

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 40 years in building capacities at the regional, national, and international levels. HSMI has so far organised 1886 training programmes as on 31st January 2026, benefiting more than 60,486 professionals, including 58 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 1376 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

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.

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 HSMI, which has been conducted since 1994-95. HSMI has so far conducted 58 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. Technical and economic cooperation is deemed a vital component of a cohesive and innovative foreign policy. Over 1350 overseas professionals have benefited from the specialised offline and online training courses conducted by HUDCO's HSMI.

58th International Training Course under ITEC on “Leveraging Resilience for Future Proofing Our Cities” (10th September – 23rd September 2025)

HUDCO's Human Settlement Management Institute has successfully conducted the 58th ITEC Course for international professionals, focusing on the theme “Leveraging Resilience for Future-proofing our Cities” from September 10 to September 23, 2025. 22 professionals from 13 different developing nations participated in this training initiative.



Group Photograph of 58th ITEC Course Participants with Shri. Sanjay Kulhreshtha, Chairman and Managing Director, HUDCO; Shri M. Nagaraj, Director Corporate Planning, HUDCO; Shri. Tekkam Sridhar, Sr. Executive Director, HUDCO; Ms Varsha Punhani, Head, HUDCO's HSMI; Senior Officers of HUDCO's HSMI.

The programme was inaugurated on 11th September 2025 by Mr. Sanjay Kulshreshtha, CMD, HUDCO, in the presence of Mr. M. Nagaraj, DCP, HUDCO; Mr. Tekkam Sridhar, Senior Executive Director (HSMI); and Ms. Varsha Punhani, Executive Director (Training) (i/c), along with officials from HUDCO and HSMI, at the HSMI classroom.

The training equipped participants with practical skills to assess and map urban vulnerabilities, taking into account both environmental risks and socio-economic disparities. The programme was structured into focused modules covering disaster preparedness strategies, including risk reduction, early warning systems, emergency response, and recovery planning, as well as an in-depth understanding of building resilience capacities of cities.



58th ITEC Participants interacting in the classroom session with the faculty at HSMI Hostel, Asian Games Village Complex, New Delhi



58th ITEC Course Participants visited Vannijya Bhawan, New Delhi to explore the technologies implemented for Disaster Resilience

57th International Training Course under ITEC on “Making Cities Sustainable” (20th August – 2nd September 2025)

HUDCO’s HSMI successfully organised the 57th two-week Ministry of External Affairs, Government of India-sponsored training course on “Making Cities Sustainable” (20th August – 2nd September 2025). The programme was attended by 24 overseas participants from 22 countries.



57th ITEC Course batch with Participants with Shri. Sanjay Kulhrestha, Chairman and Managing Director, HUDCO; Shri M. Nagaraj, Director Corporate Planning, HUDCO and Senior Officers of HUDCO’s HSMI.



57th ITEC Participants interacting in the classroom session with the faculty at HSMI Hostel, Asian Games Village Complex, New Delhi



The programme aimed to impart knowledge and share experiences from India in the field of sustainable urban development with a focus on housing, urban infrastructure delivery, environmental management, green public transportation, energy conservation and urban governance. Emphasis was also laid on equity and environment, and the case studies that were covered provided green and inclusive solutions.



57th ITEC Participants visited the Taj Mahal, the world-renowned UNESCO World Heritage Site located in Agra, India.

56th 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 HSMI successfully organised the 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.



56th ITEC participants visiting at Affordable Rental Housing Complex in Chandigarh.



56th ITEC participants visiting the Integrated Command and Control Centre (ICCC) at Chandigarh.

55th 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”.

CITYNET Training Programmes

HUDCO has been an associate member of CITYNET since 1993, actively contributing to the network’s mission of strengthening sustainable urban development across the Asia–Pacific region. A major milestone in this engagement was the establishment of the CITYNET National Chapter–India on 16 December 2013, with 13 member institutions and HUDCO designated as the lead institution. Since then, HUDCO, through HSMI, has played a pivotal role in coordinating national-level activities, facilitating knowledge exchange, and promoting best practices in urban management. Training programmes for CITYNET member entities have become a regular annual feature of HSMI’s capacity-building calendar, enabling urban practitioners from across India to benefit from specialised thematic sessions, peer learning, and exposure to innovative approaches in sustainable urban development.

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.

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.

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

HUDCO's HSMI 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.

TRAINING PROGRAMME FOR HUDCO OFFICERS AND OTHER ORGANISATIONS

As part of its ongoing capacity-building mandate for HUDCO officers and professionals from other organisations, HSMI conducted training programmes spanning multiple formats during the financial year 2025–26. The initiatives included webinars, hybrid sessions, and in-person training programmes, ensuring wider accessibility and deeper engagement. HSMI conducted two hybrid programmes, three classroom-based programmes, and a series of thematic webinars, collectively imparting knowledge and skills to 1,456 participants. These programmes sensitised the officers about emerging urban challenges and policy landscapes.

Training Programme for officers of HUDCO and other CPSEs conducted during 2025-26.

Fifteen Physical/Hybrid Mode Training Programmes were conducted on the following themes:

- i. “Rashtriya Karmayogi Large Scale Jan Seva Programme” – (28th December 2025 to 28th January 2026)

- ii. “Project Finance and PPP” - (27th October – 31st October 2025).
- iii. “Managing Work-Life Balance and Stress” – (17th October 2025).
- iv. “Cyber Security” – (16th October 2025).
- v. “Urban Transport” (14th October – 15th October 2025).
- vi. “InvITs and Financial Modelling” – (24th September – 26th September 2025).
- vii. “Motivation and Team Building” – (19th September 2025).
- viii. “Circular Economy and C&D Waste Management” – (12th August – 13th August 2025).
- ix. “Planning to Progress: MS Projects 2021 Essentials” – (6th August 2025).
- x. “Insolvency and Bankruptcy Code with Loan Recovery Procedures including NCLT Proceedings and SARFAESI Act” – (29th July – 30th July 2025).
- xi. “Use of Drone Technology in Urban Planning” – (23rd July 2025).
- xii. “Procurement through GeM” – (23rd July 2025).
- xiii. “Smart Technologies & Control in Energy Efficient Buildings” – (8th July 2025).
- xiv. “Induction Programme for Lateral Level Officers of HUDCO” – (30th June – 4th July 2025)
- xv. “Awareness Programme on KYC, including Central Know Your Customer (CKYC)” – (6th June 2025).

Eleven Webinars were conducted on the following themes for HUDCO Officers:

- i. “Capacity Building” – (11th June 2025).
- ii. “Introduction to ERP Module & e-Office Systems of HUDCO” – (9th June 2025).
- iii. “Resource Mobilisation” – (4th June 2025).
- iv. “Asset Monetisation and Property Development” – (30th May 2025).
- v. “Consultancy Service” – (28th May 2025).
- vi. “RBI Regulatory Compliance” – (23rd May 2025).
- vii. “HR Policy” – (21st May 2025).
- viii. “Ethical Conduct and Vigilance” – (20th May 2025).
- ix. “PM Awas Yogna 2.0” – (16th May 2025).
- x. “Finance for Non-Finance” – (14th May 2025).
- xi. “Corporate Vision” - (9th May 2025).

Physical/ Hybrid Training Programmes:

“Rashtriya Karmayogi Large-Scale Jan Seva Programme” from 22nd December 2025 to 28th January 2026

As part of the Government of India’s Mission Karmayogi to strengthen citizen-centric governance and foster a culture of service-oriented public administration, HUDCO’s HSMI conducted the ‘Rashtriya Karmayogi Large-Scale Jan Seva Programme’ for master trainers and for HUDCO employees. The programme helped participants explore the qualities of an effective ‘Karmayogi’ and reflect on personal motivations, values, and purpose in public service. Through interactive modules, real-world scenarios, and group exercises, officials engaged deeply with concepts of ‘Seva-Bhav’, empathy, accountability, and proactive problem-solving. The initiative reinforced the importance of responsiveness, teamwork, and alignment with national development goals, while equipping participants with practical tools to internalise service-driven behaviours. This capacity-building effort underscores HUDCO’s commitment to nurture an efficient, empathetic, and future-ready workforce dedicated to public service excellence.



Shri Sanjay Kulshrestha, CMD HUDCO, addressed the participants of the ongoing Rashtriya Karmayogi Large Scale Jan Seva Program – Phase II.

“Project Finance and PPP” from 27th October to 31st October 2025

HSMI, in collaboration with the **National Institute of Bank Management (NIBM), Pune**, organised a five-day training programme on “**Project Finance & PPP**” for officers of HUDCO and other CPSEs. The programme was inaugurated by senior HUDCO management, and sessions were led by **Dr. Sridhyia Sridharan** and **Dr. M. Manickaraj**.

During the course of the training programme, participants were exposed to the entire spectrum of project finance from foundational concepts to advanced appraisal techniques. Sessions covered several topics, including project structuring, financial modelling, cash-flow-based lending, technical and financial appraisal, procurement strategies, managerial appraisal, break-even analysis, ESG considerations, regulatory risk assessment, syndicated lending, credit rating, and emerging trends in green finance. Case studies and hands-on modelling exercises strengthened practical understanding, supported by expert inputs from **Dr. Tasneem Chherawala**.

The programme concluded with group presentations and an online evaluation. The training equipped participants with robust analytical skills and practical frameworks essential for evaluating, financing, and managing large-scale infrastructure and PPP projects.

“Managing Work-Life Balance and Stress” on 17th October 2025

HSMI conducted a one-day training programme on “**Managing Work–Life Balance and Stress**” for senior officers from HUDCO and other CPSEs. The technical sessions were led by **Mr. Amit Pandey, Corporate Trainer**, who guided participants through understanding stress, shifting from reaction to mindful response, and adopting practical everyday stress-busters. The day concluded with a session on sustainable stress-management practices, followed by an interactive feedback discussion facilitated

by Mr. Amit Pandey and Ms. Neetu B. Malhotra.

The programme equipped participants with actionable tools to enhance emotional resilience, improve work–life balance, and strengthen overall well-being.

“Cyber Security” on 16th October 2025

HSMI organised an **Awareness Programme on “Cyber Security”** for HUDCO officials and officers from other CPSEs. The technical sessions were delivered by leading experts from the Ministry of Electronics and Information Technology (MeitY). **Dr. Anil Kumar Kaushik** provided an overview of cybersecurity and its growing importance in organisational resilience. **Mr. Prafulla Kumar** discussed the legal framework governing technology, cybercrimes, and the provisions of the IT Act, 2000. This was followed by a session on cyber-threat identification and common organisational vulnerabilities by **Mr. Sushil Kumar Nehra**. The programme concluded with an insightful session on cybercrimes and preventive measures by Mr. Rakesh Maheshwari, along with an interactive feedback discussion led by Mr. Atul Kumar Shrivastav.

The training enhanced participants’ understanding of cyber risks, legal safeguards, and practical strategies to strengthen cyber hygiene and organisational security.

“Urban Transport” from 14th October to 15th October 2025

HSMI organised a **two-day training programme on “Urban Transport”** for officers of HUDCO and other CPSEs, focusing on emerging mobility challenges, policy frameworks, and sustainable transport solutions.

Across the two days, expert faculty including **Prof. Dr. Sanjay Gupta (SPA Delhi)**, **Shri Rajiv Singh Thakur (NITI Aayog)**, **Shri Surender Pal Mahi (NCRTC)**, **Dr. Yash Pal Sachdeva (RITES Ltd.)**, **Shri Anuj Dayal (DMRC)**, **Ms. Nimisha Pal (Transport Planner)**, **Dr. Sewa Ram (SPA Delhi)** and **Shri Waliul Islam (EY LLP)** delivered sessions on key themes such as urban mobility gaps, national transport policies, RRTS systems, MRTS and BRTS planning, multimodal integration, last-mile connectivity, and financing of public transport infrastructure. The training equipped participants with a comprehensive understanding of modern urban transport systems and practical insights for planning, policy, and implementation.

“InvITs and Financial Modelling” from 24th September to 26th September 2025

HSMI organised a **three-day training programme on “InvITs and Financial Modelling”** in collaboration with SBI Capital Markets. Over the three days, expert faculty from SBI Capital Markets, including **Mr. Arnab Choudhury**, **Mr. Sanjay Sethia**, **Mr. Prashanth Srinivasan**, **Mr. Gunjan Bhagowaty**, and **Ms. Riddhi Shah** delivered comprehensive sessions covering:

- Fundamentals of InvITs and REITs, regulatory frameworks, return profiles, and market opportunities
- Sector overviews of roads, power transmission, and renewable energy, including concession agreements and PPAs
- Excel essentials for financial modelling, best practices, and data structuring
- Core concepts of financial modelling, including forecasting, capital structuring, revenue and cost modelling, and valuation methodologies
- Hands-on walkthroughs of live financial models in the road and power sectors

The programme concluded with participants’ feedback and reflections. This intensive training equipped officers with practical modelling skills and a strong understanding of infrastructure investment vehicles,

enabling better appraisal, structuring, and evaluation of infrastructure projects.

“Motivation and Team Building” on 19th September 2025

HSMI organised a one-day training programme on “Motivation and Team Building” for HUDCO officials and officers from other organisations, New Delhi. The programme was inaugurated by senior HSMI leadership, including **Shri Tekkam Sridhar, Sr. Executive Director, HUDCO, Ms. Varsha Punhani, Head HSMI and Mr. Atul Kumar Shrivastav.**

The technical sessions were conducted by **Mr. Amit Pandey, Corporate Trainer**, who guided participants through the foundations of motivation, key motivational theories, and their relevance to workplace performance. The programme explored how motivation influences employee behaviour, productivity, and organisational culture. Participants also engaged in sessions on team building, understanding group dynamics, and strategies for fostering collaboration and trust within teams.

The training concluded with a session on developing effective interpersonal relationships, followed by a structured reflection on workplace application and an interactive feedback discussion led by HSMI faculty. The programme strengthened participants’ understanding of human behaviour, team cohesion, and leadership-aligned motivation strategies essential for enhancing organisational effectiveness

“Circular Economy and C&D Waste Management” from 12th August to 13th August 2025

HSMI organised a **two-day hybrid training programme on “Circular Economy and C&D Waste Management”** for officers of HUDCO and other CPSEs.

The sessions were led by experts from the Centre for Science and Environment (CSE), including **Ms. Mitashi Singh and Mr. Sugeet Grover**, who guided participants through the principles of circularity in the built environment, India’s policy landscape, and best practices in C&D waste management. A detailed introduction to circular economy concepts was followed by a site visit to the C&D waste recycling plant in Noida, offering participants hands-on exposure to processing technologies and recycled products. Participants were also exposed to the C&D Waste Management Rules (2016 & 2025), estimation techniques, compliance requirements, and dust-mitigation strategies for construction projects. This training equipped participants with practical insights into circular construction practices, regulatory compliance, and sustainable waste-management strategies for urban development.

“Planning to Progress: MS Projects 2021 Essentials” on 6th August 2025

HSMI conducted a **one-day training programme on “From Planning to Progress: MS Project 2021 Essentials”** for officers of HUDCO and other CPSEs.

The technical sessions were led by **Ms. Aayushi Parashar, Project Management Consultant (Ramboll, IGBC-AP)**, who introduced participants to the foundations of project management, key concepts of MS Project, and its practical application through an affordable housing project case study. The training covered project scheduling, tracking, reporting, and hands-on demonstrations of MS Project workflows.

The programme equipped participants with essential skills to plan, monitor, and manage projects more effectively using MS Project 2021

“Insolvency and Bankruptcy Code with Loan Recovery Procedures including NCLT Proceedings and SARFAESI Act” from 29th July to 30th July 2025

HSMI organised a **two-day hybrid training programme on “Insolvency and Bankruptcy Code with Loan Recovery Procedures, including NCLT Proceedings and SARFAESI Act”** for HUDCO officials and officers from other CPSEs.

The training course featured sessions by **Shri Rajesh Mahajan (Former GM, Bank of Baroda & Ex-NIBM Faculty)**, who covered the management of NPAs, stressed-asset resolution, and RBI’s regulatory framework for recovery. This was followed by detailed sessions on the Insolvency and Bankruptcy Code (IBC), 2016 and its institutional framework, **delivered by Shri S.D. Nanda (Ex-CGM, Legal, IIFCL)**.

Corporate Insolvency Resolution Process (CIRP), DRT and SARFAESI Act provisions, and practical aspects of default resolution were discussed during the session led by **Shri B.L. Chakravarti (Registered Insolvency Professional)**. The programme concluded with an in-depth discussion on NCLT proceedings, facilitated by **Shri Atul Sharma (Advocate, ASA Legal)**, followed by a quiz-based evaluation.

The training equipped participants with a comprehensive understanding of insolvency processes, legal frameworks, and practical recovery mechanisms essential for managing stressed assets and navigating resolution forums.

“Use of Drone Technology in Urban Planning” on 23rd July 2025

HSMI organised a **one-day training programme on “Drone Technology for Urban Planning”** for officers of HUDCO and other CPSEs.

The sessions introduced participants to the fundamentals of drone technology, types of UAVs, and their growing applications in land-use surveys and urban planning. The training covered drone-based data collection methods, including imagery and LiDAR, along with best practices for accurate field operations. Participants were also oriented on the legal and regulatory framework governing drone usage and the basics of cost estimation for drone-based surveys.

The programme concluded with a technical session on data processing and GIS integration, focusing on converting raw drone outputs into usable planning datasets. This training equipped participants with practical insights into leveraging drone technology for efficient, data-driven urban planning.

“Procurement through GeM” on 23rd July 2025

HSMI organised a **hybrid training programme on “Procurement through GeM”** for HUDCO officials and officers from other CPSEs at the India Habitat Centre, New Delhi. The programme was inaugurated by Shri Sanjay Kulshrestha (CMD, HUDCO) along with senior HUDCO leadership.

The technical sessions were conducted by **Shri Tushar Agarwal (Trainer, GeM)**, who provided participants with an in-depth understanding of the latest features and functionalities of the GeM portal, including forward-auction capabilities. The training covered common issues encountered during bid submission, practical solutions, and a detailed demonstration of bid uploading processes. Participants also received hands-on guidance on navigating the portal and resolving operational challenges.

The training strengthened participants’ capacity to conduct transparent, efficient, and compliant procurement through the Government e-Marketplace platform

“Induction Programme for Lateral Level Officers of HUDCO” – (30th June – 4th July 2025)

HSMI conducted a five-day Induction Programme for Lateral-Level Officers of HUDCO from 30 June to 4 July 2025 at the HSMI Hostel, New Delhi. The programme was inaugurated by **Shri Sanjay Kulshrestha (CMD, HUDCO)** along with senior HUDCO leadership, setting the stage for a comprehensive orientation to HUDCO’s organisational ethos, operational framework, and functional processes.

The induction was structured into two phases: Corporate & Industry Induction and Functional & Process Training. During Phase 1, participants were introduced to HUDCO’s vision, mission, organisational structure, departmental functions, MoU parameters, compliance norms, cyber security protocols, and IT policies. Sessions were delivered by senior officials from the Corporate Wing, Compliance Department, IT Cell, and CS Wing. Phase 2 provided an in-depth understanding of HUDCO’s operational ecosystem. Officers from the Business Development Wing, Operations Wing, Corporate Law Wing, PMAY Cell, Corporate Accounts Wing, ALM Cell, DMDR Cell, Resource Mobilisation Cell, HR Wing, and Risk Management Cell conducted detailed sessions on:

- HUDCO schemes and project lifecycles across infrastructure and housing sectors
- Project financing, technical and financial appraisal, DPR evaluation, and monitoring mechanisms
- Legal appraisal, documentation, regulatory frameworks, and dispute-resolution processes
- Loan disbursement, fund-flow mechanisms, project monitoring, and handling delays
- Affordable housing ecosystem and PMAY guidelines
- Corporate accounts, taxation, ALM practices, NPA management, and resource mobilisation
- HR policies, POSH framework, and credit-risk evaluation

The programme concluded with a group discussion and brainstorming session, enabling newly inducted officers to reflect on learnings and align them with HUDCO’s operational priorities. This intensive induction equipped officers with a holistic understanding of HUDCO’s organisational mandate, operational processes, and governance frameworks, ensuring a strong foundation for their roles within the organisation.

“Smart Technologies & Control in Energy Efficient Buildings” on 8th July 2025

HSMI organised a **one-day training programme on “Smart Technologies and Controls in Energy-Efficient Buildings”** for officers of HUDCO and other CPSEs.

The technical sessions were led by **Mr. Adil SMH (Director, GEED Simulations Pvt. Ltd.)** and **Mr. Akashdeep (DGM & Treasurer, GRIHA Council)**. Participants were introduced to the fundamentals of smart and energy-efficient buildings, including building management systems, smart controls, and emerging technologies that enhance building performance. The programme also covered sustainable building audits, renewable energy integration, and key national frameworks such as green certifications, energy codes, and policy requirements. The programme equipped participants with practical insights into designing, assessing, and managing energy-efficient buildings using modern smart technologies.

“Awareness Programme on KYC, including Central Know Your Customer (CKYC)” on 6th June 2025

HSMI organised a **hybrid training programme on “KYC and CKYC”** for officers of HUDCO and other CPSEs at the India Habitat Centre, New Delhi.

Expert faculty from CERSAI and RBI delivered focused sessions on the regulatory framework governing

CKYC, operational requirements, and compliance expectations. **Shri Vijendra Pal Singh (DGM, CERSAI)** explained the CKYC regulatory architecture, followed by a practical demonstration of the CKYC portal and data-uploading processes by **Shri Krishna Chandra Maurya (Senior Manager, CERSAI)**. The programme also included an in-depth session on the RBI's KYC regulatory framework by **Shri Anmol Chopra (AGM, RBI, Mumbai)**. The programme equipped participants with clarity on KYC/CKYC compliance, operational workflows, and regulatory expectations essential for institutional due diligence.

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

Five Physical/ Hybrid Mode Training Programmes were conducted on the following themes:

- i. "Induction Programme for HUDCO Trainee Officers" (February 10th – 14th, 2025)
- ii. "Insights into Financing of Power Projects and Energy Transition in India" – (28th - 29th November 2024)
- iii. "RBI Regulations & Compliances pertaining to Non-Banking Financial Companies (NBFCs) - especially Infrastructure Finance Companies (IFC)", a hybrid training programme - (10th September 2024)
- iv. "Workshop on CKYC", a hybrid training programme - (28th August 2024)
- v. "Capacity Development Programme on Financing of Power Projects", (19th – 20th April 2024)

Seven Webinars were conducted on the following themes:

- i. "Systems and Procedures of Operation Wing of HUDCO" (5th November 2024).
- ii. "Procurements through GeM"- (24th October 2024).
- iii. "HR systems and Procedures"- (24th October 2024).
- iv. "Investment, Pension and Retirement benefit"- (23rd October 2024).
- v. "Ethics and Governance"- (4th October 2024).
- vi. "Reservation in Services for SC/ST/OBC/Ex. SM/PwD for HUDCO officials"- (20th September 2024).
- vii. "Cyber Hygiene and Security"- (10th September 2024).

UiWiN: Enabling Comprehensive Urban Development through integrated planning and financing

As part of its collaborative initiatives, HSMI plays an active role in building the capacities of Urban Local Bodies (ULBs) under the Urban Investment Window (UiWiN), contributing technical expertise and institutional support to strengthen urban governance systems. Its key capacity building support topics include:

- **CDP Aligned Project Identification:** Supporting ULBs in prioritising projects based on infrastructure gaps and development priorities identified in CDPs
- **Financial Structuring and Access to Capital:** Assistance in credit rating, municipal bonds, pooled financing, multilateral and bilateral funding, and PPP structuring.
- **Technical and Institutional Capacity Building:** Support for DPR preparation, feasibility Studies, financial modelling, and debt management frameworks.
- **Asset Management and O&M Support:** Creation and digitisation of asset registers, asset mapping, and development of operation and maintenance tools.

RESEARCH AND DEVELOPMENT ACTIVITIES THROUGH R&D FUND OF HUDCO

Cities are becoming the engine of economic growth, but at the same time are grappling with issues of inadequate and insufficient affordable housing, overstressed urban infrastructure services, environmental degradation, pollution, mobility challenges, etc. In order to achieve sustainable city development, creative decision-making with the support of new and emerging technologies, energy efficiency, and cost reduction approaches is required in the present times. Besides this, research and development is also necessary to develop specific practical applications with a view to improving the quality of life in cities.

In line with this construct, HSMI also undertakes sponsored & collaborative research and impact evaluation studies. HSMI research programmes support its training activities and have been developed through small-budget research studies. The HUDCO Chair Policy was approved on 12th December 2025 focussing on key areas related to sustainable infrastructure development.

PARTNERSHIP AND NETWORKING

The stakeholders partnering with 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, IBSA-HS (India, Brazil, and South Africa – Human Settlements), CITYNET and ITEC training programmes at the international level.

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 HUDCO Chair Institutions at the national level.

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.

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.

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.

UN-Habitat - HSMI technically collaborates with UN-Habitat for conduct of capacity-building programmes.

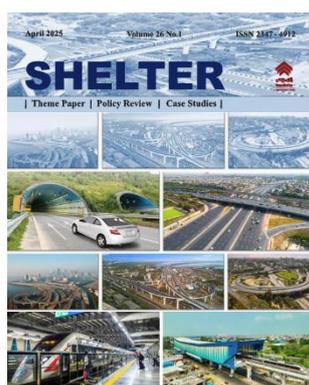
DOCUMENTATION, DISSEMINATION AND PUBLICATION

SHELTER

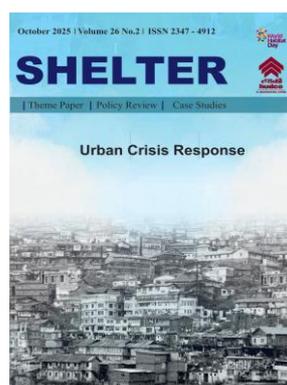
HUDCO's HSMI publishes a bi-annual, ISSN-accredited magazine named 'Shelter' on themes relevant to the housing and urban development sector. Shelter features a wide range of articles that provide in-depth insights into creating sustainable, inclusive and resilient urban environments.

The April 2025 issue of Shelter focused on transforming housing and urban development to achieve the goal of Viksit Bharat by 2047 and was unveiled on HUDCO's foundation day by the Hon'ble Minister of State, Shri Tokhan Sahu, in April 2025.

The theme of the October 2025 issue of Shelter coincided with the theme of World Habitat Day, which is 'Urban Crisis Response'. The issue received an overwhelming response and is a compilation of theme papers, policy review, as well as case studies by eminent scholars in the urban sector.



Shelter - April 2025



Shelter – October 2025