programmes

## **9. Funding of Buildings & Programmes**

It is considered essential to provide initial financial support to the NIUM till it becomes self-sustaining - at least during the period of first 5 years for which funding for funding for construction of buildings and programmes shall be as follows:

**(i) Construction of Buildings:**

(1) Rs.25 Crores under the World Bank-supported AP Municipal Development Project - construction of Compound Wall, Administration Complex and Hostel. Out of Rs.25 Crores, Government has issued orders sanctioning Rs. 20 crores vide G.O. 6<sup>th</sup> cited above. Appropriate approvals for the remaining Rs. 5 crores shall be obtained;

(2) Rs.25 Crores for the establishment of Center for Urban Governance by the Center for Good Governance (CGG);

(3) Rs.25 Crores for the establishment of Center for Municipal e-Governance (e-Municipality) by ITE&C Department/Institute of Electronic Governance with funds from Government of India and Government of Andhra Pradesh; and

(4) Funds received from Government of India and other sources for construction of other buildings.

(5) Andhra Pradesh Municipal Development Project (APMDP), Centre for Good Governance (CGG) and ITE&S Department/IEG are directed to take necessary sanctions from their respective authorities.

Construction shall include Administrative Block, Center for Urban Governance Block, Center for e-Municipality Block, Auditorium, Library Building, Hostel, Guest House, etc. It will be carried out by Public Health Engineering Department under the supervision of Executive Director and Director General of the Institute with the direction of Principal Secretary, MA & UD. Monthly/Quarterly review of construction shall be through NIUM Campus Development Committee chaired by Principal Secretary, Municipal Administration & Urban Development with composition at Annexure I. This Committee will decide the design of the buildings and ensure that the buildings are completed by June 2015. Till the completion of the buildings, all activities of NIUM shall operate from the premises of New Campus of Center for Good Governance, Gachibowli and City Managers' Association buildings, Road No.12, Banjara Hills, Hyderabad.

**(ii) Institutional Corpus of NIUM:**

(1) Contribution of Rs.25 Crores from APUFIDC out of accumulated amounts under the Mega City Scheme. The amount shall be transferred to NIUM Account and made into a fixed deposit in a nationalized bank.

(2) Contribution from other sources such as Government of India, APMDP Project, other Externally-aided Projects, International and National Foundations, Corporate Social Responsibility portfolios of Companies, etc.

NIUM shall take steps to secure contribution from Foundations/Corporates towards the corpus and activities of NIUM.

**(iii) Programme Funding Sources:**

(1) Interest earned on the Institutional Corpus: The Institution is authorised to use the interest earned annually towards the implementation of approved programmes; the corpus of Rs.25 Crores shall not be used for programmes without the permission for the Executive Council/Board.

(2) Amounts received from Government of India under Comprehensive Capacity Building Programme and other capacity building funding sources of Jawaharlal Nehru National Urban Renewal Programme, Rajiv Awas Yojana, National Urban Livelihoods Mission, National e-Governance Programme and other National Missions/Programmes;

(3) Amount received from State Government under flagship programmes, projects (including externally-aided projects) and capacity building funds; and

(4) Partnerships with international/national organizations, Universities and other institutions like Center for Good Governance, Institute of Electronic Governance, National Institute of Smart Governance, University of Hyderabad, Urban Institute of India, National Institute of Urban Affairs, Indian Institutes of Management, Indian School of Business, Administrative Staff College of India, etc.

Interest accrued on Corpus Fund can be utilized for Operational and Maintenance expenditure of NIUM apart from other sources of funding. But the Government of Andhra Pradesh will not fund any salary or maintenance expenditure of the Institute. Subject to this condition, the Institute could prepare and implement its business plan. However, the Institute can receive programme-based support for conduct of research, consultancy and training under various schemes of the State Government and Government of India. Administrative charges for the implementation of such programmes can be used by the Institute for its sustenance.

The amounts received by the Government under JNNURM, RAY, NULM, NeGP and other schemes/missions of Government of India shall be credited to NIUM account for implementation of programmes. NIUM shall maintain accounts and furnish UCs as per guidelines prescribed by the Central and State Governments.

NIUM will have full autonomy in running the programmes of research, consultancy, capacity building/training, etc. A Programme Management Committee (PMC) will be formed to guide NIUM in preparing and implementing annual calendars of programmes. The composition of the PMC will be as per Annexure II.

#### **11. Centers of Excellence**

To start with, NIUM will establish the following Centers of Excellence which would run in close coordination with the Departments concerned in the State and Central Governments:

- (1) Center for Urban Governance
- (2) Center for Urban Infrastructure & Finance (with focus on Water Supply, Sewerage, Solid Waste Management, etc.; Resource Mobilization and Financial Management - Budgeting, Accounting, Auditing, etc.)
- (3) Center for Regional & Transportation Planning (with focus on Transportation-Land Use Integration, Transit-Oriented Development, City Development Planning, etc.)
- (4) Center for Urban Poverty and Affordable Housing
- (5) Center for Municipal e-Governance (e-Municipality)

The establishment of additional centers can be considered by the Institute only after NIUM becomes financially self-sufficient. The priority areas of activities of the Centers are listed in Annexure III.

#### **12. Core Staffing Patterns and Selection Process**

NIUM is authorised to have the following staffing pattern.

1. Director General, NIUM
2. Executive Director (Programmes)
3. Executive Director (Administration & Finance)
4. Accounts Officer (Reporting to ED (A&F))
5. Directors/Professors/Associate Professors-Five (Managing the Five centres.
  - a. Centre for Urban Governance,

- b. Centre for Urban Infrastructure and Finance,
  - c. Centre for Regional & Transportation Planning.
  - d. Centre for Housing & Urban Poverty , and
  - e. Centre for Municipal e-Governance
6. Research Associates/Knowledge Managers-Five.
7. Driver:(1 (Outsourcing or deputation basis).
8. Office subordinates/Attenders:2 (Outsourcing or deputation basis)

All other staff as required will be taken on deputation/outsourcing/contract basis. To the extent possible, the staff of NIUM will be taken on deputation basis. Eminent subject experts retired from Government service could also be considered subject to a rigorous process of selection.

The research associates/knowledge managers/subject experts engaged by Andhra Pradesh Municipal Development Project, Centre for Good Governance(Urban Management Resource Group),Jawaharlal Nehru National Urban Renewal Mission (JNNURM)- Reform Performance Monitoring Cell (RPMC), Rajiv Awas Yojana (RAY), National Urban Livelihoods Mission (NULM), Hyderabad Metropolitan Development Authority (HMDA), Greater Hyderabad Municipal Corporation (GHMC), Commissioner and Director Municipal Administration (C&DMA), Mission for Elimination of Poverty in Municipal Areas (MEPMA), Institute of Electronic Governance (IEG) etc., shall work in the NIUM as a team under the supervision of the Director General so as to ensure that there is synergy between the activities undertaken by various institutes/departments/programmes and all concerned focus on a well -designed Urban Sector Reform Programme are in consonance with the Reform Agenda of Jawaharlal Nehru National Urban Renewal Mission, Rajiv Awas Yojana and other flagship programmes of Government of India and State Government. NIUM could also engaged suitable resource persons by utilizing funds available under Government of India programmes, schemes of National Buildings Organisation , National Housing Bank, Housing and Under Development Corporation,etc.

Since substantial funding for running NIUM and Centres of Excellence will be from the World Bank-assisted Andhra Pradesh Municipal Development Project and Government of India flagship programmes: JNNURM, RAY and NULM, the procurement procedures for engagement of staff of NIUM shall be robust and rigorous. It would be based on national competitive selection or deputation. This is critical as the Institute is expected to be on self-financing mode after an initial period of support.

The guidelines regarding staffing and process to select staff are presented in Annexure IV.

### **13. Governance Arrangements**

The only way NIUM can emerge as a center of excellence nationally and internationally is to ensure that the institution runs as a professionally managed autonomous body with the aim of becoming self-sufficient in 5 years. In this regard, it is envisaged that the institution shall run on the lines of Indian Institutes of Management and other such autonomous national institutes. Accordingly, NIUM Programme Management Committee will have full autonomy in the implementation of all the programmes of NIUM. The Committee will be chaired by an Executive Chair, who will be selected by the Government through a Search Committee. For every center of excellence in NIUM, an adviser, with expertise and experience will also be nominated by the Government based on recommendations by the Search Committee. The Executive Chair, Director General and other Directors will guide the implementation of programmes and establish close contacts with State Governments, Government of India, institutions of excellence, national and international organizations.

The guidelines regarding governance arrangements of NIUM will be as in Annexure V.

**14. Conduct of Core Programmes**

The Programme Management Committee of NIUM will take all decisions regarding implementation of programmes by NIUM under various schemes like JNNURM, RAY, NULM, State schemes, etc. The programmes will be formulated in close collaboration with the advisers of the Centers of Excellence/Central and State Governments.

15. This order issues with the concurrence of Finance Department vide their U.O.No.33248/618/A1/Expr.M&F/2013, dated:18.12.2013

(BY ORDER AND IN THE NAME OF THE GOVERNOR OF ANDHRA PRADESH)

Dr.P.K. MOHANTY  
CHIEF SECRETARY TO GOVERNMENT

To

The Person-in-Charge, National Institute of Urban Management,  
City Managers Training Center, Green Banjara, Road No.12, Hyderabad.

The Director General, CGG., Road No.25, Jubilee Hills, Hyderabad.

The Secretary to Government, Finance Department.

The Secretary to Government, IT & C Department.

The Commissioner and Director of Municipal Administration, Hyderabad.

The Commissioner, Greater Hyderabad Municipal Corporation, Hyderabad.

The Project Director, APMDP., O/o. CDMA., Hyderabad.

The Managing Director, APUFIDC., Hyderabad.

Copy to:

The P.S. to Chief Secretary to Government.

The P.S. to Principal Secretary to Hon'ble C.M.

The OSD to Hon'ble M(MA)

The P.S. to Principal Secretary to Government (MA), MA & UD Department.

The P.S. to Principal Secretary to Government (UD), MA & UD Department.

Sc/Sc

//FORWARDED BY ORDER//

ASSISTANT DIRECTOR

Annexure I  
NIUM Campus Development Committee: Composition

1. Prl.Secretary (MA), MA&UD Department: Chair.
2. Secretary, Finance (W&E) Department
3. Secretary, ITE&C Department.
4. Metropolitan Commissioner, HMDA
5. Commissioner, GHMC, Hyderabad.
6. Commissioner& Director, Municipal Administration
7. Director General, C.G.G.,Hyderabad.
8. P.D., A.P.M.D.P.,Hyderabad.
9. M.D., APUIDFC, Hyderabad
10. Engineer-in-Chief, Public Health Department
11. Director General, NIUM, Hyderabad - Member-Convenor

Annexure II  
Programme Management Committee of NIUM

1. Executive Chair, NIUM
2. Prl. Secretary (UD), M.A. &U.D. Department: Co-Chair
3. Prl. Secretary (MA), MA&UD Department: Co-Chair
4. Prl. Secretary/Secretary, Finance Department.
5. Prl. Secretary/Secretary, ITE & C,
6. Joint Secretary, MoUD, GoI
7. Joint Secretary, MoHUPA, GoI
8. Adviser, Housing & Urban Development, Planning Commission of India
9. Two Secretaries of other States, nominated by Government
10. Two eminent Experts in the field of Municipal Administration and Urban Development
11. Commissioner & Director, Municipal Administration
12. Director General, C.G.G. Hyderabad.
13. P.D., A.P.M.D.P., Hyderabad.
14. M.D., APUIDFC, Hyderabad
14. M.D. MEPMA
15. Director General, NIUM, Hyderabad, Member –Convenor

## Annexure III

Priority Area of Activities of Centers at NIUM: The Core programmes of NIUM's Centers of Excellence shall include but not limited to the following:

1. Center for Urban Governance:
  - JNNURM Reform Agenda
  - Structure of Municipal Governance
  - Human Resource Management in Municipalities
  - Democratic Decentralization - Strengthening of Municipal Mayor/Council Systems
  - Capacity Building for Good Urban Governance
2. Center for Urban Infrastructure & Finance:
  - Management of Urban Infrastructure and Civic Services
  - Urban Infrastructure Financing
  - Municipal Finance Database
  - Municipal Finance Reforms
  - Urban Land as a Resource
  - Municipal Budgeting, Accounting and Auditing Reforms
  - Public-Private Partnerships in Urban Infrastructure and Services
3. Center for Regional & Transportation Planning:
  - Restructuring of Urban and Town Planning Laws
  - Transportation-Land Use Integration
  - Transit-Oriented Development
  - Alternative Models of Land Assembly
  - Transportation System Management
  - City Development Planning and Financing
4. Center for Urban Poverty & Affordable Housing:
  - Urban Poverty Alleviation
  - Slum-free City Agenda
  - Affordable Housing to the Urban Poor
  - Skills Training of the Urban Poor
  - Micro-enterprise Development interventions
5. Center for Municipal e-Governance:
  - NeGP - e-Municipality
  - Municipal Human Resource Management Information System
  - Municipal Financial Management Information System
  - Municipal Grievances Management Information System
  - Municipal Land Information System
  - Municipal Performance Management System
  - Municipal Slum Information System
  - Municipal Asset Inventory and Record Registry Information System

## Annexure IV

### Guidelines and Procedure for Recruitment of Programme Staff at NIUM

Broadly two categories of personnel will be recruited at NIUM i.e., employees of NIUM and consultants. The employees shall be recruited against the staffing norms with scales of **pay as prescribed** while consultants are taken on project specific needs. While the need for filling up the posts of employees is a constant one, the need for recruiting the consultants varies depending upon the exigencies of the relevant project needs. In addition to the two categories, services of State Government/PSU employees will be borrowed on foreign service norms and conditions.

Following guidelines will be followed in recruiting the three categories of recruitments at NIUM:

a) Borrowing the services of State Govt. / PSU employees on Foreign service terms & conditions: Employees working in Government and Public Sector Undertakings who possess requisite qualifications including information technology will be identified for the required Centers and taken to the service of NIUM on Foreign Service terms and conditions after they are interviewed by a selection committee headed by the D.G. and found suitable for the post. The services of these Government employees may also be taken against any sanctioned post of NIUM or for any consultancy project. In exceptional cases, the services of retired Government employees with proven track record and expertise may be considered.

b) Filling up the posts of employees as per approved cadre strength of NIUM: For filling up some or all of the posts borne on NIUM Staffing pattern, the vacancies will be notified through national and local Newspapers and job portals. The applications received will be listed out and will be shortlisted by a Committee comprising of a Director/Professor and one or more Knowledge Managers as may be decided by the D.G. The shortlisted persons will be interviewed by an Expert Committee appointed by the Director General consisting of an Executive Director (Programmes), one Center Director and two external experts, if needed. Finally, the shortlisted candidates will be interviewed and the required number will be selected by the D.G.

c) Borrowing the services of consultants for Projects: In case of requirements for consultants for any Project specific assignments, they will be selected in the same manner as explained above. For each Center, a panel of selected Consultants will be maintained and kept as reserve pool for future needs.

The Executive Chair shall be selected by the Government based on recommendations by Search Committee consisting of three Board Members: Special Chief Secretary/Principal Secretary, Finance, Principal Secretary, MA, MA&UD Department, and Dean, Research and Management Studies, Administrative Staff College of India.

The norms/rule followed by CGG will be applied for service conditions of NIUM staff till new rules are framed.

## Annexure V

### **Guidelines for NIUM Governance**

National Institute of Urban Management is a registered Society under the Andhra Pradesh Societies Registration Act, 2001. The Society will carry on activities as contained in the MoA and such of other activities, which are incidental or essential to the objects of the Society.

The various authorities that shall Govern NIUM include:

- i. Board of Governors: The Board of Governors shall consist of Ex-officio members and other members nominated by the Government. Hon'ble Chief Minister shall be the Chairperson of the Board of Governors. The general superintendence, direction and control of the affairs of the Institute and its income and property is vested in the Board of Governors including overall policy guidance and direction for the efficient functioning of the Institute in fulfilling its objectives as laid down in the MoA. The Board will be custodian of NIUM land, buildings and other assets.
- ii. Executive Council: Under the guidance and superintendence of the Board, the Council of NIUM shall do such things and acts incidental, ancillary or conducive to the discharge of the functions and attainment of any of the objectives of the Institute.
- iii. The Director General is the Chief Executive Officer who under the overall guidance and direction of the Board and Council discharges all administrative and executive functions.

As regards programme management, including research, consultancy and training is concerned, an Executive Chair selected by the Government based on recommendations of Search Committee will head the Programme Management Committee, responsible for formulation and implementation of programmes and undertaking collaborations/strategic alliances. The DG will report to the Chair for effective implementation of programmes. The Government/NIUM may further delegate the responsibilities to the Executive Chair as appropriate.