

**Strategic Plan**  
Of  
**National Buildings Organisation**  
For  
**Twelfth Five Year plan period (2012-17)**



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## EXECUTIVE SUMMARY

National Buildings Organisation has developed this strategic plan which provides it with a five-year roadmap for supports, services and organization development. National Buildings Organization (NBO) was established in 1954 and has since been functioning with a vision of establishing itself as an apex organization for collection, tabulation and dissemination of statistical information on housing and building construction activities. Reflecting the vision, it has set for itself the missions of being responsive, improving its integrity and accountability, evolving and developing state of the art practices, working in partnership and collaboration with all the stakeholders on the principle of advocacy, while being financial supported.

The major area of operation is to act as a national repository on urban poverty, slums, housing, building construction and related statistics. NBO collects, collates, validates, analyses, disseminates and publish statistics and statistical reports on the same. It also involves creating and managing a fully computerized data centre. The other avenues of operations are to conduct regular short-term sample surveys to study the impacts of plan schemes, to gather primary data, to undertake socio-economic research, to develop a documentation centre, to organize capacity building for various levels of government.

NBO works on the core belief that data is a critical input for any policy making and plan formulation, especially in areas of slums, urban poverty. There is also an immense scope for introducing the state of art technology to develop and manage huge database in the housing and building construction statistics which is critical for improving the level of capacities of ULBs.

NBO's key strengths include its demonstrated ability to provide high quality, data. With an increased emphasis on urban poverty alleviation, housing policies for slum dwellers, Housing Start-Up Index (HSUI), NBO's philosophy is getting even more prevalent, which may increase demand for its services and opportunities in developing and management database. However, its significant growth has led to challenges to human resources, difficulty with supervision, and lack of structure for coordination with stakeholders. There is a perceived need for improved management practices and use of technology. Also, database management has

attracted less attention and negligible financial support in the government domain.

The strategic plan mentions the various activities NBO plans to undertake during the period of twelfth Five Year Plan 2012-17

## **INTRODUCTION**

National Buildings Organisation has developed this strategic plan which provides National Buildings Organisation with a five-year roadmap for supports, services and organization development. Director (NBO) and staff will review progress quarterly and will monitor and update the plan annually as needed, with the approval of the appropriate authority in the Ministry. The plan has been chalked out with broad involvement and guidance from the AS & MD (JNNURM), Ministry of Housing & Urban Poverty Alleviation and staff. The Strategic Plan reflects on the mission, vision, core operating values and assumptions underlying the organization's approach to its work.

The staff helped coordinate the planning process and provided important support and analysis to complete this plan. The planning process was facilitated by conducting an environmental scan including an internal organization assessment and interviews with several community stakeholders and a review of demographic and market data vis-à-vis Census and NSSO. The environmental scan and organizational assessment helped the NBO assess both the challenges and opportunities it is likely to face over the next five years and set the context for the choices reflected in this strategic plan.

## **NATIONAL BUILDINGS ORGANISATION (NBO):**

### **A HISTORY AND BACKGROUND**

The National Buildings Organisation (NBO) was established in 1954 as an attached office under the Ministry of Housing and Urban Poverty Alleviation (the then Ministry of Works and Housing) for technology transfer, experimentation, development and dissemination of housing statistics. Since, National Buildings Organization (NBO) has been functioning as an apex organization in the country

for collection, tabulation and dissemination of statistical information on housing and building construction activities.

In the context of formulation of Housing Policy and Programmes, study of socio-economic aspects of housing issues and the increased need for housing statistics, NBO was restructured in 1992. NBO was further restructured in March, 2006 with the revised mandate keeping in view the current requirements under the National Housing Policy, and various socio-economic and statistical functions connected with housing and building activities, and also to ensure that the schemes of the Ministry of Housing & Urban Poverty Alleviation (MoHUPA) are supported with appropriate database, MIS and knowledge inputs.

The restructuring has assumed special significance in the context of the Jawaharlal Nehru National Urban Renewal Mission (JNNURM), launched on 3rd December 2005. JNNURM is the single largest initiative ever launched in the country to address the issues of urban infrastructure and basic services to the urban poor. The National Building Organisation is designated by MoHUPA as the nodal agency for coordination of appraisal, sanction, monitoring and review of projects under Basic Services to the Urban Poor (BSUP) and Integrated Housing & Slum Development Programme (IHSDP) components of JNNURM.

The strategic direction and goals included in this plan are National Buildings Organisation's objectives to emerge and serve as nodal agency for database development & management - slums, urban poverty, housing and other urbanization related statistics at the central level and enabling the policy making to be effective and robust.

The five-year period of this strategic plan will be a time of assessing and deepening National Buildings Organisation's to its work. Concurrently, NBO will take more of a national level nodal agency role in working with a broader array of database development & management - slums, urban poverty, housing and other urbanization related statistics resources. With a fresh perspective on its mission, understanding what it does well, and the environment in which it operates, NBO will pursue the following strategic direction.

## VISION

*NBO intends to emerge as a knowledge centre of excellence in the country in matters relating to collection, collation, compilation, reporting and analysis of urban poverty, slums, housing, construction and other urbanization-related statistics.*

## MISSION

- **Responsiveness**

NBO finds solutions that meet the needs and preferences of the ministries/department of government of India , by way of providing inputs and filling the data gaps for effective policy making and plan formulation.

- **Integrity and Accountability**

NBO has the highest level of integrity in its administrative, service, and outreach activities; it ties these activities directly to the mission, and maintains and reports the records accurately.

- **State of the Art Practices**

NBO aims for excellent, high quality, state-of-the-art and robust database in the fields of urban poverty, slums, housing, construction and other urbanization-related statistics.

- **Stake holders, Collaborations & Partnerships**

NBO works with a wide variety of stakeholders viz. State /UT Governments, NSSO, CSO, Directorate of Economics & Statistics (DESs) National Resource Centres (NRCs) etc. and advocates for quality service by all partners.

- **Advocacy**

NBO trains and develops capacities in ULBs /DES and other stakeholders and advocates for the long term results.

## **MAJOR AREAS OF OPERATION**

- To act as a national resource centre and repository on urban poverty, slums, housing, building construction and related statistics, networked with similar resource centres at State and Urban Local Body levels and internationally;
- To collect, collate, validate, analyse, disseminate and publish building construction, housing and other related statistics and statistical reports from time to time;
- To bring out compendiums on urban poverty, slums, housing and build construction statistics and applied research publications analyzing statistical data gathered from various sources such as the Census, NSSO etc;
- To create and manage a fully computerized data centre equipped with appropriate systems and e-governance tools to store, manage, retrieve and disseminated urban data as and when needed for policies and programmes;
- To conduct regular short-term sample surveys/field studies in various pockets of the country to study the impacts of plan schemes being run by the Ministry of Housing & Urban Poverty Alleviation and other Ministries and to gather primary data as needed;
- To undertake socio-economic research relating to design, formulation, implementation, monitoring, review and impact evaluation of policies, plans, programmes and projects covering areas such as slum development/up-gradation, affordable housing and basic services to the urban poor;
- To develop a documentation centre relating to urban poverty, slums, housing, building construction, and related urban statistics which can function as a repository of urban resources, including best practices and innovations;
- To organize capacity building/training programmes for the officers and staff of Government of India, State Governments and Urban Local Bodies engaged in collection and dissemination of urban poverty, slums, housing,

building construction, and related urban statistics;

- To coordinate and collaborate with State Governments / Municipal Authorities / Research & Training Institutions / Statistical Institute / International Organisations as nodal agency catering to data and MIS needs of urban policy-makers, planners and researchers in areas relating to urban poverty, slums, housing etc.

## **CORE OPERATING VALUES & BELIEF**

All of NBO's services and the way it goes about its work are based on fundamental beliefs of best way to support people. The belief can be detailed as:

- Data is a critical input for any policy making and plan formulation.
- Data in areas of slums, urban poverty such as the one reflected in BPL survey and Urban Street Vendors carries immense importance, especially in the wake of the paradigm shift in the policy making towards poverty alleviation and slum development by virtue of inclusive growth.
- There is immense scope for introducing the state of art technology to develop and manage huge database in the housing and building construction statistics in the country.
- Diverse level of capacities in ULBs call for well devised capacity building programmes for ULBs to handle advanced technology driven Management Information System (MIS) to develop and manage huge database in slums, urban poverty, housing and building construction statistics.

## SWOT ANALYSIS

<b>Strengths</b>	<b>Weaknesses</b>
<p>NBO's key strengths include the organization's demonstrated ability to provide high quality, data, which help ministries/department/stakeholders to formulate effective plans. NBO's staff is committed, and the services and programs offered are monitored for quality. When there is a challenge, the organization meets it through innovation. NBO has an excellent reputation and is looked to by ministries/departments requiring robust database for effective policy making</p>	<p>NBO's significant growth has led to challenges to human resources, difficulty with supervision, lack of structure for coordination with stakeholders viz. state/UT governments/ ULBS/ Municipal Corporations, DES and others , and inconsistent administrative and clerical support. There is a perceived need for improved management practices and use of technology.</p>
<b>Opportunities</b>	<b>Threats</b>
<p>There has been an increased emphasis on urban poverty alleviation, housing policies for slum dwellers, Housing Start-Up Index (HSUI) etc .These changes make NBO's philosophy more prevalent and may increase demand for its services and opportunities in developing and management database in the urban poverty, slums, and housing and building construction statistics.</p>	<p>Ever since in India, database management has attracted less attention and negligible financial support in the government domain. Therefore, to strengthen the database management for effective policy making there is urgent need to focus supporting the institutions like NBO financially, on regular basis.</p>

## **STRATEGIC ACTION PLAN: (2012-17)**

The following is a summary of the major focus of activities which NBO shall undertake during the Twelfth Five Year Plan Period.

Shift from strategic planning to plan implementation Administrative department and staff reorganization; new Administration Finance and Facilities Department

1. Follow-up action for Slum survey based on the recommendation of Dr. Pronab Sen Committee Report and Slum census 2011 conducted by RGI.
2. Estimation of Housing shortage for 12<sup>th</sup> Five Year Plan.
3. Operationalisation of Housing Start-Up Index (HSUI), with cells in 50 cities which will be gradually increased to cover cities and towns with more than 3 lacs population in the country as per census 2011 to ensure that the cities supply data for HSUI and also calculate their own indices.
4. To provide additional funds for cities and towns covered under USHA Scheme based on scale prescribed under slum free City Planning Scheme of Rajiv Awas Yojana (RAY).
5. NBO will take action to revive the posts which have been under 'deemed to be abolished' in connection with HSUI and support to BPL Survey.
6. The National Buildings Organisation to act as the nodal agency for coordination of appraisal, sanction, monitoring, and review of projects and conduct of workshops/capacity building programmes under the Rajiv Awas Yojana (RAY).
7. NBO will provide all technical support for urban BPL survey in the country under USHA Scheme. NBO will act as the Nodal Agency BPL survey data, analysis of such data, post-Census 2011 data analysis and publication of

reports. The States and UTs will be financially supported for maintenance and updation, validation and report generation for the BPL survey.

8. NBO to initiate institutional mechanism for formal collaboration with Reserve Bank of India (Signing Memorandum of Understanding (MoU) with RBI), for the development of HSUI.
9. Update the Resource Development Plan to align with the Strategic Plan.
10. To conduct capacity building programmes/seminars , conferences for the officials of Urban Local Bodies , Directorate of Economics & Statistics (DES) to sensitize them enabling spontaneous flow of data from ULBs and DESs with regard to Housing Start-Up Index, Building Material Prices and Wage of Labour , Slums etc. ,

#### **FURTHER COURSE OF DEVELOPMENT**

- Develop expanded action plan
- Continue developing and stabilizing all new activities and initiatives;
- Take broad look at lessons learned in terms of successes and obstacles in implementing all new activities and initiatives
- Plan for new strategic plan