F.No.12017/01/2021-TNP(S)
Government of India
Ministry of Personnel, Public Grievances & Pensions
Department of Personnel and Training
[Training Division]
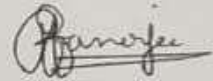
Block-4, Old JNU Campus
New Mehrauli Road, New Delhi-67
Dated: November 2½ 2021.

To,

Shri Prashant C,
Manager,
197/36, 2nd Main Road, Sadashivanagar,
Indian Institute of Human Settlements,
Bengaluru-560080.

Sub: 3 day Online In-service Training Programme on the subject "Capacity Building
Programme on Urban Development" from November 15, 2021 to November 17, 2021.

I am directed to refer to email dated November 11, 2021, on the subject cited above and
to state that the 3 day online In-service training Programme titled "Capacity Building
Programme on Urban Development" from November 15, 2021 to November 17, 2021, *has now
been re-scheduled to the period from February 2, 2022 to February 4, 2022.*

(Biswajit Banerjee)
Under Secretary to the Government of India
Tele.No.011-26194167

o/c

Sub. uy
25/11/2021

जारी किया
ISSUED

राहुल सिंह
संयुक्त सचिव
Rahul Singh
Joint Secretary
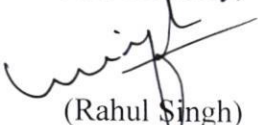Phone : 011-26106314

D.O. No. 12017/01/2021-TNP (S)   Dated: September 22, 2021

As you are aware Department of Personnel & Training arranges One Week In-Service Training Programme (Offline/Physical) and 3-5 day Online In-Service Training Programme for All India Service (IAS, IPS & IFoS) Officers, Officers working under Central Staffing Scheme and Officers of Central Secretariat Service (CSS)/ Central Secretariat Stenographers Service (CSSS) (of the level of DS/Sr. PPS and above) .

2.   The calendars for the One Week In-Service Training Programmes (Physical mode) and 3-5 day Online In-Service Training Programmes for 2021-22 have been finalized and uploaded on the website of this Department at **[http.dopttrg.nic.in---Circulars]**. The said calendars are enclosed as Annexure-I and II. I request you that the calendar may kindly be circulated among the eligible officers requesting them to submit their options at the earliest. All eligible IAS Officers are required to give their willingness through **https://mctp-inservice.nic.in**. IAS Officers have to login with their government domain email address and its password. For login related queries, kindly send mail mentioning with names to tdp-trg@nic.in. Other Group 'A' officers should apply in the proforma linked at **[http.dopttrg.nic.in--Domestic Training Programmes---In-Service Training]**.

3.   All AIS (IAS, IPS and IFoS) officers with minimum 4 years of service and up to the rank of Secretary to the Government of India/Chief Secretary and equivalent, Group 'A' officers working under the Central Staffing Scheme in the Government of India and officers of CSS/CSSS (of the level of DS/Sr. PPS and above) are eligible to attend the aforesaid training programmes.

4.   It is also requested that the officers may be encouraged to opt for those training programmes which are relevant to their current job as well as the kind of assignments they are likely to hold in future.

5.   I solicit your kind cooperation for the successful conduct of the training programmes by enabling wide publicity of the programmes amongst the officers and facilitating the attendance of a large number of officers in these programmes.

Yours sincerely,

(Rahul Singh)

To

सूचना
का अधिकार

Secretaries to all Ministries/Departments of Govt. of India (As per DoPT's standard list)

General Guidelines/Instructions/Information for In- Service Training Programmes (Offline/Physical) and 3-5 day Online In-Service Training Programmes for AIS Officers (IAS, IPS & IFoS), officers working under the Central Staffing Scheme, Central Secretariat Service (CSS) and Central Secretariat Stenographers Service (CSSS) Officers.

The following general guidelines/instructions/information with regard to One-Week In-Service Training Programmes (Offline/Physical) and 3-5 day Online In-Service Training Programme for the year 2021-22 for AIS (IAS, IPS & IFoS) Officers, Officers working under the Central Staffing Scheme and Central Secretariat Service (CSS) and Central Secretariat Stenographers Service (CSSS) Officers (of the level of DS/Sr. PPS and above)

1. **Eligibility:**

   (a) AIS (IAS, IPS & IFoS) Officers;

   (b) Officers working under the Central Staffing Scheme in the Government of India with minimum of 4 years of Service up-to the rank of Secretary to the Govt. of India and Chief Secretary in the State Govt. and equivalent;

   (c) Central Secretariat Service (CSS) and Central Secretariat Stenographers Service (CSSS) Officers of the level DS/ Sr. PPS and above.

2. All the training programmes (Offline/Physical Mode) are residential in nature. Accommodation facilities will be provided to the participants by the training institutes who are organizing the training programme.

3. The 3-5-day Online Training Programmes are attended through virtual mode. These programmes are not residential programmes.

4. The IAS officers are required to apply on-line through the Intra IAS portal. All other Officers are required to apply through the prescribed proforma available with these guidelines after obtaining approval of the Competent Authority of the Department/ Ministry/ State Government/ Cadre controlling authority concerned.

5. The Officers who are due for retirement may not be sponsored for the training programme scheduled in the month in which they are due to retire.

6. The Officers posted abroad are exempted from participation in the programme and their applications will not be considered.

7. The Officers are not allowed to apply or change options within 10 days of the commencement of an opted programme.

8. The Officers can attend only one In-Service Training Programme either Physically OR online during the financial year 2021-22.

9. The minimum no. of participants may not be less than 15 and the maximum no. may not exceed 40 to ensure economic viability and optimal utilization of training programs for better career prospects.

Application for Offline In- Service Training Programme and 3-5 day Online In-Service Training Programme for officers other than IAS for the year 2021-22

Name			
Service/Cadre			
Gender			
Allotment Year/Year of posting in the present post			
Present Designation			
Ministry/Department			
Official Address			
Contact details			
Office Telephone number			
Mobile Number			
Email Id			
Eligibility: Minimum 4 years of Group 'A' service as on 01/04/2021.			
Date of Joining/Appointment in Group 'Á' Service			
Training programmes opted (in the order of preference. Kindly mention whether the program is on offline/physical mode or online mode)	(1)	(2)	(3)
Date:	Place:		Signature of applicant:

- ✓ It is certified that the officer has not earlier been nominated/attended any One-Week In-Service Training Programme during the calendar 2021-22.
- ✓ It is also certified that the details filled by the applicant in the form are correct as per official records.

(Signature, Name and Designation of Controlling Authority)

Email   **Ajith Mohan V.K**

Fwd: DoPT - IIHS | Online Capacity Building Programme for IAS, IPS, IFoS officers

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From : DGP & State Police Chief, Kerala   Fri, Jan 07, 2022 05:11 PM
                 <dgp.pol@kerala.gov.in>   📎3 attachments

Subject : Fwd: DoPT - IIHS | Online Capacity Building Programme
                 for IAS, IPS, IFoS officers

To : AIG I phq <aig1phq.pol@kerala.gov.in>

Cc : Ajith Mohan V.K <phq.pol@kerala.gov.in>

From: akumar@iihs.ac.in
To: "DGP & State Police Chief, Kerala" <dgp@keralapolice.gov.in>
Cc: "Addl. SP, Alappuzha" <addlspalpy.pol@kerala.gov.in>, akorkishala@iihs.ac.in
Sent: Friday, January 7, 2022 4:12:31 PM
Subject: DoPT - IIHS | Online Capacity Building Programme for IAS, IPS, IFoS officers

Dear Sir,

Greetings from the Indian Institute for Human Settlements (IIHS - iihs.co.in). IIHS is a national education institution premised on the need to transform the current nature of urban education as one of the most important drivers for India's national development and sustainable global futures. It does so in two key ways: (a) through undertaking interdisciplinary research and practice to help build new global knowledge; and (b) by training a new generation of urban professionals through the delivery of a set of transformative capacity building programmes in Urban Practice. IIHS is an empanelled capacity building partner for key government institutions such as **MoHUA, MoJS, MoRTH, MoPPGP (DoPT) and LBSNAA**.

We are pleased to share a letter inviting nominations for a 3-day online programme on 'Capacity Building for Urban Development', from 2 to 4 February 2022. Tackling the broad theme of urban development, this programme aims to provide officers with the training to professionally engage with and work in the urban landscape. Complex, real-world problems of urban India will be focused on through case-led teaching and learning, in addition to leveraging the experience of sector experts to enable answers to the challenges presented by Indian cities.

The programme is conducted under the aegis of the Department of Personnel and Training, and is for IAS, IPS and IFoS officers. Eligible and interested officers will have to **register their participation on the DoPT website**, as per norms ([download registration form here](#)). **Programme fees for nominated officials will be reimbursed to IIHS by DoPT.**

Programme login information will be shared with the registered participants closer to the programme dates. We request you to send in the nominations by **28th January 2022.**

Further details about the programme and the schedule are attached herewith for your reference. Should you have any clarifications, please get in touch with Anil Korkishala : Mobile : +91 - 96119 11169 | Desk Phone : 080 - 4357 6612 | Email: akorkishala@iihs.ac.in

We look forward to welcoming officials to IIHS's online programme on 'Capacity Building for Urban Development.'

--
Thank you.
Warm regards,

Anuradha Kumar
External Consultant - Urban Practitioners' Programme

IIHS BANGALORE CITY CAMPUS :: 197/36, 2nd Main Road, Sadashivanagar, Bangalore 560 080. India. T: +91 80 6760 6666 | F: +91 80 2361 6814

IIHS CHENNAI :: Floor 7A, Chaitanya Exotica, 24/51 Venkatnarayana Road, T Nagar, Chennai 600 017. India. T +91 44 6630 5500/6555 6590

IIHS DELHI :: 803 Surya Kiran, 19 Kasturba Gandhi Marg, New Delhi 110 001. India. T: +91 11 4360 2798

iihs.co.in

IIHS MUMBAI :: Flat No.2, Purnima Building, Patel Compound, 20-C, Napean Sea Road, Mumbai 400 006. India. T: +91 22 6525 3874

📄 **Letters from DoPT.pdf**
1 MB

Programme Schedule.pdf
309 KB

DoPT-IIHS_Letter-to-IPS-Kerala.pdf
178 KB

iihs ®
INDIAN INSTITUTE FOR
HUMAN SETTLEMENTS

IIHS/BLR/2021-22/UPP/DoPT/Kerala/303

05 January, 2022
Bengaluru

Shri. Anil Kant, IPS,
Director General of Police and State Police Chief,
Government of Kerala

Sub: Inviting nominations for IIHS's 3-day online programme on 'Capacity Building for Urban Development'

Dear Sir,

Greetings from the Indian Institute for Human Settlements (IIHS - www.iihs.co.in).

IIHS is a national education institution committed to the equitable, sustainable and efficient transformation of Indian settlements. IIHS aims to establish an independently funded and managed Institution of Eminence focused on the challenges and opportunities of India's urban transition.
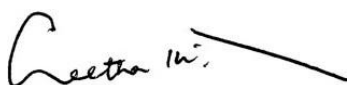
We are pleased to invite nominations for the online programme on '**Capacity Building for Urban Development'**, between **2ⁿᵈ and 4ᵗʰ February 2022**. The programme will focus on an inter-disciplinary understanding of urban development in India and is part of the 2021-22 training calendar for **In-Service Training of Officers of the All India Services (IAS, IPS & IFoS), and officers working under Central Staffing Scheme and officers of the Central Secretariat Service and Central Secretariat Stenographer Service (CSSS) (DS/Sr. PPS and above).** Further details are attached with this letter for your perusal. **The fees for the programme will be reimbursed to IIHS directly by DoPT.**

IIHS is a preferred capacity building partner with the Ministry of Housing and Urban Affairs (MoHUA), Ministry of Jal Shakti (MoJS), Ministry of Road Transport and Highways (MoRTH). IIHS also has a long-term partnership with LBSNAA under which it has been supporting the Phase I to V training of IAS officers, since 2015. IIHS is internationally reputed for the quality of its teaching and learning, supported by excellent online training capabilities, and has trained over 11,000 learners from the public and private sectors, and academia through its capacity building function.

We request you to kindly nominate relevant and interested officers to this programme by **28ᵗʰ January** as per DoPT norms**.** Registration procedure is available at the DoPT Website for reference. We look forward to welcoming the nominated officers to this online programme.

✉ akorkishala@iihs.ac.in ☎ +91- 9885222350 / 9611911169

With best wishes,

Geetha Krishnan
Head - Urban Practitioners' Programme and Digital Blended Learning at IIHS

Encl: 1. Programme Schedule
2. Letters from DoPT

iihs ®
INDIAN INSTITUTE FOR
HUMAN SETTLEMENTS

Indian Institute for Human Settlements (IIHS)

Online Capacity Building Programme
for Urban Development

02 to 04 February 2022 | IIHS Bengaluru City Campus

Conducted under the aegis of the Department of Personnel and
Training (DoPT)

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Capacity Building Programme for Urban Development

Date: 2nd to 4th February 2022

Duration: 3 Days (online)

Course Description

India is urbanising quickly, yet, the realisation that managing urbanisation is critical to both India's growth as well as equity agendas has only recently begun to fully sink in. The fact is: whether India manages to achieve sustainable, inclusive growth in the coming decades is contingent on whether it is able to benefit from and direct its urbanisation. The numbers speak for themselves. India's urban population will rise to 600mn by 2031, that's nearly 200mn more urban residents in the next decade. Possibly 30-50 percent of these will be poor at the same time that 60% of the GDP will come from cities. This is the second largest urban transition in history – one that represents both an astonishing opportunity and a significant challenge.

Buzzwords are all around us: "Smart Cities," "Sustainable Cities," "Inclusive Cities". Which one of these should Indian cities aspire to be? Just as importantly: how do cities get there with their current challenges of struggling infrastructures, social and economic inequality, and fragmented governance? Especially when India is a signatory to the UN's Sustainable Development Goals (SDGs). Particular focus would be on SDG 11: Sustainable Cities.

These are some of the complex sets of questions facing Indian cities today. Some are part of everyday public debate and others are matters of specific technical complexity. For example: should a city build a metro system or a bus rapid transit, or expand? How are consumption needs and patterns changing? Where should city managers invest – can, for example, the Bangalore city-region continue to rely on IT as a key growth sector? Should a city's Master Plan regulate its land and housing markets – can it? How will new proposed urban corridors shape the individual city-regions? In the post Covid world, what direction should urban development take?

Answers to complex sets of problems presented by Indian cities are not likely to be found within narrow constraints of particular professions and knowledge domains. It requires a new kind of professional who can engage and innovate across sectors and disciplines.

The proposed course represents an opportunity to do precisely this. Tackling the broad theme of urban development, it would provide officers with the training to professionally engage with and work in the urban landscape. Bringing complex, real-world problems of urban India into the classroom through case-led teaching and learning, the course will leverage the expertise and experience of working practitioners and enable them to apply it to a new domain.

Expected Skill Development

The programme will lead to the building of these skills:
1. Appreciate inter-connections between the complex systems that constitute the Urban
2. Provoke an emotion/experience/reaction leading to personal insights and locate their own practice in a deeper understanding of economies, markets and environmental concerns in contemporary urban India
3. Enhance propositive capacity
4. Develop decision-making ability especially in the urban context

This programme aims to prepare the officers to professionally engage with the complex environment of urban development and build their ability to practice in it.

Key Learning Outcomes of the Programme

1. Be exposed to perspectives on urbanisation and regional development in India, with a focus on practice terrains such as urban governance, policy, planning, land management, services provision and economic development
2. Contextualise urban and regional development issues and interventions in relation to actual practices of governance, social and political relations, and economic transitions
3. Be introduced to urban sectors (water and sanitation, energy, housing, etc.) and how they function
4. Locate their own practice in a deeper understanding of economies, markets and environmental concerns in contemporary urban India
5. Understand key emerging trends – from climate change to new urban forms like corridors – within the urbanisation story in India
6. Be exposed to key visual and quantitative methods in urban practice

Programme Design and Pedagogy

Theory of Change
Changes in urban design and morphology of the urban built environment often involve several stakeholders, and in the case of urban development this can be very slow and laborious. Therefore, we propose a Theory of Change approach to this programme that is based on the idea that long term systemic changes can be achieved through a series of interlinked short and mid-term engagement pathways. Since engagement pathways are nested within each other, a series of strategic and focused short term interventions can lead to big changes in the long run. Our Theory of Change approach will include engagement with multiple stakeholders through case based learning that will focus on the importance of leadership in bringing about sustainable change.

Instructional Design Strategy
Case-based and site-based learning are central to IIHS's pedagogy, enabling working backwards from wicked problems. The focus is on developing problem-solving skills, as well as building capacity to formulate innovative and sustainable solutions. IIHS has taken on the task of preparing a portfolio of cases for teaching and training. These cases have been developed through multiple grants from organisations such as the Ford Foundation and the Rockefeller Foundation, and address contemporary urban conditions in India. Faculty will draw upon these cases in this online training programme. The module design, content and learning objectives will be developed using IIHS's experience in capacity building in the urban space and our expertise in designing online learning modules. The course will be designed keeping in mind the following capacity building framework.
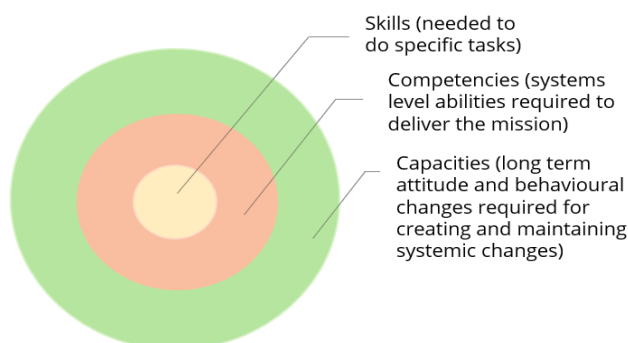

Skills (needed to do specific tasks)

Competencies (systems level abilities required to deliver the mission)

Capacities (long term attitude and behavioural changes required for creating and maintaining systemic changes)

Fig.1: Capacity Development for Results Framework
Source – Book: Radical Transformational Leadership by Monica Sharma, North Atlantic Books, Berkeley, California, 2017

The training programme is proposed to run for 3 days. The programme will be developed and run as a mix of online synchronous modules hosted on IIHS' Learning Management System (LMS). The following modules are being proposed for the Capacity Building Programme on Urban Development:

- A Perspective on the Urban India Story
- Urban Sanitation
- Water supply
- Urban Mobility and Transportation Planning
- Approaching "Housing for All"
- Urban Livelihoods
- Solid Waste Management
- Issues in Urban Land Governance-I
- Issues in Urban Land Governance-II
- Panel Discussion

The diverse set of topics proposed are aimed at providing learners with a holistic picture of urban development in India and provide detailed insights on actual on-ground-practices and also locate their own practices with a deeper understanding. A range of pedagogic approaches will be used to enable better understanding and learning. These would include: interactive sessions for perspective building and thematic understanding; skill based sessions, and master classes with IIHS Board Members and/or Senior Advisers. The synchronous sessions will be hosted on a suitable learning platform facilitating peer-to-peer learning and faculty-participant engagement. These sessions will be highly interactive with the use of learner engagement tools such as online group activities using breakout rooms, in-class polls and quizzes, mentimeter, padlet, etc. Aside from the presentations, video content and references to be uploaded, asynchronous learning materials will be custom designed and hosted on the LMS platform which provides a range of features for interactivity including surveys, polls, discussion forums, casual chat rooms for participants, assignments, wikis and glossaries, which can be co-created by learners and facilitators together and other interactive learning applications. The progress of learners can also be mapped to skill levels and Points, Badges, Certificates and Transcripts can be awarded against course-activities, courses, and programmes to boost learner engagements.

Key Programme Differentiators

IIHS is a unique institute in the field of capacity building in India. The six key differentiators of IIHS UPP course from other courses are the interdisciplinary framework of teaching and training, and the ability of IIHS' faculty to bridge practice with research.

Interdisciplinary Framework for Training: The IIHS approach to training and teaching around urban development is unique as it is fundamentally rooted in interdisciplinarity. IIHS creates and delivers content in the core belief that issues around India's human settlements can only be addressed through an integrated and holistic approach which covers all the four layers of human settlements – social, economic, legal and physical. In addition, environmental sustainability is an overarching principle of IIHS research, teaching and practice.

Bridging Research and Practice: IIHS faculty are researchers and practitioners, and use the insights from their fields of work to deliver training and teaching programmes. Through this approach, IIHS faculty are able to effectively translate learning from their practice experience to teaching and training content that satisfies the learning needs of participants more successfully than only theoretical concepts. This teaching method allows for greater reflexive capacity within the participant. Yet at the same time, since IIHS faculty are involved in research around urban development, they are able to co-create conceptual ideas with participants leading to a richer learning experience.

Interactive Sessions: Approximately half of the programme will consist of lectures and interactions with participants led by IIHS faculty. Many of such sessions will be team-taught, that is, multiple faculty will engage with the participants in class such that they are able to get a richer and more diverse understanding of the conceptual issues at hand in a single session.

Case based teaching: With the objective of developing competencies in the urban, a particular focus will be given to using the case-based learning approach. The cases used in the programme will span across various sectors and will allow learners to apply general principles in actual contexts and learn them not just in abstraction but in actual application. This will build their competency, lead to better knowledge retention and provide participants at all levels an agency in their own learning journey.

Master Classes: The participants will have the opportunity to meet thought-leaders and practitioners from India and across the world, to learn about their work and challenges they face as practitioners in different disciplines and domains of urban practice. The Master Classes will provide a platform to discuss the ethical, political, and material complexities of practicing in Indian cities.

Online learning: IIHS is equipped with instructional designers and digital learning experts, who have immense experience in designing online courses for urban practitioners. The content and design for our online courses considers the cognitive capacity of the learners to ensure long term retention and in-depth understanding of the course material. Further, through the support of our DBL programme the following objectives of online learning are achieved:

- Enrich the experience of learners and participants of various IIHS courses by supplementing classroom sessions with rich multimedia content, both in-class and before and after the class.
- Take the conversations and debates on urban practice, science and studies to a wide audience of academics, students, and practitioners across India and the world, through a combination of standalone MOOCs and blended learning programs.
- Create a rich repository of digital learning assets on urban practice, science and studies, for teachers, learners and researchers.
- Provide learning content from experts in India and from across the world, in multiple languages.
- Enable strong peer-to-peer learning experiences and collaborative problem-solving opportunities around some of the most pressing urban challenges of our age.

Detailed Schedule of the Programme

Day 1: 2nd February 2022

Session No.	Session/ Topic	Brief Description	Session Time
1	Introduction	Introduction to IIHS and Workshop Overview	15 minutes
2	Welcome Session	Welcoming participants and introductions	45 minutes
Break			
3	A Perspective on the Urban India Story	This session will consist of a series of intertwined narratives of different aspects of Indian and global urbanization, with an aim to provide participants an overview of its trends. The session will dwell upon the direction in which urbanisation could be channelled to achieve	1 hr 30 minutes

		international and national development goals from a social, economic and environmental perspective.	
		Lunch Break	
4	Urban Sanitation	This session will focus on issues and challenges related to urban sanitation, outlining the full cycle of a sanitation system, ODF under SBM, GoI. The session will cover the work done for Fecal Sludge Management under the Tamil Nadu Urban Sanitation Support Programme (TNUSSP) Case studies will be used to support discussions on FSM.	1 hour 30 minutes
		Break	
5	Water supply	To get an overview of water supply system of a metropolis such as Bengaluru, metering system, leak detection system, monitoring of water supply etc.	1 hour

Day 2: 3rd February 2022

Session No.	Session/ Topic	Brief Description	Session Time
1	Urban Mobility and Transportation Planning	This session will compare and contrast the various modes of mobility that a city administrator can consider as options for their city. Building on more than two decades of experience of the ITDP, this session will cover practical management strategies for enabling safe, inclusive and affordable transportation in cities.	1 hour 30 minutes
		Break	
2	Approaching "Housing for All"	This session will outline a "habitation" approach to housing, arguing that the focus must be on secure tenure, adequate services, and integration into mobility and employment rather than just on the housing unit.	1 hour
		Lunch Break	
3	Urban Livelihoods	This session will look at the outlook of work and employment in the post Covid Indian city. It will also discuss the subject of informal workers and public health.	1 hour
		Break	

Session No.	Session/Topic	Brief Description	Session Time
4	Solid Waste Management	This session will cover the fundamentals of solid waste management, from laws and policies to methods of scientific disposal. BBMP's successful models will be highlighted through a case study	1 hour 30 minutes

Day 3: 4th February 2022

Session No.	Session/Topic	Brief Description	Session Time
1	Issues in Urban Land Governance-I	The session will be devoted to contemporary issues in land governance, and the debates and efforts centred around lowering transaction costs imposed by poor property records and administration. These debates have focused on the possible routes to better property records— comprehensive record improvement or piecemeal conclusive titling. The session will highlight various efforts being made to construct urban property records in India and improve registration processes.	1 hour 30 minutes
		Break	
2	Issues in Urban Land Governance-II	The session focuses on land pooling and other known methods of Land Value Capture (LVC). Several states have initiated land pooling exercises or framed a policy for it, and the session will look at the basic features of land pooling and LVC in India and highlight the initial experiences within the new regulatory environment in real estate being attempted by the RERA Acts.	1 hour
		Lunch Break	
3	Panel Discussion + Closing	This interactive session will aim to bring together the key learnings from the 3-day programme. Additional topics that will be taken up in this session will include Climate Change, SDG localization and disaster resilience / response / recovery especially in the post Covid context.	2 hours

Contact Details
Anil Korkishala,
Senior Associate - Urban Practitioners' Programme at IIHS

IIHS Bengaluru City Campus
No. 197/36, 2nd Main Road
Sadashivanagar, Bangalore 560 080. India

☎ +91 9885222350   ✉ akorkishala@iihs.ac.in   📰 http://iihs.co.in/

IIHS Bengaluru City Campus
197/36, 2nd Main Road, Sadashivanagar, Bengaluru 560 080. India.
T: +91 80 6760 6666 | F: +91 80 2361 6814

IIHS Chennai
Floor 7A, Chaitanya Exotica, 24/51 Venkatnarayana Road, T Nagar, Chennai
600 017. India. T +91 44 6630 5500/6555 6590

IIHS Delhi
803 Surya Kiran, 19 Kasturba Gandhi Marg, New Delhi 110 001. India.
T: +91 11 4360 2798 | F: +91 11 2332 0477

IIHS Mumbai
Flat No.2, Purnima Building, Patel Compound, 20-C, Napean Sea Road,
Mumbai 400 006. India.
T: +91 22 6525 3874

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