



URBAN MANAGEMENT CENTRE

Professionalising Local Government Management

Annual Report
2017-2018

Message from Director



This year has been a landmark for us, we saw communities across the country become active in managing sanitation for their well-being. What we experienced with sanitation in the poorer areas of the city and women's groups gave us a lot of hope for the coming year. We saw how women got together in slums to take charge of their surroundings and become leaders in sanitation and hygiene.

These women with their entrepreneurial courage made many sustainable enterprises. For instance, the women in Tiruchirappalli formed their own trust to run the community/private toilets. Many Area Level Federations in smaller towns like Khunti and Siddipet, managed to secure the Open Defecation Free status and thereby improve the hygiene and health of their neighbourhoods. This led us to publish guidelines on the convergence of livelihood and sanitation so that both the National Urban Livelihood Mission and the Swachh Bharat Mission could succeed by working together. We also upgraded the sanitation portal for e-learning with new films and a new operating system. We published training modules on faecal sludge and sewerage management for the Ministry of Health and Urban Affairs.

Apart from this, we were enthused by the interest shown in the heritage development of cities like Jamnagar, Jodhpur, Dwarka and Bet Dwarka. Our team developed a heritage management plan and subsequently a DPR for the city of Jodhpur. For Jamnagar city, we went from the DPR stage

to launching the bidding process for the city's heritage management. Our work in Dwarka progressed well with the construction of street lighting and new roads in the heritage precinct of this ancient city. We are now looking forward to the coming year when we start working on implementing some of the ideas that we have put forth in the heritage management plan for Jodhpur; design similar plans for the cities of Sambhalpur, Ahmedabad, and Porbandar and conclude our work in the cities of Jamnagar and Bet Dwarka.

We will be continuing community engagement work in sanitation and livelihood as part of the Technical Support Unit to the national government and the regional unit in Gujarat state. With the convergence guidelines now disseminated across the country, we are hoping to see more success stories at the confluence of sanitation and livelihood.

Manvita
Baradi



About Us

Urban Management Centre (UMC) is a not-for-profit organization that works towards professionalizing urban management in India and South Asia. UMC provides technical assistance and support to city, state and national governments and facilitates change through peer-to-peer learning processes. It enhances the capacity of city governments by providing expertise and ready access to innovations on good governance implemented in India and abroad. It facilitates city governments to design, implement and evaluate municipal development and management of the projects. UMC extensively works in the areas of urban water and sanitation, heritage management, urban planning, urban health, municipal finance, urban transportation and institutional restructuring. We have also made forays into rural governance where based on our technical expertise in the area, we have begun to survey, understand and advise on improving rural sanitation. We are providing support to urban local bodies, state government as well as central government for various mission implementation.

The Urban Management Centre evolved from being a project office of the International City/ County Management Association (ICMA) since 1997, and still continues as being an affiliate partner to ICMA. The Urban Management Centre was formally registered in 2005 as a Section 8 company under the Indian Companies Act, 1956.

UMC's vision is to foster excellence in governance through innovative urban management solutions

Programs 2017-2018

Creating a Leading Practices Compendium on Community Engagement

With support from the Public Affairs Centre (PAC) and the Bill and Melinda Gates Foundation (BMGF), UMC this year captured success stories in the area of community engagement and sanitation across urban India. National Urban Livelihood Mission (NULM) aims to create opportunities for the urban poor by forming self-help groups and providing in vocational skills. Thereafter it will connect them to banks enabling access to start-up finance for initiating their own enterprises. This was a first of its kind study to document not just on livelihood creation, but with an emphasis on livelihoods in sanitation. The compendium titled “Leading practices in community engagement and sanitation” covers 5 such organizations across Rajasthan, Gujarat, Andhra Pradesh and Tamil Nadu. These organizations have successfully promoted entrepreneurship among poor women.

The UMC team visited the different cities where various initiatives were being run, namely – Madurai, Tiruchirappalli, Pune, Udaipur, Ahmedabad and Tirupati. From training women in apparel designs at Sadhna to running a full fledged bottling plant by federation of self help groups (SHGs) in Tirupati, our team spoke to both the leaders and the beneficiaries of the initiative. One particular organization covered called

Aajeevika Bureau works with construction labourers who migrate to different sites across state borders during lean months. Aajeevika gets these labourers government identification cards and finds ways to organize them so that their services have contractual obligations and not arbitrary rules imposed by the labour contractor.

The compendium then focuses on the SHGs that work in the field of sanitation. It looks at how sanitation scenarios of two cities, Tiruchirapalli and Pune have transformed with the formation of SHGs of sanitation workers. The workers collaborate to form SHGs that were trained, given uniforms and safety equipment and then brought under the structure of a company or a brand for the services they offered. This increased their incomes and brought dignity to the work they had been doing.



Welcome to Swachh Bharat e-Learning Portal

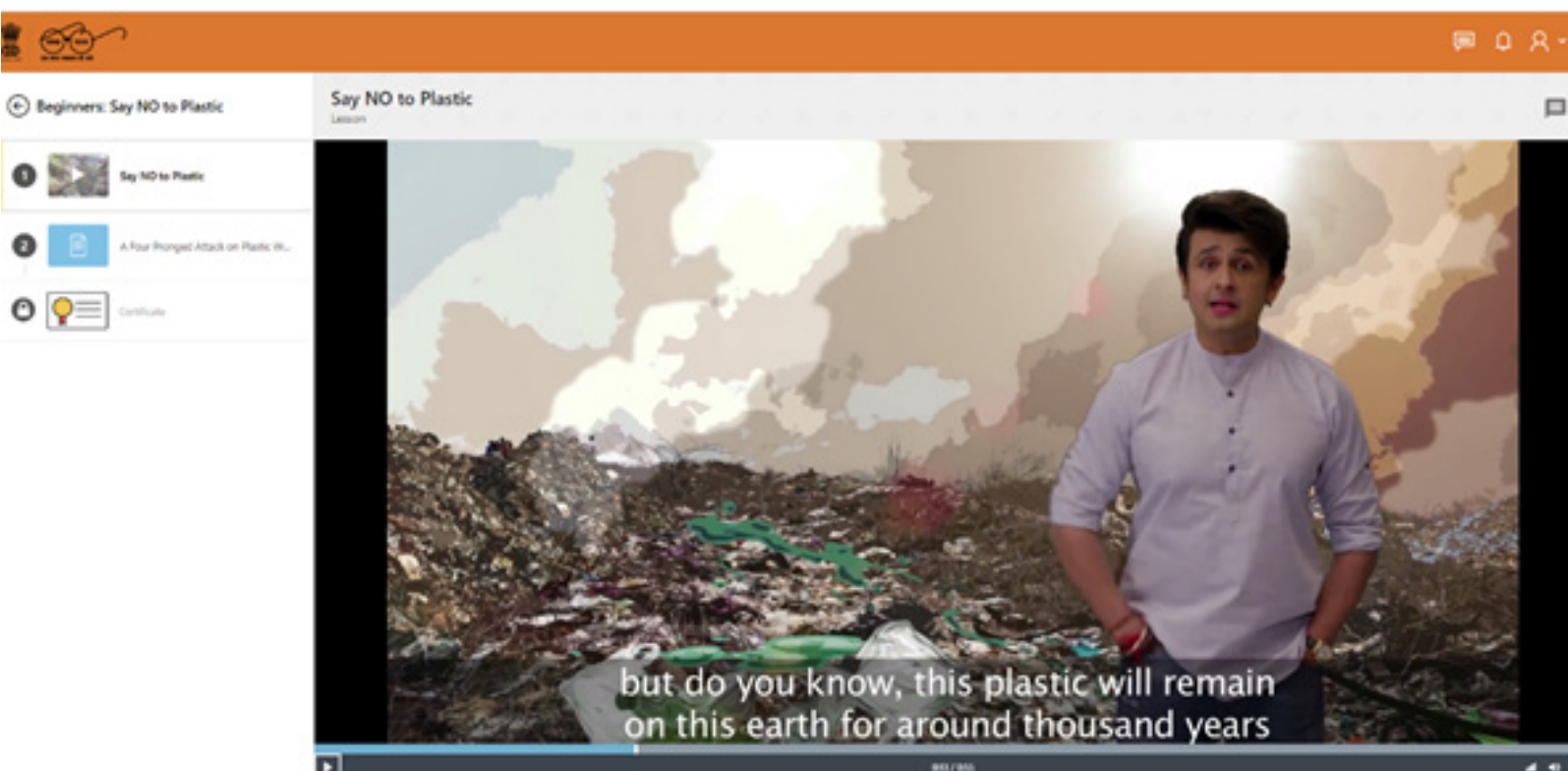
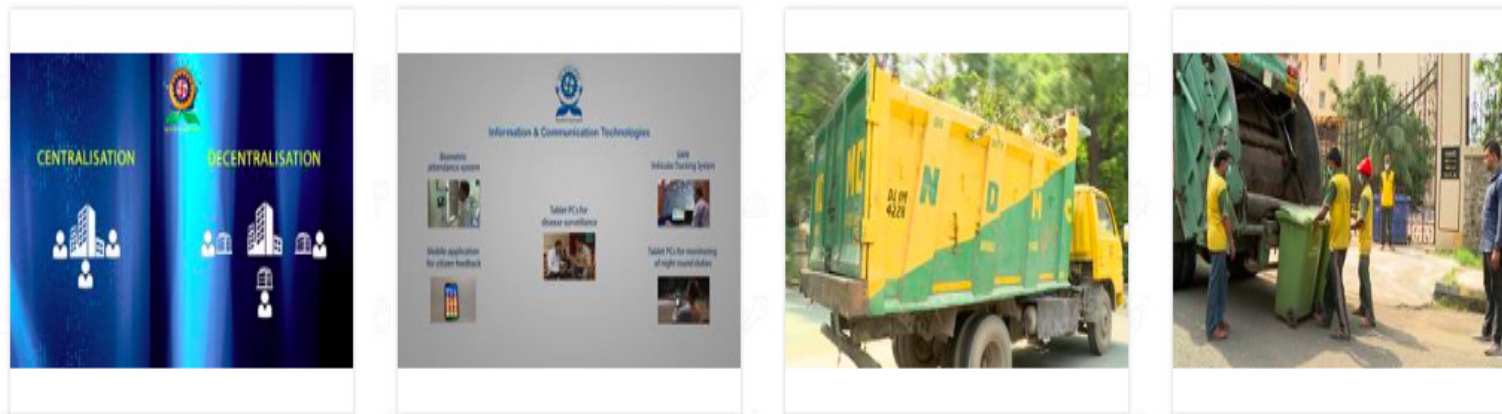
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Course Moderation and Secretariat support for SBM E-Learning : Urban Management Center
For queries, please contact: +91 72288 30292, sbm-ecourse@umcasia.org

Series 100: Improving Governance and Service Delivery

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Course Moderation, Secretariat support to SBM (urban) E-Portal

To facilitate the capacity building of government officials, UMC developed the Swachh Bharat Mission (Urban) e-learning portal. The platform was created in 2015 to function as an active source for civic officials at various levels of governance to understand best sanitation practices. UMC has been providing program management support to the e-learning portal through the USAID supported ASAL grant. The platform consists of films accompanied by reference material and a quiz at the end to test their learning. Participants in the module develop an in-depth understanding of the sanitation issues and solutions to the challenges that professionals in this field must tackle. Those who successfully complete the e-learning module on the platform receive a 'Statement of Accomplishment' from the The Ministry of Housing and Urban Affairs (MoHUA).

Swachh Survekshan Survey rankings consider number of certifications from the module in every ULB as an indicator of their involvement in keeping their cities clean. With the support from National Film Development Council (NFDC), 35 new films covering best practices in waste segregation, community led sanitation initiatives, working of Self Help Groups among others were added to the portal this year.

The films are also available on Youtube and can be accessed by various ULBs as a teaching tool independent of the platform. The content is free from any copyright with the goal of widespread dissemination.

On behalf of the Ministry, UMC developed content for these e-course modules under SBM and also serves as a moderator of the same. The e-learning platform provides flexibility to city managers to learn at their own pace. The e-courses are hosted on the Massively Empowered Classroom (MEC) platform developed by Microsoft India Pvt. Ltd. These e-course modules are accessible pan-India on the [e-learning platform](#).

No. of cities registered	2,373
Total unique users	82,762
Total certifications	7,54,812
Total course registrations	8,89,304

Technical support to the Sanitation Capacity Building Platform (SCBP)

The platform developed in collaboration with National Institute of Urban Affairs (NIUA) aims to build capacity for planning, designing and implementing non-sewer decentralised sanitation solutions.

As part of the Sanitation Capacity Building Platform (SCBP), UMC developed a training module on Faecal Sludge and Septage Management (FSSM). The SCBP is incubated by the National Institute of Urban Affairs (NIUA) and is supported by the Bill and Melinda Gates Foundation. It is a platform that aims to build capacity for planning, designing and implementing non-sewer decentralised sanitation solutions across urban local bodies (ULBs). The module has been designed as an end-to-end training program for officials of ULBs, para-state technical agencies, administrators, and professionals from the private sector and non-governmental organizations. Apart from these, the module can also be used to train officials working on AMRUT (Atal Mission for Rejuvenation and Urban Management) and Swachh Bharat Mission – Urban (SBM-U).

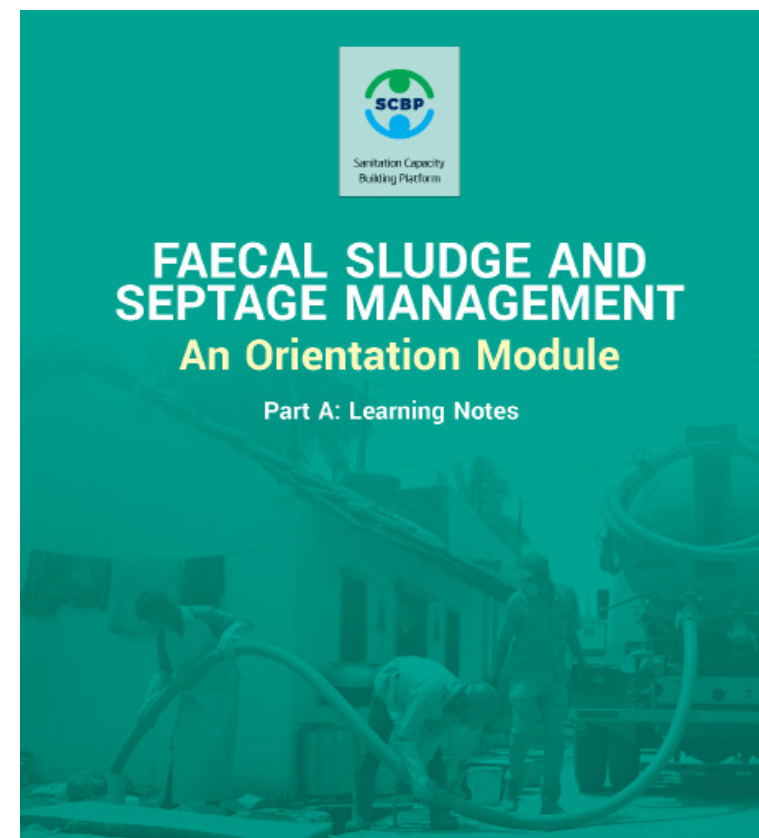
The module consists of three components - Part one is called 'Learning notes' which is in a narrative format explaining the major themes that fall under FSSM. Urbanization, sanitation and fundamentals of faecal sludge and septage management are covered. Then there is an overview of FSSM conveyance and treatment, sludge treatment and disposal reuse. Finally, administrative aspects like financing of FSSM, Information, Education and Communication (IEC) for behavioural change are covered.

Part two of the module contains the presentation slides printed and the practical exercises that the trainees can refer to during

the training sessions. Finally, Part three - "Reading and Reference Material" is to be used as additional reading material. It offers different case studies and publications in both verbal and audio-visual form (with an attached CD). UMC has also included a thumb drive of more reference material and actual powerpoint presentations to the module. The module was developed based on UMC's

The training module on FSSM practices was developed as an end to end training for all officials dealing with sanitation.

experiences of doing FSSM trainings with ULB officials along with NIUA in 2016-17. It aspires to bridge the gap between Open Defecation Free and Open Defecation Free plus (includes FSSM and grey water treatment) and help cities to transition smoothly.





EMPOWERING MARGINALIZED GROUPS - CONVERGENCE BETWEEN SBM AND DAY-NULM

March 2018

Deendayal Antyodaya Yojana-
National Urban Livelihoods Mission



Ministry of Housing
and Urban Affairs
Government of India

सत्यमेव जयते



एक कदम स्वच्छता की ओर

Supporting Convergence of National Urban Livelihoods Mission and Swachh Bharat Mission-Urban

With support from the Bill and Melinda Gates Foundation, UMC has been acting as a Technical Support Unit (TSU) converging the complementary goals of the two flagship programs, Swachh Bharat Mission-Urban (SBM-U), and Deendayal Antyodaya Yojana-National Urban Livelihoods Mission (DAY-NULM). SBM envisions a country free from open defecation with safe systems of solid waste disposal in place. To achieve this, it delineates the creation of livelihood opportunities among various stakeholders who currently associate informally in the sanitation value chain. DAY-NULM aims to raise incomes of poor households by creating gainful self-employment and skilled wage employment, providing a framework for strengthening the poor through setting up of institutions.

The document 'Empowering marginalized groups – Convergence between SBM and DAY-NULM' sets out guidelines where provisions from both the missions are combined to create sanitation-based livelihoods for cleaner cities. These livelihood opportunities exist all along the sanitation and waste value chains such as collection and transportation of waste, processing and converting municipal solid waste to wealth (value-added by products), etc.

Guidelines were an inception of an initiative of the SBM-U carried forward by Bill and Melinda Gates Foundation and the UMC. The team had been providing technical support to the MoHUA on SBM since August 2017. The Technical Support Unit (TSU) monitors the mission implementation through video conferencing with different state missions and actual visits. Thus, there is an increased impetus on such convergence activities across the country.

The guidelines outline the responsibilities of Urban Local Bodies and City Mission Management Units in identification of vulnerable groups, their skill training and forming them into SHGs. They are also

responsible for guiding SHGs to access financial support under various schemes launched as a part of NULM. The guidelines emphasize on two government-led missions creating service level mechanisms to absorb the groups as contractual partners. For this to take place, the note mentions building capacity of Mission Management Units for Sanitation/SWM Livelihoods.

The guidelines look into responsibilities of the Area Level Federations (ALF) and the City Level Federations. Both DAY-NULM and SBM focus on vulnerable groups and their livelihoods. Convergence guidelines suggest ways to upgrade skills of both these groups. Issuing identity cards, letting them sell dry waste as a resource, issuing contracts for door-to-door collection and enrolment in training programs related to sanitation are some of the ways to do the same.

It also provides leading cases where such convergence has worked. For example, in Nahan city of Himachal Pradesh, a City Livelihoods Centers (CLC) was established under DAY-NULM to provide livelihood opportunities for the urban poor. The CLC trained and organized the informal street sweepers of the city. Eventually this organized group, through the CLC, won the official street sweeping contract from the Municipality. There are examples from bigger cities such as Pune where SHGs manage community toilets through user-charges and make the entire enterprise profitable and sustainable.

The guidelines now form a part of the three-day Integrated Capacity Building Program undertaken by the Ministry of Urban Affairs for its officials. Based on the guidelines, two pilots have been launched by UMC in Warangal and in three cities of Odisha namely Dhenkanal, Bhubaneswar and Berhampur.

Preparing a Heritage Management Plan - Jodhpur

This year the UMC team created a heritage master plan for the city of Jodhpur in Rajasthan. The National Institute of Urban Affairs (NIUA), New Delhi and Department of Local Self Government of Rajasthan initiated a program across Rajasthan to revitalize historic cities. The program supported by the World Bank-Cities Alliance, aims to revitalize 40 historic cities within India. In the chosen cities, a Heritage Management Plan (HMP) would be made and a City Heritage Cell (CHC) created to implement it. UMC was chosen to develop the Heritage Management Plan (HMP) for the city of Jodhpur. The city is rich in cultural and built heritage. With centuries of history under different kingdoms, it boasts of one of the most magnificent hill forts of Rajasthan

UMC conducted a street-to-street survey to identify and list the potential heritage structures in the walled city of Jodhpur. The team identified 474 structures potentially historic and dawned heritage architectural features. An inventory of the heritage assets, both tangible and intangible was then made. The tangible assets look at the exquisite palaces, havelis, stepwells, temples, mosques, lanes and institutional buildings. The intangible assets include culture of the city as reflected in skills renowned worldwide including music, art, dance, woodcarvings, bangle making, handicrafts and jewellery.

The UMC team then studied the historical evolution of the city – its context – its area expansion, the demographic dividend, the tourism flow and the revenue situation for implementation. The team also conducted the first stakeholder consultation workshop at Jodhpur on November 10, 2017. The workshop entailed the formal announcement on the formation of the CHC. The concept of HMP was introduced and feedback was taken from the various stakeholders on issues and challenges in heritage management in the city. Then based on the site observations,

literature, stakeholder consultations and expert opinions, an inclusive and sustainable vision was laid out - "To establish supremacy of Jodhpur as an economically inclusive historic city which enriches its cultural and natural heritage while enhancing the quality of life for citizens and visitor's experience."

Finally, based on the existing situation assessment, mapping and stakeholder consultations with multiple institutions and other individual stakeholders, an array of projects was designed. The project recommendations were categorized primarily into four categories - Institutional and Capacity Building, Policies and Studies for Conservation and Management, Infrastructure Development, Public awareness and promotion.

The idea was to broadly cover the entire ecosystem around city management with an aim to preserve heritage. Firstly, the recommendations cover conservation, and heritage walks, delineation of heritage zones and development of heritage conservation guidelines for properties within the zones. Then peripheral activities around heritage like urban art, street vending, traditional crafts and performing arts are looked at. To bolster these, structural recommendations have been given, i.e. roads, parking gap analysis of water, sanitation, sewerage, urban mobility, and enforcement of public health byelaws. Innovations like creation of a heritage fund for heritage property owners, a public bicycle sharing system and empanelment of architects working on heritage are recommended.

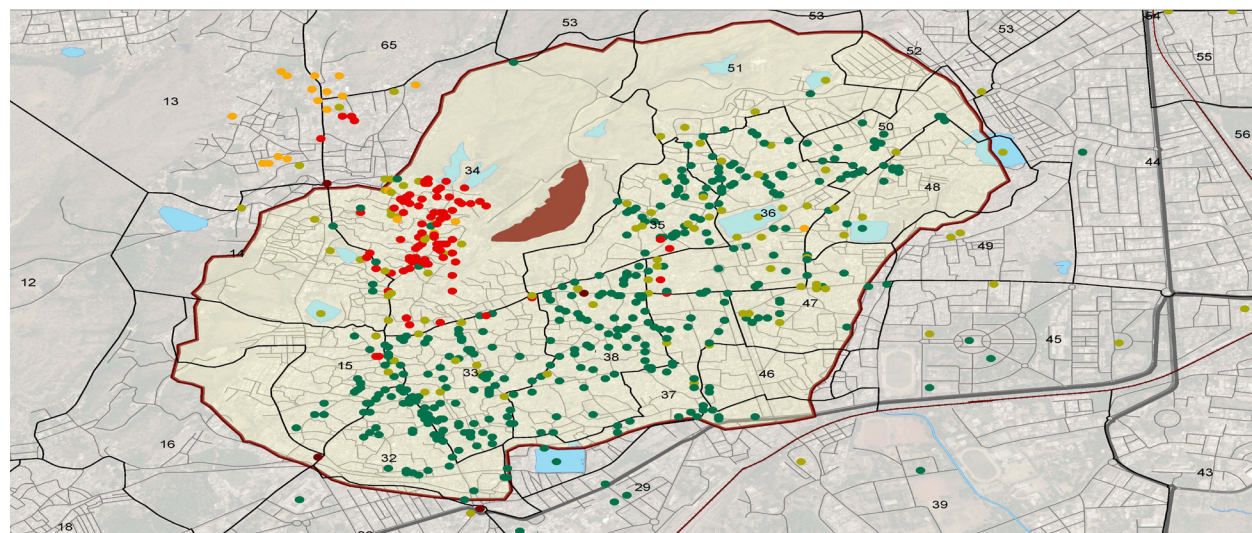
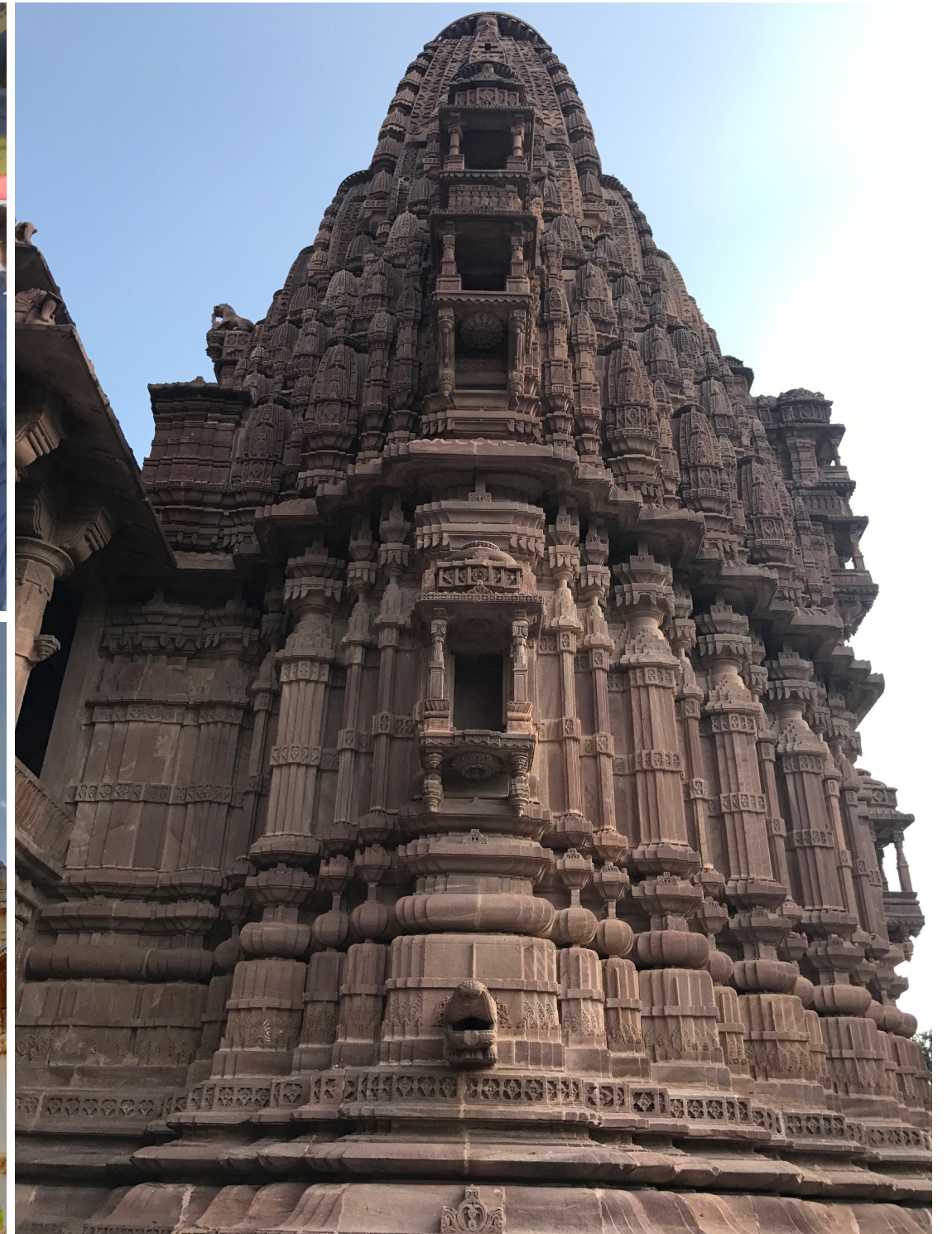
Specific suggestions for various precincts within the heritage zone of the city are outlined too. For the main city centre of Jodhpur colloquially known as the Ghantaghar market (Sardarmarket-Girdikot), UMC has presented a master plan for enhancing its economic development. The market is relevant both from a trade and

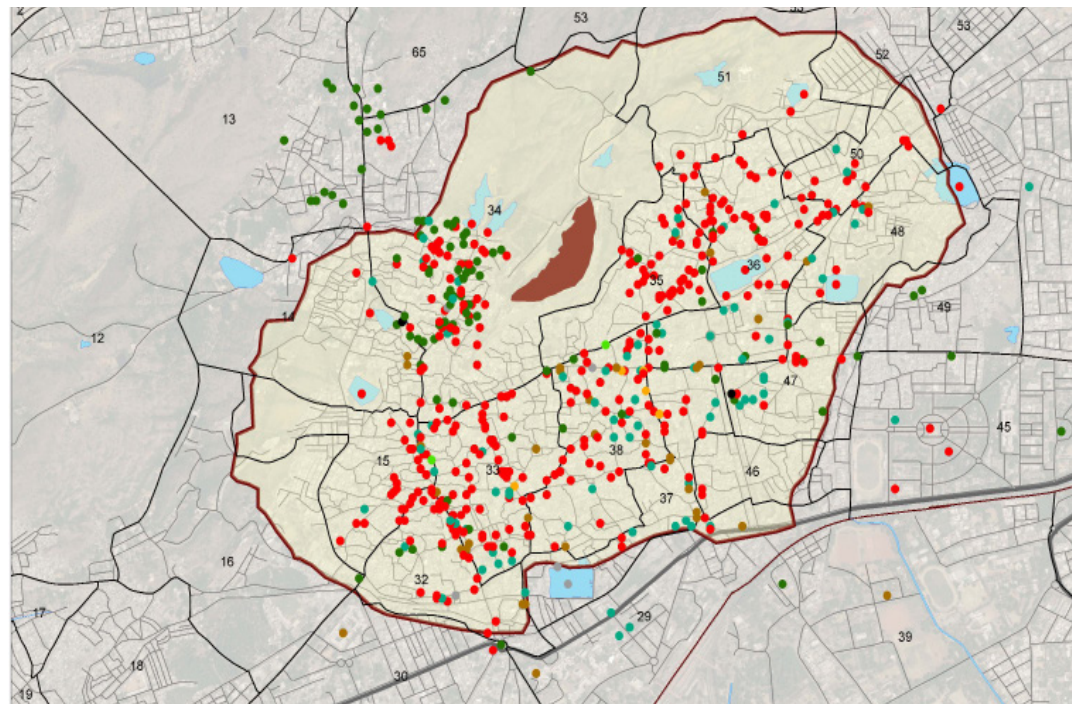
historic point of view and receives the highest number of locals and visitors on a daily basis. The team has presented a plan to overhaul the parking, vending, zoning and sanitation of this city center.

Apart from the management plan and the list of tangible and intangible assets, UMC has also provided a toolkit for the Jodhpur Nagar Nigam (JNN) and other local, state, para-state and private organisations executing public works in the city. The toolkit consists of design catalogues that can be used as guidelines for procurement, manufacture and/or fabrication of materials based on availability and site suitability. There are several design and regulatory guidelines prescribed to maintain the built heritage and character of the city. Conservation guidelines also form a major component of the toolkit.

Finally, our team has listed a step-by-step process for the city to become a UNESCO world heritage city by conforming to the said norms; and then preparing a dossier and application for getting a heritage city nomination. The team is in the stage of preparing a DPR for implementation of various projects. UMC has also built an investment road map through convergence of various mission and schemes as well as private participation towards pooling maximum resources.







Creating roadmap for a cleaner Jamnagar

Guided by the Swachh Bharat Mission (SBM) and the Mahatma Gandhi Swachhta Mission (MGSM) in Gujarat, the Jamnagar Municipal Corporation (JMC) is set out to improve its solid waste management system in a holistic manner. The UMC team assisted the city government in preparing the detailed project report (DPR) by conducting primary and secondary research. In order to prepare the report, the field visits were organised, allowing the team to collect data to analyse the SWM system of the city. The analysis helped in assessing gaps to draw needs of the city for the coming ten years. UMC team had an introductory meeting with the JMC officials in Ahmedabad. Following this, the team visited Jamnagar to understand the existing SWM practices followed by JMC. Some of the site visits included open dumping spots, transfer points, and secondary waste collection points. A preliminary mapping of various stakeholders for SWM service delivery in the city was also conducted. The team met the two agencies operating the collection and transportation of waste Powerline Sales and Services (Powerline) and Darbar Waste Corporation (DWC).

In parallel, data analysis established a gap assessment and proposal of solid waste management in the city. UMC also developed a masterplan for the city of Jamnagar to be litter free by the year 2026. Achieving a litter free city implies to address all elements of the solid waste management value chain.

Thus, in the DPR, UMC included the tasks of primary waste collection, distribution of dustbins and procurement of vehicles for transportation of waste/dead animal removal/construction and demolition waste. For the secondary waste collection, analysis of street sweeping equipment/safety equipment was done. Thereafter the plan goes into details of procurement of secondary waste collection bins, setting up of sorting/transfer stations and introduction of segregation at source. An IEC campaign was designed to ensure the citizens'

understood their role in keeping the city clean. This included street plays, hoardings, short films, road shows; exposure visits for ULB to learn best practices and workshops for technical capacity building.

UMC team assisted the city government in preparing a Detailed Project Report (DPR) by conducting primary and secondary research

UMC also surveyed the city for identification of points to set up transfer stations and offered the city government an array of options for recycling like windrow composting for mixed waste, vermicomposting, bio methanation for wet waste and finally, material recovery facility for dry waste. This was supported with providing designs and plans for setting up of sanitary waste sites within the city. The report compiled is the fifth and the sixth deliverable and is titled "DPR for Door-to-Door and Public Areas Waste Collection, Jamnagar".



Towards creating cleaner industrial estates

The Gujarat Industrial Development Corporation (GIDC) appointed Urban Management Centre (UMC) to conduct a primary assessment of the estates across the state of Gujarat and rate them on their compliance with norms of cleanliness and safe effluent disposal. The idea was to create a competition between the 200+ estates in the notified area to determine the cleanest industrial estates of Gujarat and reward them suitably. This was an effort under the aegis of the Swachh Bharat Mission Urban (SBM-U). Prior to this, GIDC had already undertaken a 'GIDC Swachhata Abhiyan' in 2016 for all its industrial estates.

As the UMC concluded its primary and secondary research in March 2017, the findings were compiled in a report. The primary information was collected through site visits and secondary information was provided by estate managers or industrial associations. The data used for the analysis was based on the feedback of respondents – GIDC's estate managers' and/or presidents (or designated representatives) of industrial associations. Our team also gathered feedback from a few independent industries in the estates. During the survey, our team focused on GIDC's and industrial associations' compliance as per the assessment framework only. The parameters pre-decided by GIDC were reorganized in five major sectors: Plantation, Road, streetlights and signage, Sanitation facilities, Water supply and Emergency response. UMC made certain recommendations based on its survey to encourage estates in improving their amenities including their waste and wastewater disposal system, cleanliness and overall environment. Increasing of plantation

density and improving of roads and signage were also suggested. The estates good roads, but there were lacunae in street lighting and presence of footpaths. Since a lot of labourers who lived nearby walked to the respective industries, an improvement in lighting and pedestrian footpaths would benefit them. In sanitation, placement of primary waste collection bins to the order of 14,000 units across approximately 5,000 estates, across the state was recommended. Most estates are treating effluents at a central location. The UMC team recommended in city treatment to prefer spillage during transfer to a central location. As far as sewerage is concerned, there were septic tanks found in 110 estates, which were mostly cleaned manually. UMC recommended collaboration with the nearest ULB for mechanized de-sludging. Finally, water supply and emergency response systems were looked at and we recommended the creation of Disaster Management Plans (DMP) for the estates where there wasn't one and for separate sectors like chemical establishments, it was considered mandatory to have separate DMP. Half the estates were found to not have requisite firefighting equipment of any kind, hence recommendations were made to either tie up with the nearest ULB or arrange for independent facilities.



Disseminating learnings from the Ahmedabad Sanitation Action Lab (ASAL)



This was the final year of the three-year action research program (2014-2017) Ahmedabad Sanitation Action Lab (ASAL) undertaken to implement innovative solutions to school sanitation and sanitation problems in slums and slum like settlements of Ahmedabad.

UMC had been appointed by the Ahmedabad Municipal Corporation (AMC) to lead the initiative in coordination with the United States Agency for International Development (USAID), resource partners Sintex Industries Ltd. and associate partners Mahila Housing Trust (MHT), Centre for Health Education, Training and Nutrition Awareness (CHETNA), Mudra Institute of Communications and Advertising (MICA), Environmental Sanitation Institute (ESI) and Theatre Media Centre (TMC). The program aimed to provide technical assistance to AMC for strengthening community engagement, improving operational and management processes for provision of water-sanitation services and designing a targeted behavioural change communication campaign.

The requirements of the cities for Swachh Survekshan 2017 are aligned with the mandate of ASAL; hence ASAL stepped in to extend support to cities of Gujarat. There was also a "Swachh School Survekshan (SSS)" designed to cover all the 371 municipal schools of Ahmedabad. UMC prepared the assessment framework and tool for the Swachh School Survekshan (SSS) in line with the methodology adopted for the Swachh Survekshan for cities and included the aspects of the Standard Operating Procedure (SOP) for Swachh Schools prepared by MoHUA, Government of India. The overall objective of the SSS-2017 survey was to assess the status of existing WASH scenario in municipal schools and to analyse the gaps, which need to be bridged. The Swachh School Survekshan-2017 covered

all 371 municipal primary schools under the Ahmedabad Municipal Corporation (AMC) where over 0.13 million students including 52% girls study.

Finally, the end-line survey of schools highlighted the impact of ASAL by showing the overall improvement of WASH in schools as well in slums. It covered 26 schools and 6506 students alongside seven slums and over 800 households. The overall impact of the program brought in 97% improvement in WASH delivery while partial intervention and No intervention school campuses showed only 46% and 43% improvement. The preliminary findings of the end line slum survey depicted significant gain (88%) in access to basic sanitation services at household level, well as sewer connection (71%) for safe disposal of faecal waste. Access to municipal piped water supply increased to 42% from 9% in intervening slums.

The team compiled the three-year learning of the journey on WASH as a handbook for others who wished to emulate this model. The handbook, *The ABC of WASH improvement in Schools*, was released in the presence of over 200 participants comprising delegates from USAID - India, Municipal School Board officials, school principals, teachers, students and sanitation staff.

A short film on ASAL's interventions in schools was screened highlighting the approach to implement innovative strategies and solutions to school sanitation. The film is available on [Youtube](#) for public view.

The 12 cleanest schools were felicitated for their efforts. Certificates of appreciation were also given to 14 municipal schools, program partners and architects that had extended support to ASAL interventions.





Transforming the heritage infrastructure of Dwarka

The Heritage City Development and Augmentation Yojana (HRIDAY), a flagship program of the Ministry of Urban Development (MoUD), Government of India was launched in January 2015. UMC in consortium with Urban Management Consulting Pvt. Ltd. (UMCPL) was selected to anchor the heritage development projects of various cities across India. HRIDAY focuses on development that preserves and rejuvenates the architectural and cultural heritage of a city, and improves the general urban and tourism specific infrastructure. The goal is to support the local economy by attracting tourists and creating an environment conducive to heritage preservation.

With an extension to the HRIDAY project, development of the holy city of Dwarka, in Gujarat and Bet Dwarka an island 30 km from Dwarka was undertaken. The goal was to preserve and rejuvenate the richer architectural and cultural heritage of the city at the same time improving the urban and tourist infrastructure that helps in the local economy generation and upgrading the tourist facilities.

As the Heritage City Anchor and DPR consultant for the city of Dwarka, the UMC team assisted the municipality in submitting applications for road building clearances to the National Highways Authority of India (NHAI) and to the Archaeological Society of India (ASI) for building in the regulated area around the Dwarkadhish temple. Construction of an Amenities' block on the premises was undertaken. Surveillance of road building as per the tender connecting various heritage points in the city was done. We closely monitored the work schedule for completion of the development works and wherever needed, helped obtain necessary clearances and licenses.

The UMC team as part of its IEC activities also organized an art camp including painting competitions and exhibitions for creating curiosity and buzz around heritage

activity happening in the city. Supervision of execution works, material approval and mock up of various items was carried out. Progress review meetings with the Chief officer of Dwarka municipality and Municipal engineer were conducted on a monthly basis. Now that the tendering process for Bet Dwarka municipality is also over, we will begin the construction and strengthening works immediately.

HRIDAY focuses on development that preserves and rejuvenates the architectural and cultural heritage of a city, and improves the general urban and tourism specific infrastructure



Supporting the Mahatma Gandhi Swachata Mission, SBM-Gujarat



UMC has been supporting Government of Gujarat by means of the Technical Support Unit (TSU) for the Mahatma Gandhi Swachata Mission (MGSM). The MGSM was set up at the state level to take lead for implementing the Swachh Bharat Mission (SBM -U) launched in 2015 by the central government. The TSU was set up so that UMC could develop state level action plans and strategies in solid waste management and sanitation. This engagement began as a three-year partnership from April 2016. For the preceding year, UMC provided assistance with Swachh Survekshan 2018 that took place across 8 municipal corporations and 162 municipalities. We oriented various ULBs of the state on self-assessment and scoring and visited 10 cities suggested by the SBM (U) state unit to assess their preparedness and address the gaps that need to be filled.

The state government got the ODF status in October 2016 and we developed a strategy to help the government sustain it. Every day 10,575 tons of waste is generated in the state, out of which 7% or 748 tons is plastic waste and close to Rs 18 lakhs gets spent on its disposal. Based on laws for managing plastic waste in different states of India and the Plastic Waste Management rules of 2016, UMC drafted the Plastic Waste Management Bylaws for ULBs. The draft laws highlight responsibilities of waste generators, producers, importers and schedule of fines for offenders. The UMC team also developed guidelines for composting wet organic waste. Referring to this note, government selected pit-composting options for select municipalities of the state. Based on the Gujarat Waste to Energy Policy 2016, and Gujarat Energy Regulatory Commission (GERC), the team developed the draft Request for Proposal (RFP) for conversion of waste to energy. All ULBs of the state can

adapt the model RFP document as per their requirement.

Continuing with our communications works as part of the SBM-U TSU, the UMC team prepared the bilingual quarterly newsletters for SBM-U – Swachh Sanwad to highlight progress and new initiatives in SBM. The team also had a special engagement with the municipality of Mahuva wherein it prepared a DPR for SWM improvement in the city and for revival of vermin composting plants. As the program reaches its completion this year, we hope to exert influence at a policy level for a sustainably cleaner state.

Based on laws for managing plastic waste in different states of India and the Plastic Waste Management rules of 2016, UMC drafted the Plastic Waste Management bylaws for ULBs and guidelines for composting wet organic waste

Developing a manual for promoting female friendly toilets

The manual for a female friendly report was developed by UMC in partnership with Wateraid. The project had other partners also, namely the nonprofit Water and Sanitation for the Urban Poor (WSUP) and UNICEF. The project was started in January 2018 and in 3 months' time; UMC was able to submit a draft manual based on secondary research and its own experience of working in the sector.

The information was gathered by sending survey forms to leading stakeholders across the world in WATSAN who responded giving specifics about the situation they had in their respective countries. Based on this, we had telephonic conversations and developed different case studies on their experiences. We also studied the national guidelines in India on sanitation along with guidelines of different governments across different countries on female friendly toilets. The manual is meant to serve as a guide for local authorities in towns and cities in charge of public and community toilets. This includes leaders and officials in charge of funding, planning, designing, regulating, monitoring or managing these facilities. Its goal is to sensitize them and provide tools towards creating more female friendly public and community toilets. It is also useful for national governments, public and private service providers, NGOs, donors and civil society organisations that have a role in this provision. The publication covers India, South Africa and Bangladesh among other countries. Despite its global context, the tools of the guidebook can be customized to any urban reality of a developing country.

Sanitation needs of women are different due to biological factors like menstruation and pregnancy and social and cultural factors. The manual takes in these factors and advocates for participation of women in the process of refurbishing CT/PTs. However, before that can take place, it's crucial to survey the existing infrastructure. Thus the manual provides for a step-by-step guide for ULBs to evaluate existing sanitation infrastructure, whether it's female friendly or not and how it can become so. The manual also provides for strengthening regulatory frameworks for sustaining this effort.

The features of a female friendly toilet have been listed out in detail. From fixtures that help in menstrual product disposal, drying of reusable pads to lighting and maintaining hand wash stations, every little aspect of the user experience has been covered. The manual dictates on size, vicinity, and number of toilets for women. It looks at the opening times and affordability of the toilets. Safety has also been addressed since these are also areas that can become zones of sexual violence without adequate lighting and location awareness. The manual is futuristic and suggests building cubicles and spaces for sanitation keeping in mind expansion of the urban population than building them on the basis of immediate needs. UMC did a survey of the city of Visakhapathnam and found that there were 262 CT/PTs for a city of 2 million. Unfortunately, out of these, only 6 were found to be in good condition. With subsequent interventions, at least 198 of these were upgraded and made female friendly with the support of WSUP.



Female-friendly public and community toilets: a guide for planners and decision makers



Advisory service for building inclusive smart cities

UMC worked with KPMG consulting on brainstorming ways of building inclusive smart cities. The Department for International Development (DFID), UK initiated this assignment and engaged the services of KPMG. UMC provided case studies and deliberations for Inclusive Cities in sectors of:

- Community Engagement, Urban Skilling and Livelihood
- Urban Health
- Urban Mobility

This engagement ran over a period of two months.

“Our strong standing is a true measure of our most valuable, et intangible, asset of all – people.”



Audited Statement of Accounts for the Financial Year 2017-18

(All numbers in INR '000)

Equity and Liabilities	31st March 2018	31st March 2017
Share Capital	0.20	0.20
Reserves and Surplus	148782.20	107985.40
Current Liabilities	6632.73	5072.78
Total	155415.13	113058.38
Assets	31st March 2018 (INR)	31st March 2017 (INR)
Tangible Assets	21415.00	19894.72
Current Assets	134000.13	93163.66
Total	155415.13	113058.38
Abridged Income and Expenses Account		
Income		
Revenue from Operation	13856.00	35304.44
Other Income	96829.31	21426.95
Total	110685.31	56731.38
Expenditure		
Employee Benefit Expenses	29427.71	27667.24
Depreciation and Amortization	833.33	586.30
Other Expenses	36456.88	21575.66
Total	66717.92	49829.20
Excess of Income over Expenditure from operation	43967.39	6902.18

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