

HSMI ACTIVITIES:

HUDCO's HSMI activities include the following:

- ✚ Training and Capacity Building
- ✚ Research
- ✚ Partnership and networking
- ✚ Documentation, dissemination, and publication

TRAINING & CAPACITY BUILDING PROGRAMMES:

HUDCO's HSMI is recognised as a leading research and training institution in the social housing and urban development sector and has been involved for more than 39 years in building capacities at the regional, national, and international levels. HSMI has so far organised 1835 training programmes benefiting more than 57,068 professionals, including 56 ITEC and 7 e-ITEC customised training courses for the Ministry of External Affairs, Government of India, under the Indian Technical and Economic Cooperation (ITEC) Programme. Under this initiative, HSMI has trained 1330 international professionals from various countries in Asia, Africa, Eastern Europe, Latin America, the Caribbean, Pacific and Small Island countries on various urban development themes including infrastructure management, sustainable cities, energy efficient buildings, informal settlements, environmental management, urban governance and social housing.

TRAINING PROGRAMMES ORGANISED BY HSMI DURING THE LAST 2 YEARS:

Given India's commitment to the implementation of Sustainable Development Goals (SDGs), the Habitat III New Urban Agenda, COP21 and major programmes of the Government of India in the habitat sector, it is imperative that the training and capacity-building efforts of key stakeholders in the habitat sector are strengthened. With a multi-disciplinary talent pool available within HUDCO, HUDCO's HSMI is equipped to take up various training and capacity-building programmes for stakeholders across the sectors.



IN-SERVICE TRAINING PROGRAMME FOR ALL INDIA SERVICES OFFICERS (AIS) SPONSORED BY THE DEPARTMENT OF PERSONNEL & TRAINING (DOPT), GOVERNMENT OF INDIA

HUDCO's HSMI conducts training programmes for All India Service (AIS) Officers under the In-service Training Programme of Development of Personnel & Training (DoPT), Government of India.

Training Programme on Financing Urban Infrastructure & Services (1st – 5th March 2021)

HSMI organised the In-Service Training programme sponsored by the Department of Personnel & Training programme on 'Financing Urban Infrastructure and Services in India' from 1st to 5th March 2021, for the All-India Service officers. The programme was inaugurated by Shri Durga Shanker Mishra (IAS), Secretary, Ministry of Housing & Urban Affairs (MoHUA), in the presence of Shri Kamran Rizvi (IAS), Additional Secretary, Ministry of Housing and Urban Affairs (MoHUA), Government of India.



Group photograph of DoPT participants with the Chief Guest, Shri Durga Shanker Mishra, with other dignitaries and HUDCO officials.

As part of technical site visit during the programme, the officers were taken to the Africa Avenue Central Vista Redevelopment Project being executed by the Central Public Works Department (CPWD), Sundar Nursery, Waste to Energy project, a public private parentship (PPP) project by OP Jindal Group at Okhla, New Delhi, Construction and Demolition (C&D) Waste Processing Plant at Shastri Park, Delhi and Integrated Command and Control Centre run by New Delhi Municipal Council (NDMC).



Chief Guest Shri Durga Shanker Mishra, Guest of Honour, addressing the participants along with Shri Kamran Rizvi, CMD HUDCO, and Shri M. Nagaraj, Director Corporate Planning, at the Inaugural Session.

In-Service Training Programme on “Cities of Tomorrow – Equitable, Sustainable and Resilient” (22nd – 26th February 2021)

HUDCO’s HSML successfully conducted the one-week Department of Training & Personnel (DoPT) In-service training programme for All India Service Officers on ‘Cities of Tomorrow – Equitable, Sustainable and Resilient’ from 22nd to 26th February 2021 for Indian Administrative Service officers.

Site visits were conducted to the construction site of the Ministry of Defence Officers, Africa Avenue Project implemented by Central Public Works Department (CPWD), Sundar Nursery, a 16th-century heritage park complex, the Integrated Command & Control Centre run by the New Delhi Municipal Corporation and Dilli Haat at Janakpuri.



Group photo of participants of the DoPT-sponsored training programme with the Chief Guest, Shri Durga Shanker Mishra, Secretary, Ministry of Housing and Urban Affairs; Shri Kamran Rizvi, Chairman and Managing Director, HUDCO; Shri M. Nagaraj, Director Corporate Planning, HUDCO and other senior officials of HUDCO.



The lighting of the ceremonial lamp by the Chief Guest, Shri Durga Shanker at the Inaugural Session



Chief Guest, Shri Durga Shanker addressing the participants at the Inaugural Session.

THE INDIAN TECHNICAL AND ECONOMIC COOPERATION (ITEC) TRAINING COURSES FOR OVERSEAS PROFESSIONALS, SPONSORED BY THE MINISTRY OF EXTERNAL AFFAIRS, GOVERNMENT OF INDIA

The Indian Technical and Economic Cooperation (ITEC) training course is one of the annual activities of HUDCO's HSML, which has been conducted since 1994-95. HSML has so far conducted 56 ITEC and 7 e-ITEC customised training programmes for the Ministry of External Affairs, Government of India, under the Indian Technical and Economic Cooperation (ITEC) Programme for administrators and professionals from over 90 countries in Asia, Africa, East Europe, Latin America, the Caribbean, Pacific and Small Island countries on urban development themes including infrastructure management, sustainable cities, environmental management, urban governance and housing. Around 1330 overseas professionals have benefited from the specialised offline and online training courses conducted by HUDCO's HSML.

Major courses and their highlights are briefly described in the section below:

International Training Course under ITEC on “Right to Adequate Housing in the Context of Habitat III New Urban Agenda - Policies, Planning & Practices” (12th – 25th March 2025)

HUDCO's HSML successfully organised 56th two-week Ministry of External Affairs, Government of India-sponsored training course on “Right to Adequate Housing in the Context of Habitat III New Urban Agenda - Policies, Planning & Practices” (12th – 25th March 2025). The programme was attended by 25 overseas participants from 22 countries.



Inaugural address by Shri Sanjay Kulshrestha, Chairman and Managing Director, HUDCO; Shri M. Nagaraj, DCP, HUDCO; Shri. Daljeet Singh Khatri, Director Finance, Shri Vineet Gupta, Chief Vigilance Officer, HUDCO; and Shri S.P. Tripathi, Sr. Executive Director, HUDCO.



Group Photograph of the participants with Shri Sanjay Kulshrestha, CMD HUDCO; Shri M. Nagaraj, Director Corporate Planning, HUDCO; Shri S.P. Tripathi, Sr. Executive Director, HUDCO; and Smt. Varsha Punhani, Head HSMI



ITEC participants visiting the Integrated Command and Control Centre (ICCC) at Chandigarh.



ITEC participants visiting at Affordable Rental Housing Complex at Chandigarh.

International Training Course under ITEC on “Low Carbon Urban Infrastructure Development and Financing” (15th – 28th January 2025)

HUDCO's HSMI successfully organised the two-week Ministry of External Affairs, Government of India-sponsored training course on “**Low Carbon Urban Infrastructure Development and Financing**” from 15th to 28th January 2025 under the 55th ITEC course.

The course brought together 24 urban development professionals from 14 ITEC partner countries, including Ecuador, Ethiopia, Fiji, Ghana, Indonesia, Kenya, Laos, Morocco, Nigeria, Panama, Sri Lanka, Tanzania, Uzbekistan, and Zimbabwe, fostering global collaboration on low-carbon urban development.



Group Photograph of overseas participants with Shri Sanjay Kulshrestha, Chairman and Managing Director, HUDCO; Shri M. Nagaraj, Director Corporate Planning, HUDCO; Shri S.P. Tripathi, Sr. Executive Director, HUDCO; Smt. Varsha Punhani, Head HSMI and senior faculty of HSMI.



Valedictory Session of ITEC Training Course on “Low Carbon Urban Infrastructure Development and Financing.”

International Training Course under ITEC on “Towards Sustainable Urban Mobility in Developing Urban Context” (6th - 19th November 2024)

HUDCO's Human Settlement Management Institute (HSMI) organised the 54th ITEC training course “**Towards Sustainable Urban Mobility in Developing Urban Context**” from 6th to 19th November 2024.

The Programme was inaugurated by Shri Daljeet Singh Khatri, Director Finance, HUDCO, in the presence of Smt. Varsha Punhani, Head HSMI and senior officials of HUDCO & HSMI. The programme was attended by 23 participants representing 13 countries, namely Cameroon, Ethiopia, Ghana, Kenya, Myanmar, Nigeria, Palestine, the Slovak Republic, South Sudan, Sri Lanka, Tajikistan, Uganda, and Zimbabwe.

The course was divided into five modules covering aspects like Understanding the role of “Urban Mobility Ecosystem” for Sustainable Urban Development & Management, Need for Integration of Urban Mobility Systems to achieve sustainability, Policy instruments for Integrated Urban Mobility, Sustainable Urban Mobility - Mobilizing finance and SMART SUM from “vision to action”. The participants visited Jaipur and Agra to get an insight into Urban Mobility projects and experience the rich and layered cultural history and heritage of India.



Overseas participants with officials of HUDCO Regional Office at Jaipur.



Overseas participants at the valedictory sessions with Shri Sanjay Kulshrestha, Chairman and Managing Director, HUDCO; Shri S.P. Tripathi, Sr. ED, HUDCO; Smt. Varsha Punhani, Head HSMI, HUDCO, with senior officials of HUDCO and HSMI.

CITYNET Training Programmes

HUDCO has been an associate member of CITYNET since 1993, but a major milestone was the establishment of the CITYNET National Chapter-India on the 16th December 2013, with 13 member

institutions and HUDCO as the lead institution for the National Chapter. Training programmes for CITYNET member entities is an annual activity of HSMI.

Two-Day Online Training Programme On 'Balancing the Budgets of ULBs - Resource Mobilisation v/s Responsibilities' (7th – 8th February 2023)



Shri D. Guhan, Director of Finance, HUDCO, at the Inaugural Session of the online training on "Balancing the Budgets of ULBs – Resource Mobilisation v/s Responsibilities".

The India National Chapter lead of CityNet- HUDCO, through its research and training wing, Human Settlement Management Institute, organised a two-day Online Training Programme for senior and mid-level officials of Urban Local Bodies (ULBs), and HUDCO officers from 7th to 11th November 2023. The objective of the programme was to sensitise the participants about the various strategies through which the ULBs could be strengthened financially. The program also highlighted the challenges of resource mobilisation and technical capacity deficit faced by ULBs across the country.

Vertical imbalance, fiscal dependency, borrowing constraints and inefficiency in municipal management are affecting the functioning of urban local bodies. Under-spending in civic services is linked to factors including dependency of ULBs for resources on upper tiers of government, revenue (tax) administration, cost recovery and quality of expenditure. While there is a need for empowering the ULBs, a lot can also be achieved by improving tax collection mechanisms using technology and identifying new sources of revenue.

TRAINING PROGRAMME FOR HUDCO OFFICERS AND OTHER ORGANISATIONS

As part of the capacity-building activity of HUDCO Officers, HSMI conducted 7 Webinars, 2 hybrid and 3 physical training programs during the financial year 2024-25, imparting training to 1456 participants.

Training Programme for officers of HUDCO and other CPSEs conducted during 2024-25.

A. Four Physical/ Hybrid Mode Training Programmes were conducted on the following themes:

- a. "Induction Programme for HUDCO Trainee Officers" (February 10th – 14th, 2025)
- b. "Insight into Financing Power Projects and Energy Transition in India" (November 28th - 29th November 2024)
- c. "RBI Regulations and Compliances" (Hybrid) (10th September 2024)
- d. "Workshop on CKYC (Hybrid) (28th August 2024)
- e. "Capacity Development Programme on Financing of Power Projects" (19th- 20th April 2024)

B. Seven Webinars were conducted on the following themes:

- a. "Systems and Procedures of Operation Wing of HUDCO"- (5th November 2024)
- b. "Webinar on procurements through GeM"- (24th October 2024)
- c. "Webinar on HR systems and Procedures"- (24th October 2024)
- d. "Investment, Pension and Retirement benefit"- (23rd October 2024)
- e. "Ethics and Governance"- (4th October 2024)
- f. "Reservation in Services for SC/ST/OBC/Ex. SM/PwD for HUDCO officials"- (20th September 2024)
- g. "Cyber Hygiene and Security"- (10th September 2024)

PHYSICAL / HYBRID MODE TRAINING PROGRAMMES:

"Induction Programme for HUDCO Trainee Officers" from 4th to 14th February 2025

HUDCO's HSMI conducted a comprehensive 10-day orientation programme for the newly recruited trainee officers as a part of their induction into HUDCO. The training programme for the trainee officers was organized to familiarize them with the functioning of various departments of HUDCO as well as the company's ethos and vision. The programme was inaugurated by Shri Sanjay Kulshrestha, CMD HUDCO, in the presence of senior officers of HUDCO. The training programme included presentations from all departments such as the Corporate Law Wing, Operation Wing, Consultancy Services, Human Resource Department, etc.

Sessions were also taken by Payroll Division, Corporate Social Responsibility Wing and Internal Audit Wing. An official site visit to the Regional Rail Transit System (RRTS) Metro was organised for the officers to provide insight into the financial and technical aspects of the project. Additionally, the programme included a tour of prominent landmarks, including India Gate, the Lotus Temple, and other important monuments.



Group photograph of newly inducted batch of Trainee officers with Shri Sanjay Kulshrestha CMD HUDCO, Shri M. Nagraj; Director Corporate Planning, Shri Daljeet Singh Khatri; Director Finance, HUDCO and Shri Vineet Gupta; Chief Vigilance Officer, HUDCO.



Site visit to Rapid Rail Transit System (RRTS), New Delhi



Newly inducted trainee officers at the Lotus Temple, Delhi.

“Insights into Financing of Power Projects and Energy Transition in India” from 28th to 29th November 2024

HUDCO HSMI conducted a two-day training programme on **“Insights into Financing of Power Projects and Energy Transition in India”** for officers of HUDCO from the Operations Wing, based at Corporate and Regional offices, along with officers from other CPSEs, on 28th and 29th November 2024. The training

programme aimed to equip professionals with a comprehensive understanding of the power sector including financing models.



Group photograph of participants of HUDCO and other CPSEs with Shri Sanjay Kulshrestha, CMD HUDCO, Shri M. Nagaraj, Director Corporate Planning, HUDCO; Shri S.P. Tripathi, Sr. Executive Director, HUDCO and Smt. Varsha Punhani, Head HSMI, HUDCO.



Shri Sanjay Kulshrestha, Chairman and Managing Director, HUDCO; addressing the participants at the inaugural session along with Shri M. Nagaraj, DCP, HUDCO; Shri S.P. Tripathi, Sr. Ex. Director, Smt. Varsha Punhani, Head HSMI.

The programme provided an overview of the energy sector in India and globally. Participants gained insights into RBI regulations and their impact on project financing, innovative financing strategies for large-scale energy projects, and essential project appraisal techniques for ensuring project viability and long-term sustainability. On the latter part of the second day, two sessions focused on renewable energy resources, along with discussions on carbon markets, credits, and investment opportunities for emission-reducing

projects and climate action initiatives.

“RBI Regulations & Compliances pertaining to Non-Banking Financial Companies (NBFCs) - especially Infrastructure Finance Companies (IFC)”, a hybrid training programme (10th September 2024)

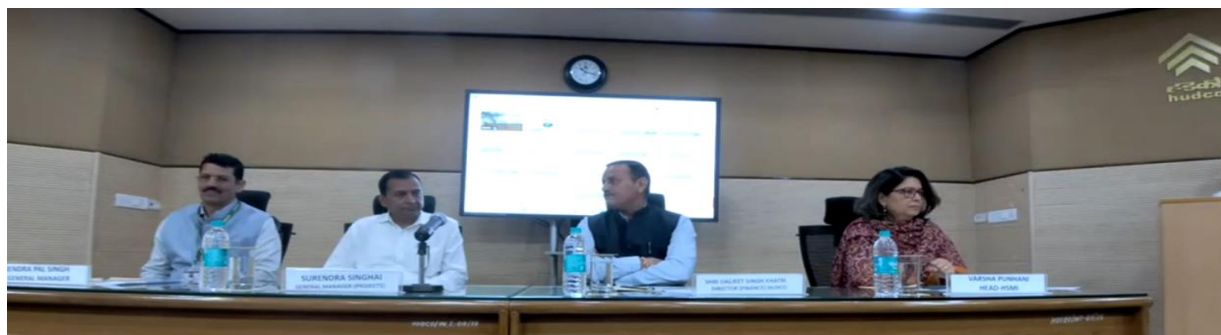
HUDCO's HSMI organised a hybrid training programme on “RBI Regulations & Compliance for NBFCs” for senior officers for HUDCO Corporate Office and various Regional Offices across the country. The programme was inaugurated by Shri Sanjay Kulshrestha, Chairman & Managing Director, HUDCO, emphasising the role of the Reserve Bank of India (RBI) in regulating and overseeing Non-Banking Financial Companies (NBFCs) in India. Distinguished domain speakers, namely Shri S.S.K. Pradhan, General Manager, Reserve Bank of India and Shri A.P. Saxena, Ex-General Manager, National Housing Bank, provided valuable inputs on the Regulatory Framework of KYC/ AML concerning NBFCs and compliance for Middle Layer NBFCs, specifically Infrastructure Finance Companies (IFCs).



Shri Sanjay Kulshrestha; Chairman and Managing Director, HUDCO, addressing the participants along with Shri M. Nagaraj, Director Corporate Planning, HUDCO; Shri Daljeet Khatri; Director Finance, HUDCO, at the Inaugural Session.

“Workshop on CKYC”, a hybrid training programme (28th August 2024)”

The hybrid Training Programme on ‘**CKYC for HUDCO Officials**’ was organised by HSMI in close coordination with the Internal Audit Wing, Corporate Office, HUDCO, on 28th August 2024 **at Sammelan Kaksh, HUDCO**. This was the second training programme, which was conducted by HSMI for HUDCO officials during this financial year. The programme was inaugurated by Shri Daljeet Singh Khatri, Director Finance, HUDCO, emphasising the importance of CKYC for every financial institution in India. The training



Shri Daljeet Singh Khatri, Director Finance, HUDCO, and Smt. Varsha Punhani, Head HSMI along with the subject expert addressing the participants at the Inaugural session.

programme focused on the Central KYC Record Registry and the latest initiatives taken by CERSAI in uploading and downloading data from the CKYC portal, which was especially useful for HUDCO officers. In addition, the programme highlighted KYC compliances prescribed by SEBI for bond/debenture holders and compliance of the same by HUDCO. In this programme, distinguished speakers, namely Shri Vijendra Pal Singh, DGM, CERSAI and Shri K V S Gopala Krishna, AVP-Corporate Registry, KFIN Technology, provided valuable inputs.

“Capacity Development Programme on Financing of Power Projects”, 19th – 20th April 2024

HUDCO's Human Settlement Management Institute (HSMI) organised a two-day Training Programme on “Capacity Development Programme on Demystifying the Power Sector with a Special Focus on Financing of Power Projects” from 19th April to 20th April 2024. The Training programme was inaugurated by Shri Sanjay Kulshrestha, Chairman & Managing Director, HUDCO, in the presence of Shri M. Nagaraj, Director (Corporate Planning), HUDCO and Smt. Varsha Punhani, Head HUDCO's HSMI.

The Training Programme was attended by 27 HUDCO officers from the Corporate Office and various Regional Offices across India. The training programme aimed to offer an in-depth understanding of the financial aspects crucial to the power sector. It covered innovative financing mechanisms essential for supporting large-scale energy projects and effective project appraisal techniques, including comprehensive feasibility studies, risk assessments, and cost-benefit analyses to ensure project viability and sustainability. Additionally, the program also addressed carbon financing, equipping professionals with the knowledge to manage and finance carbon reduction projects. It also focused on RBI regulations and their impact on project financing, which is vital for effectively navigating the regulatory landscape.



Shri Sanjay Kulshrestha, CMD HUDCO addressing the participants at the inaugural session.



Group photograph of participants attending the capacity-building programme on “Demystifying the Power Sector”.

WEBINARS:

“Systems and Procedures of Operation Wing of HUDCO” (5th November 2024)

The programme was inaugurated by Shri Daljeet Singh Khatri, Director Finance, HUDCO. He emphasised on the need for creating an understanding of the Systems & Procedures of the Operation Wing of HUDCO. The Training session was conducted by the Operation Wing of HUDCO.

Appraisal of Schemes – Technical Appraisal

The **technical assessment** of schemes shall include details of:

- ❖ Brief detail of land acquired with location,
- ❖ Site analysis, permissible FSI and ground coverage,
- ❖ Technical Feasibility,
- ❖ System and Technology used,
- ❖ Raw Material Requirement (like in case of Power Projects),
- ❖ Demand and Marketability study,
- ❖ Project Viability based on projected profitability and revenue earnings etc.

Notes to Remember:

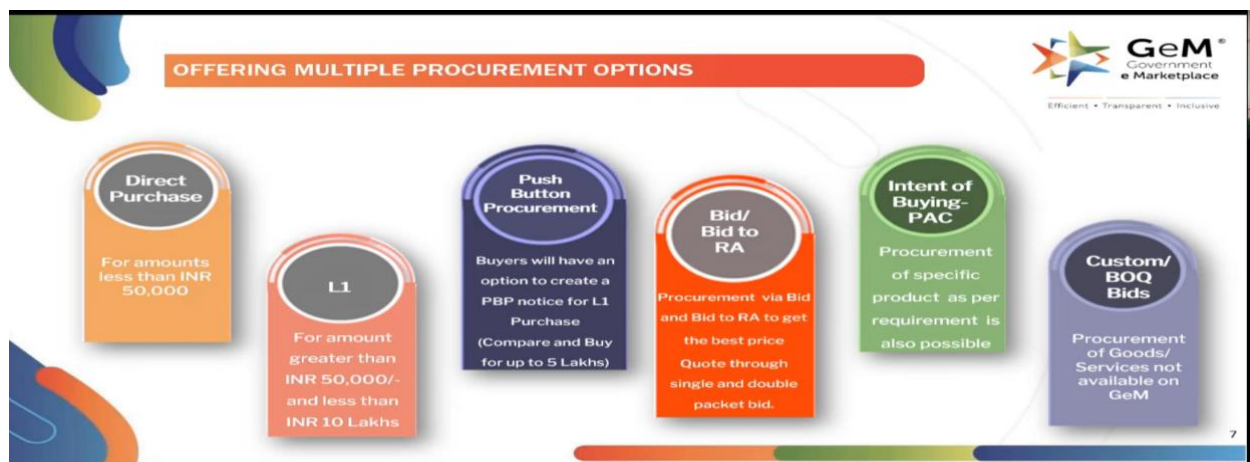
- Estimates & Specifications for proposed components to be submitted duly signed by qualified & authorized professionals.
- HUDCO shall not release funds for a scheme unless the layout and building designs are approved by the local planning authority.



Presentation on Systems and Procedures of Operation Wing of HUDCO by Shri Sudeep Kumar Das, JGM, HUDCO.

“Webinar on procurements through GeM”- (24th October 2024)

The programme was inaugurated by Shri Daljeet Singh Khatri, Director Finance, HUDCO, in the presence of Shri Vineet Gupta, Chief Vigilance Officer, HUDCO. The training programme focused on Procurement through the Government e-Marketplace (GeM). The training programme was conducted by Shri Sagar Sachdeva, Director at Government e-Marketplace (Gem), which operates under the administrative control of the Ministry of Commerce. Shri Sachdeva has over 13 years of experience across commerce, retail, and the IT industry.



Presentation on Multiple Procurement options on GeM portal delivered by Shri Sagar Sachdeva, Director at Government e-Marketplace (GeM)

“Webinar on HR systems and Procedures”- (24th October 2024)

The Webinar was inaugurated by Shri Vineet Gupta, Chief Vigilance Officer, HUDCO, emphasising the importance of **HR Systems and Procedures** of HUDCO. The Webinar focused on **HR Systems, Procedures**, and policies of HUDCO. The Webinar was conducted by the HR Team of HUDCO.

“Investment, Pension and Retirement benefit”- (23rd October 2024)

The programme was inaugurated by Shri Daljeet Singh Khatri, Director Finance, HUDCO. He emphasized on the need for Pension and Retirement Planning to ensure steady income post-retirement. The session was taken by Shri Rahul Chandalia, a distinguished investment consultant.

“Ethics and Governance”- (4th October 2024)

The programme was inaugurated by Shri M Nagaraj, Director, Corporate Planning, HUDCO. He emphasized on the importance of Ethics in Governance to ensure that companies are run in a responsible and ethical manner protecting the interests of various stakeholders including employees. The training session was conducted by Shri Krishna Mohan, IAS (Retd.)

Values and Ethics

- Values (set of preferences) are said to be the cause and Ethics the effect. If one operates in a given instance from a value emotion within, the outward action will tend to be Ethical.
- Values are the roots, Ethics the branches.
- Values between me and inner self. Ethics between me and others.
- The play of values in the world is Ethics.

A 3D rendered image of a large, mature tree with a thick trunk and a wide, spreading canopy of green leaves. Below the ground line, the root system is exposed, showing a dense network of roots spreading out horizontally and vertically into the soil, visually representing the metaphor of values as roots and ethics as branches.

A small video feed showing a man with glasses and a light-colored shirt, identified as Krishna Mohan (Guest).

Krishna Mohan (Guest)

Nabanita Paul

DG

Dr Girish...

SR

SIVA RA...

DC

DEBESH ...

VP

VARSHA ...

JS

Jeevan S...

+ 113

Krishna Mohan (Guest)

Presentation on Value and Ethics during the Webinars on Ethics and Governance by Shri Krishna Mohan, IAS (Retd.)

“Reservation in Services for SC/ST/OBC/Ex. SM/PwD for HUDCO officials”- (20th September 2024)

The programme was inaugurated by Shri M Nagaraj Sir, Director Corporate Planning, HUDCO. The reservations are a part of India's affirmative action initiative that has assured the representation of SC/ST/OBC/Ex-SM/PWDs in key areas like education and employment.

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is using the webcam

Basic Reservation Policy

- ▶ Policy decisions issued by the Government of India i.e. MHA, DP&AR, DOP&T, Ministry of Social Justice from time to time
- ▶ Directions /judgement of the Supreme Court accepted by the GOI
- ▶ Reservation Rosters are used twice – once for calculation and secondly for appointment

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*Presentation on Basic Reservation Policy during Webinar on
"Reservation in Services for SC/ST/OBC/Ex. SM/PwD" for HUDCO officials.*

"Cyber Hygiene and Security"- (10th September 2024)

The programme was inaugurated by Shri M Nagaraj, Director Corporate Planning, HUDCO. Cyber hygiene and security are important as it protects computer systems and networks from unauthorized access or attacks. Cybersecurity is a practice protecting digital devices, networks and sensitive data from cyber threats such as hacking, malware and phishing attacks.



The slide features a blue background with a world map. On the left, the text "CYBER HYGIENE & SECURITY" is written in white. A white line connects this text to a laptop icon in the center. The laptop screen displays a blue padlock icon. Below the laptop, there is a faint, stylized illustration of a person's head and shoulders.

September 10, 2024

– S. P. Tripathi, ED(IT)

Presentation on Cyber Hygiene and Security by Shri S.P. Tripathi, Sr. Ex. Director, HUDCO.

CAPACITY BUILDING TRAINING PROGRAMMES CONDUCTED FOR HUDCO OFFICIALS DURING 2023-24

Two Physical Training Programmes were conducted on the following themes.

1. "Programme on Retail Finance for HUDCO Officials - including bulk loan"- (25th - 27th September 2023)
2. "Recent Developments in Loan Recovery Mechanisms- Legal Aspects (SARFAESI, DRT including OTS and IBS 2016)"- (22nd - 24th August 2023)

Seven Webinars were conducted on the following themes:

1. "Public Procurement"- (10th November 2023)
2. "Awareness Building about PIDPI"- (9th November 2023)
3. "Cyber hygiene and Security"- (8th November 2023)
4. "Ethics and Governance"- (7th November 2023)
5. "Pensions & Other Retirement Benefits"- (12th September 2023)
6. "RTI Act, 2005 (Problems, Issues and Challenges) - (18th July 2023)
7. "Solutions to Plastic Pollution"- (5th June 2023)

RESEARCH AND DEVELOPMENT ACTIVITIES THROUGH R&D FUND OF HUDCO

Cities are becoming the engine of economic growth but at the same time enormous problems/ issues come to the fore front while evolving any intervention for the betterment of the cities. In order to achieve sustainable city development, creative decision making with the support of new and emerging technologies, energy efficiency, cost reduction approaches are required in the present times. In addition to this, research and development is also necessary to have specific practical applications in view so as to improve the quality of life in cities.

Sponsored & Collaborative Research and Impact Evaluation Studies are the other side of the activity coin of HSMI. HSMI research programmes support its training activities and have been developed through small budget research studies. HSMI has devised the Operational Guidelines for Collaborative Research and Development Activities under Research and Development Plan. The Corporate R&D Policy of HUDCO was approved in 2020 focussing on key areas. 27 research studies were conducted on themes relating to Housing and Urban Development sector.

HSMI has adapted and translated thirteen UN-HABITAT manuals on "Leadership and Management for Elected Representatives of Urban Local Bodies". A research study was undertaken on "Transit Corridor Development" under the CITYNET National Chapter. Another study was undertaken on 'Improvement of Public Transportation system, the missing links', under the CITYNET National Chapter.

The following themes and sub-themes in research areas in habitat sector are considered for HUDCO research grant:

- Affordable Housing and Public Private Partnership
- Shelter for Urban Poor with focus on homeless
- Public Transport and Land Use Integration
- Eco-cities concept development and implementation
- Climate change Impact, Adaptation, Mitigation strategies for cities
- Sustainable Urban Environmental Infrastructure
- Urban Governance/Municipal Finance/Urban Management
- State Development Report with focus on Housing and Urban Infrastructure – to identify potential in the low demand states for HUDCO loan such as:
 - Technologies and Innovation in Housing and Infrastructure

Apart from collaborative research projects funded under HUDCO R&D Policy grants, HSML has also carried out research projects through its in-house faculty on key topics such as 'Viable Rental Housing Models for Promotion of Rental Housing in India' and Comparative study of Energy efficiency norms for green housing with special focus on Affordable Housing (HSML), sponsored & financed by the Ministry of Housing & Urban Affairs (MoHUA), Govt. of India.

HUDCO CHAIR INSTITUTIONS

The objective of the HUDCO Chair Program is to strengthen the research and capacity-building activities in the Habitat Sector. Under this programme, annual funding up to Rs. 20 lakh per Chair is provided to support activities including the preparation of research reports, training manuals and training of functionaries of ULBs, Housing Boards and other State agencies, etc. The terms of reference include the provision of inputs by the HUDCO Chair institution on (i) Research and documentation activities, (ii) Training of Trainers' (TOT) programmes, (iii) Skill development programmes, (iv) Interface programmes, (v) Preparation of training manuals, background papers, discussion notes, etc. and other relevant material in the field of sustainable habitat. Some of the HUDCO Chair institutions that have been associated with HSML include:

Sl. No.	Name of Chair
1.	RCVP Noronha Academy of Administration & Management, Bhopal
2.	Administrative Training Institute (ATI), Kolkata
3.	Indian Council for Research on International Economic Relations (ICRIER), New Delhi
4.	Indian Institute of Technology, Kanpur
5.	Uttarakhand Academy of Administration (UAoA), Nainital
6.	TERI University, New Delhi
7.	R V College of Engineering, Bengaluru
8.	Haryana Institute of Public Administration, Gurgaon
9.	School of Planning and Architecture, New Delhi
10.	Centre for Environmental Planning and Technology (CEPT) University, Ahmedabad
11.	National Institute of Urban Affairs (NIUA), N. Delhi

12.	Centre For Research in Rural and Industrial Development (CRRID), Chandigarh
13.	Himachal Pradesh Institute of Public Administration (HIPA), Shimla
14.	Indian Institute of Public Administration (IIPA), Delhi
15.	Kerala Institute of Local Administration (KILA), Thrissur, Kerala
16.	State Institute for Urban Development, Mysuru (Mysore)
17.	J&K Institute for Management, Public Administration and Rural Development (J&K IMPARD), Srinagar
18.	Yashwantrao Chavan Academy of Development Administration (YASHDA), Pune
19.	Indian Institute of Dalit Studies, New Delhi
20	University of Hyderabad, Hyderabad
21	Institute of Social Sciences (ISS), New Delhi
22.	AP HRD Institute, Batalla

PARTNERSHIP AND NETWORKING

The stakeholders partnering with of HSMI belong to diverse sectors and groups. HSMI has been partnering and collaborating with these for networking in the field of sustainable human settlement, at international, national, and state levels by organising and participating in exchange programmes and other information and experience-sharing events.

GOVERNMENT SECTOR

HUDCO is a Navratna Central Public Sector Enterprise set up under the aegis of the Ministry of Housing and Urban Affairs, and HUDCO's HSMI has been recognised as a National Resource Centre by the Ministry of Housing and Urban Affairs (MoHUA). HSMI has previously been engaged in consultations for framing policies in the urban development sector. Various central and state government ministries/agencies, All India Housing Development Association (AIHDA), have collaborated with HSMI on capacity building programmes or as HUDCO chair institutions.

INSTITUTIONS:

Some of the partnerships and networking activities of HSMI include UN-HABITAT, IHS Rotterdam, IBSA-HS (India, Brazil, and South Africa – Human Settlements), CITYNET and ITEC training programmes at the international level.

IHS Rotterdam provided mentorship and up-skilling to HUDCO officials to enhance their capacities as part of its involvement in the establishment of HSMI.

The Asia Pacific Ministerial Conference on Housing & Urban Development (APMCHUD) is an inter-governmental mechanism for the promotion of sustainable development of Housing and Urban Development in the Asia-Pacific Region. The permanent Secretariat of APMCHUD is hosted by India in New Delhi. HUDCO serves as the nodal institution on behalf of the nodal ministry, the Ministry of Housing and Urban Affairs.

CITYNET is the largest association of urban stakeholders committed to sustainable development in the Asia

Pacific region. The Network of Cities, which was founded in 1987 with assistance from UNESCAP, UNDP, and UN-Habitat, now includes more than 135 municipalities, NGOs, for-profit businesses, and research facilities. CITYNET National Chapter-India was established in 2013 with 13 member institutions and HUDCO as the lead institution for the National Chapter.

IBSA is a trilateral arrangement between India, Brazil and South Africa aimed at promoting South-South Cooperation and exchange. A Working Group on Human Settlements (WGHS) under the umbrella of IBSA is committed to working on policy framework and research work in the member countries. HSMI has previously assisted the working group with the documentation work of the WGHS annual conferences.

The Indian Technical and Economic Cooperation (ITEC) programme under MEA was instituted in 1964 as a bilateral programme of assistance by the Government of India. Over the last several decades, ITEC has contributed substantially to capacity building in many parts of the world. ITEC programmes have attracted thousands of participants from Asia, Africa, Latin America, and Central Europe for training in a diverse range of subjects at several institutes across the country.

National Institutions - HSMI is associated with many reputed academic and research institutions, apart from 22 HUDCO Chair Institutions at the national level.