

URBAN MANAGEMENT CENTRE 2013-14

ANNUAL REPORT



A drinking water station at a municipal school in Nava Wadaj ward , Ahmedabad



FOREWORD, DIRECTOR

We at the Urban Management Centre have continued to provide hand-holding support to urban local bodies. The focus this year was on improving water and sanitation systems in cities. The team studied and documented the flow of wat-san information in municipalities. Under the ongoing PAS program, a number of tools have been prepared to assist city managers in addressing the efficiency issues on resource planning and allocation. Through the performance assessment system, UMC has made available data on urban water and sanitation for all 167 cities for five years at finger tips of decision makers at city and the state level. This data was also used by the state government to design the state mission on sanitation “Mahatma Gandhi Swachhta Mission”.

UMC in partnership with INTACH-Gujarat documented built heritage in a comprehensive manner. The teams studied heritage in the villages in the Urban Development Authority areas of Gandhinagar and outside the walled city of Ahmedabad. The challenge was to find an appropriate grading framework for the heritage buildings that conforms with the legislative frameworks, is simple and is objective in nature.

All the collected information of heritage structures has been put on a GIS platform to be able to do query based analysis. It has been painful to see many buildings which we had documented disappear in this year. The exciting part was finding lesser known stepwells of Ahmedabad and we are in the process of documenting these in further detail.

UMC has continued to receive financial support from foundations and organisations that has allowed us to hire more staff, undertake new researches and studies and provide more support to city governments. Thanks to this concrete support that we are able to continue on our paths.

I want to thank all of you who have helped us reach so far and I am counting on your renewed support in 2014 so that we can reach even higher!

Manvita Baradi
Director

ABOUT US

The Urban Management Centre (UMC) is a women promoted not-for-profit organization that works towards professionalizing urban management in India and South Asia. UMC provides technical assistance and support to city governments and facilitates change through a 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 projects. UMC extensively works in the areas of urban water and sanitation,

heritage management, urban planning, urban health, municipal finance, urban management, urban transportation and institutional restructuring.

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 affiliate partner to ICMA. The Urban Management Centre was formally registered in 2005 as a Section 8 company under the Indian Companies Act, 1965.

“To foster excellence in governance through innovative urban management solutions”



A third of India's population lives in urban areas; it is estimated that one of every 2 persons will live in urban areas by the year 2040.

Urban local governments the tier of local government are the closest form of government to most of us and provide basic services and the enabling environment for economic growth. These ULBs severely lack capacity of adequate and skilled human resources; good systems and policies to ensure adequate, reliable and quality services to all urban citizens.

We at the Urban Management Centre, which is also known as a friend of cities work with ULBs to strengthen the existing and traditional mechanisms of delivery rather than building up a parallel eco-system. We provide the much needed hand-holding support to ULBs through research, policies, interpreting legislation, measuring performance and conducting trainings.

INTERVENTIONS

<p>water and sanitation</p> <p>heritage</p> <p>accounts and finance</p> <p>climate change adaptation</p> <p>health</p> <p>development and transport</p> <p>disaster risk reduction</p>	<p>Urban Research We provide research services including data analysis, literature reviews, and technical writing to governments and nonprofit organizations to support implementation of policy and reforms. UMC has been a knowledge management partner of Gujarat Government in various initiatives.</p> <p>Urban Management and Planning UMC works with city governments to determine specific needs and designs targeted work plans in consultation with stakeholders. We have prepared city development plans, sanitation plans, heritage management plans and health plans for various local bodies.</p> <p>Performance Measurement UMC uses performance measurement as a tool to analyze performance of ULBs across sectors to institute service standards, identify best practices, exchange information and achieve improvements in data reliability and service delivery.</p> <p>Training and Capacity Building UMC enhances capacity of governments bodies through focussed trainings, workshops, national and international study tours and programs, hand-holding support and dissemination of best practices.</p>
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Data Visualization and Mapping

We use Geographical Information System (GIS) and other interactive data analysis tools extensively to map and analyze urban data for better understanding of data and improved decision making

Financial Management

UMC works with cities to improve their financial management including revenue generation and collection, and accounting systems through training, reconciliation of financial statements and review of tax collection and financial management systems.

Communication Design

We believe that communication holds the key to successful implementation of projects that ultimately affect the lives of citizens. UMC designs communication material, programs and campaigns on urban issues for various types of target audience

Documentation and Transfer of Leading Practices

UMC has worked extensively on documenting leading practices in urban sector and dissemination of these success stories. We facilitate and catalyze city to city partnerships for exchange of knowledge and expertise.

CAPACITY BUILDING

5038 people trained directly through UMC programs

6600 people trained through network of associations

68 City managers trained through international study tours

103 International delegates trained



PROGRAMS 2013-14

Listing and grading of built heritage in the Gandhinagar Urban Development Authority (GUDA) area

UMC team worked with INTACH-Gujarat to survey, list and grade built heritage in the GUDA jurisdiction. The GUDA extends to an area of 388 sq km and includes 2 cities and 39 villages.

The survey aimed at presenting innovative ideas for revitalization of heritage properties and precincts in urban villages. The UMC team reviewed existing literature, consulted with several experts from the fields of history, culture, architecture and archaeology.

The built heritage in GUDA has been documented on parameters such as its age, ownership, occupancy, designed and current use(s) of the property, material of construction, special architectural

features, existing condition and potential threats to the properties. The survey was conducted using UMC's android based mobile app 'CityCollect'. This app was useful for filling data in the survey forms and geotag locations and photographs of the individual properties.

Thematic analysis of the documented heritage has been done on GIS and suitable recommendations are being framed to promote conservation of this rich heritage.

A cluster of heritage buildings in Uvarsad village, Gandhinagar



Training and Capacity Building of ULB officials on affordable housing and slum improvement, Gujarat

More than 7 lakh households in Gujarat live in slums in poor and unhygienic living conditions, with limited access to basic amenities. There is a pressing need for bringing slum dwellers out of poverty and providing them with a shelter with all basic amenities. Important State and national government schemes have recently been announced that provide impetus to realize the vision of a slum free India. Rajiv Awas Yojana (RAY) is a scheme launched by the Union Government to provide financial assistance to urban local bodies to upgrade/ redevelop slums, bring them in the formal system and enable slum dwellers to avail all basic amenities.

Similarly the Mukhyamantri Gruha Yojna (MGY), a scheme by Government of Gujarat provides subsidies to ULBs and other government bodies to create a

stock of new affordable housing. 22 lakh units are targeted to be constructed in urban areas under the MGY.

The Affordable Housing Mission (AHM), Government of Gujarat has decided to undertake a series of workshops on affordable housing in different regions of Gujarat to inform and update city officials on these programs to enable them to make best use of the financial assistance available through RAY and MGY. The Urban Management Centre is the technical advisor to the AHM for this initiative, for providing knowledge management support, designing workshop format, developing training modules and conducting the trainings.

UMC along with AHM organized a series of workshops under this initiative in different regions of

Gujarat. The target audience for these workshops is chief officers, engineers and planners from urban local bodies, officers from development authorities and Gujarat Housing Board, consultant architects, developers, contractors and NGOs working in the fields of community driven housing, slum improvement, affordable housing and livelihood programs.

The workshop format is designed to encourage peer-to-peer learning and includes a mix of presentations, films and interactions with government and non-government stakeholders involved in implementing slum redevelopment and affordable housing programs in various cities of Gujarat.

City managers work in groups to identify challenges in implementation of RAY, Ahmedabad



Documenting the skill development program of Govt. of Gujarat -Kaushalya Vardhan Kendras (KVK)



Left: A KVK offers courses in electrical fixtures

Right: A KVK trainee displays her certificates in tailoring courses



UMC prepared a detailed case study of the unique skill development initiative of the Govt. of Gujarat. The program called the "Kaushalya Vardhan Kendra" adopts a decentralized, cluster base approach to skill development that is responsive to local culture traditional skill and industry needs.

The case study was written as learning material to be used in management schools and to disseminate this innovative practice. The case study was accompanied with teaching material and notes.

The UMC team worked closely with the program officials and travelled to several of these centres to understand the different programmatic aspects

and to attribute reasons of the success.

The KVK program is a relatively new program and has received significant public and media attention and accolades. The program also offers flexibility in eligibility criteria, course curriculum and timings. This makes it more accommodating for women and underprivileged groups such as school dropouts, lower income families, minorities etc.

The program has a distinction of receiving the Prime Minister's award for excellence in public administration for the year 2012 for its innovative approach and successful implementation.

The KVK program has also been widely appreciated by Planning Commission, Ministry of Labor, Government of India and state government and other bodies like FIICCI and the associated chamber of commerce and Industry of India.

The planning commission is considering adopting the KVK model to design (Public Private Partnership) architecture for 5000 new skill development centres (SDCs) to be established all across the country.

CONTINUED PROGRAMS FROM PREVIOUS YEARS



Urban Water and Sanitation

Access to safe drinking water and sanitation has remained a major issue in the urban areas. Ensuring adequate supply of safe potable water on a regular basis has virtually assumed the proportion of a major crisis management. UMC in co-ordination with state and local governments works to address the constraints of lack of reliable and updated performance information on water supply and sanitation services.

Performance Assessment System for urban water supply and sanitation in Gujarat

The Performance Assessment System (PAS) project on urban water supply and sanitation was launched in 2009 with an objective to assess and improve the performance of water and sanitation services in urban Gujarat and Maharashtra.

The Urban Management Centre in partnership with Centre for Environmental Planning and Technology (CEPT) initiated the seven year action research project, financially supported by the Bill and Melinda Gates Foundation (BMGF). The project emphasized on studying the records and data maintained by the 159 municipalities and 8 municipal corporations of Gujarat.

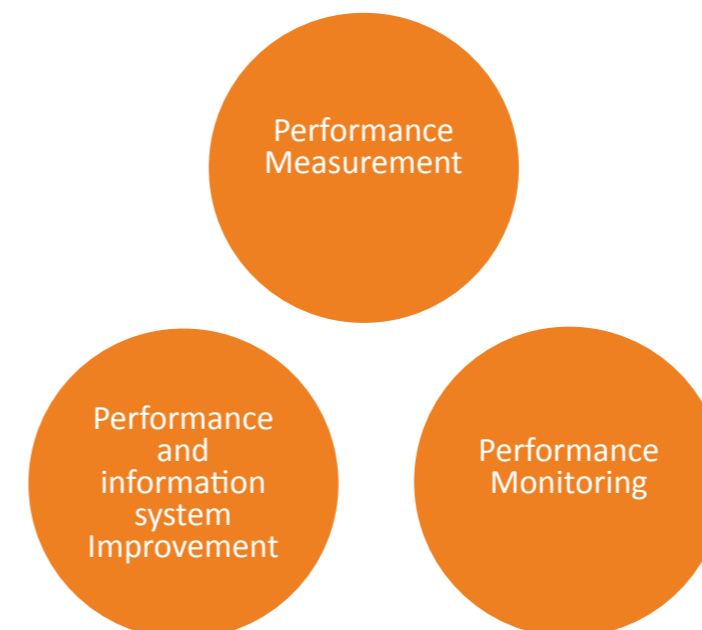
The project included following objectives:

- To develop and implement performance measurement system for regular and reliable urban water supply and sanitation information.
- To design and share results with Urban Local Bodies (ULB), state government agencies, other stakeholders and media through performance monitoring and dissemination system for use in decision making, providing incentives and influencing demand.
- To facilitate development of performance improvement plans by ULBs with support from state governments, Non-Government Organizations

(NGO) and the private sector

The action research focused on the use of performance indicators and benchmarks to facilitate consistent reporting, monitoring, planning, budgeting and investing in water and sanitation services in 167 ULBs of Gujarat.

The Ministry of Urban Development (MoUD) in India developed Service Level Benchmarks (SLB), as a part of which 28 service level performance indicators were identified covering four basic urban services namely water supply, sewerage management, solid waste management and storm water drainage.



UMC trained ULBs and collected data on water supply, sanitation, solid waste management and storm water drainage. The project has now moved on to performance improvement from performance measurement and monitoring.

UMC initiated Information System Improvement Plan (ISIP) and Performance Improvement Plan (PIP) for selected ULBs in Gujarat. UMC identified key thematic areas for making improvements in the information system as well as actual performance.

Themes for performance and information improvements in cities across Gujarat

Information System Improvement Planning

SLB framework measures performance based on indicators which are calculated using predefined formulae. The data required to generate indicators should be sourced from various departments within the ULB and at prescribed geographical jurisdictions and frequency. Poor reliability data may lead to incorrect indicators and hence, present unrealistic situation of municipal services.

The UMC team has prepared a detailed information improvement plan for the Vadodara Municipal Corporation and smaller municipalities to improve data recording, transfer, analysis and reporting mechanisms of the municipal corporation for water supply and sewerage sectors

Public Grievance Redressal System and Citizens' Charters

UMC reviewed public grievance redressal system, focusing on improvement in reliability of data pertaining to complaints redressal and developed a model citizens' charter for ULBs. Grievance systems in cities of Patan (Class A), Siddhpur (Class B), Petlad (Class B), Oad (Class D) and Anklav (Class D) were reviewed and recommendations were provided.

Information System Improvement Planning

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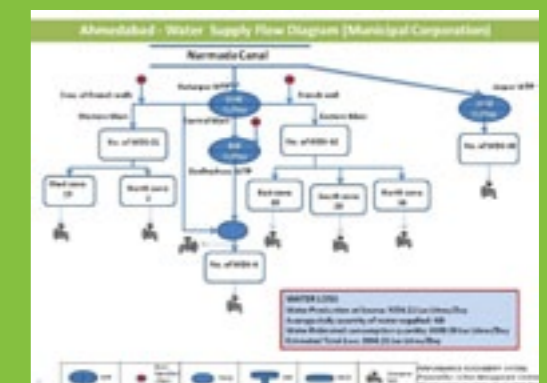
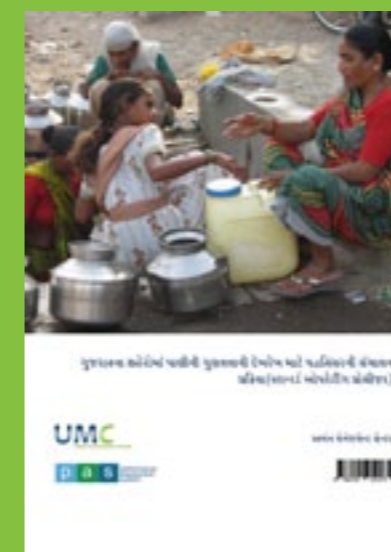
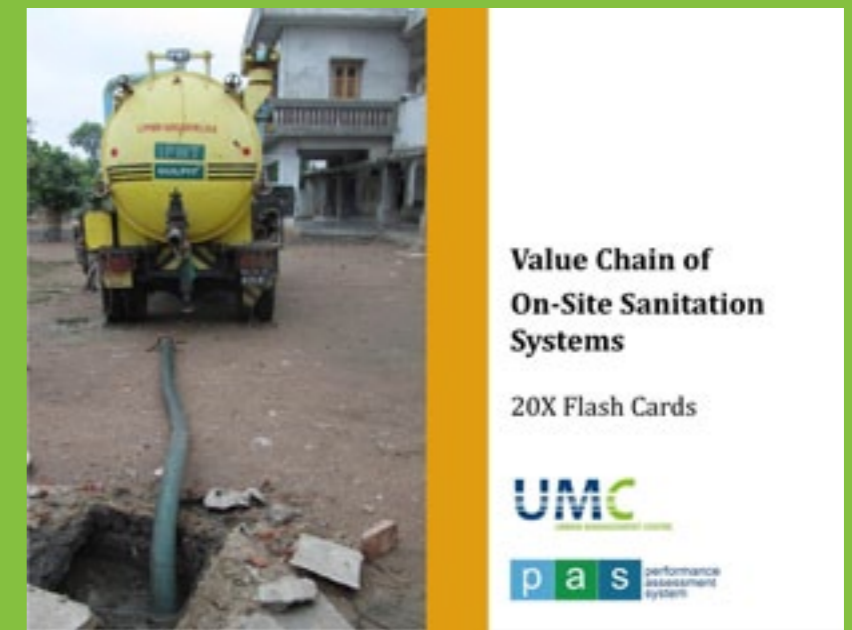
Water Quality Surveillance Systems

The water quality data collected under PAS project reveals that more than 95% of the samples checked, are found fit for drinking. However, this data falls in the reliability band D, which means data pertaining to water quality was based on estimations by ULB staff due to lack of proper records. UMC with sector experts is developing a Standard Operating Procedure (SOP) on drinking water quality monitoring and surveillance for small and medium towns of Gujarat. The aim is to establish a uniform procedure for routine collection and testing of water samples for the purpose of drinking water quality monitoring.

Fecal Sludge Management

A majority of the households in Gujarat have on-site disposal systems. The focus was to understand the existing septage management process in cities. UMC did a landscape study of existing sludge management processes, has developed flashcards as visual tools and a Standard Operating Procedure for cities to manage fecal sludge.

Manuals and Tools developed for urban local bodies



City Sanitation Plan for Ahmedabad Municipal Corporation

The Urban Management Centre developed a city sanitation plan for AMC, the local governing body responsible for the civic infrastructure of Ahmedabad. The plan aimed at developing and maintaining a clean, safe and pleasant physical environment to promote social, economic and physical well-being of all sections of the population.

The AMC formed city sanitation task force including representatives from government departments, academic institutions, non-government organizations and slum dwellers. Consultations with the task force were held and valuable feedback was obtained.

Primary and secondary data and situational analysis on waste water, sanitation, storm water drainage, solid waste management and environmental and public health was done. Based on various consultations and data; separate improvement plans for sewerage, sanitation, storm water drainage, solid waste management were prepared.

It included an action plan for achieving 100 percent sanitation in the city through demand generation and awareness campaign, sustainable technology selection, construction and maintenance of sanitary infrastructure, provision of services, O & M issues, institutional roles and responsibilities, public education, community and individual action, regulation and legislation.

Waste pickers at the Piran landfill site, Ahmedabad



Master plan for solid waste management for Ahmedabad Municipal Corporation

Ahmedabad is among the fastest growing cities in India, flourishing and advancing in various areas of commerce, trade, industry, science and technology and education. The municipal corporation currently covers area of 446sq km housing a population of 55.68 lakh, which is administered in 6 zones with 64 election wards.

Ahmedabad ranked 19 among 25 major cities in the country, as highlighted by the National Sanitation Ranking conducted by Ministry of Urban Development in 2009. Poor solid waste management in the city was a major component for scoring low. Solid waste management included poor solid waste collection efficiency, extremely high level of littering, poor solid waste treatment capacity and negligible scientific disposal and poor cost recovery in solid waste management services.

Ahmedabad generates about 3500 metric tons of waste every

day. An effective solid waste management is a challenging task which can be implemented successfully, only with active participation and efforts of all stakeholders involved in the waste cycle.

Thus, the Urban Management Centre in partnership with AMC developed a master plan for solid waste management services for the city. The master plan will steer the technological, social and financial options for the city to move towards becoming a zero waste city by 2030. UMC interacted with ULB officials, citizens for understanding the current situation. Detailed site visits were undertaken at the entire value chain of waste management.

The site visits were undertaken to establish a qualitative relationship between the statistical details provided by the ULB with the actual ground reality. Based on the field visit data and consultations with varied

stakeholders, UMC developed the master plan for improving the solid waste management services in Ahmedabad.

Short, medium and long term recommendations for segregation of municipal solid waste; door/ gate to dump collection in residential, slum and commercial areas; municipal solid waste collection through street sweeping and litter bins; municipal solid waste collection from kitchen of hotels and restaurants; construction waste and municipal solid waste collection were provided.

Along with these, UMC also provided recommendations for municipal solid waste collection from slaughter house, meat, fish and special markets; lifting of dead animals; transportation of municipal solid waste and municipal solid waste processing and disposal.



Consultations with stakeholders to make the master plan



Designing an Information-Education-Communication Campaign on solid waste management, Ahmedabad Municipal Corporation

With rapid growth in geographical boundaries and population, Ahmedabad Municipal Corporation (AMC) now covers an area of 464.16 sq km. with more than 60 lakh inhabitants governed through 6 zones and 64 election wards. The city's increasing population has led to drastic rise in daily solid waste generation which has reached 3500 metric tons per day.

The Solid Waste Management (SWM) department of AMC has undertaken many initiatives like enforcement through mobile courts, improved collection by way of door-to-door solid waste collection, strengthening and modernization of street sweeping, maintenance of

public toilets, protected and safe transportation of solid waste, Public Private Partnership (PPP) based processing plants, etc. to keep the city clean.

The Urban Management Centre along with AMC initiated a campaign to generate awareness among different groups of the city to improve solid waste management in Ahmedabad.

The Theatre Media Centre supported UMC in design and making of the IEC material.

The key elements of the IEC campaign included:

Design of the Mascot and branding strategy

Documentaries, quickies and cinema slides in three languages (Hindi, Gujarati and English) for screening in TV, theatres, schools, colleges.

brochures, advertisements and pamphlets

Training kits for school and college students

Strategy and scripts for road-shows, street theatre and bhavais and exhibition designs.

Right: Alasyiya lal, the mascot for AMC's SWM initiative
Below: A pamphlet on fines levied by the AMC



Below: The vehicle designed for roadshows on waste management



Municipal school students participating in quizzes on waste management

Urban Health

Cities in India are seeing rapid expansions as increasing numbers of people are migrating to urban areas in search of livelihood opportunities. The rapid growth in urban population has outpaced the provision of affordable housing and environment and health infrastructure. UMC aims to help local governments provide healthy living conditions to its urban populace by improved environmental and health infrastructure.

Preparing model city health plans for cities of Bhubaneswar, Pune and Jaipur

India is going through a major urban sprawl like the rest of the developing world. According to census 2011, urban population in India is 37.7 crore exhibiting a rise of 31 percent over the last decade.

The near total absence of civic amenities coupled with lack of primary health care services in most urban poor settlements has created an adverse impact on the health status of its residents. It is understood that health of the urban poor is significantly worse than the rest of the urban population and is often comparable to the health conditions in rural areas.

The Urban Management Centre prepared model city health plans for cities of Bhubaneswar, Pune and Jaipur under the 'Health of the Urban Poor (HUP)' program. This program is being implemented by the Population Foundation of India

(PFI) under the Ministry of Health and is financially supported by the United States Agency for International Development (USAID). The HUP program aimed at improving health and living conditions of urban poor through sustainable intervention approach. The program was initiated in 8 states and 3 cities in India.

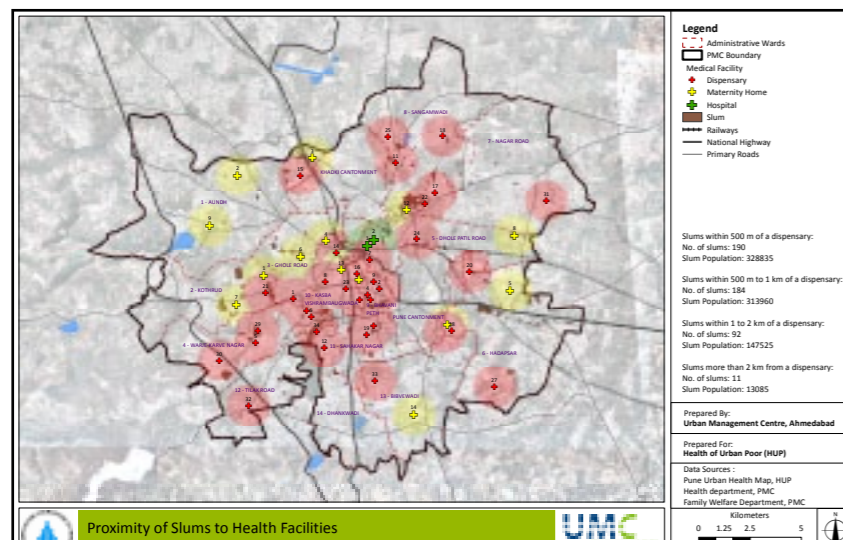
These model health plans aim to provide guidance to other cities for preparing their health plans to approach health in an integrated way along with the wider determinants of health and also access funds under the National Health Mission.

The health plans were prepared in a consultative manner with the health department, municipal corporations and other agencies involved in provision of water and sanitation services in the respective cities. UMC engaged grass root NGOs in these cities

to survey existing situation in select slums and to understand the health seeking behavior of the slum dwellers.

Slums were listed and mapped along with their environmental conditions. UMC team also assessed the urban health situation by reviewing the health indicators, water and sanitation services in slums, the governance structures and health seeking behavior of slum population. The existing health facilities in terms of staffing, infrastructure and maintenance were evaluated.

Mapping was central to the situation assessments where slums were overlaid with water and sanitation facilities and with morbidity data.



Left: Proximity mapping of slums to health facilities, Pune
Opp. Page: Urban health centre in Bhubaneswar



Strengthening urban health systems in Ahmedabad, preparation of a project implementation plan

The Government of India has launched the National Urban Health Mission (NUHM) to address the health concerns of the urban poor. NUHM aims to facilitate equitable access to primary health care by strengthening existing health delivery systems. In this context, Ahmedabad Municipal Corporation (AMC) initiated up-gradation of its urban health system by upgrading its existing health facilities, augmenting staff, extending health services to newly merged peri-urban areas and putting in place effective framework for community mobilization and health outreach services.

UMC provided technical assistance to AMC's health department to prepare the NUHM Health PIP of Ahmedabad city. The city health plan prioritized extending health

services to key focus areas in the city. UMC adopted the following methodology to prepare the health plan:

- Listing and mapping of key focus areas
- Review of health indicators and morbidity data
- Assessment of environmental conditions in slums
- Assessment of institutional structures in health
- Assessment of AMC health facilities
- Identification of community groups to be federated into MahilaArogyaSamitis
- Development of essential health package and associated budget

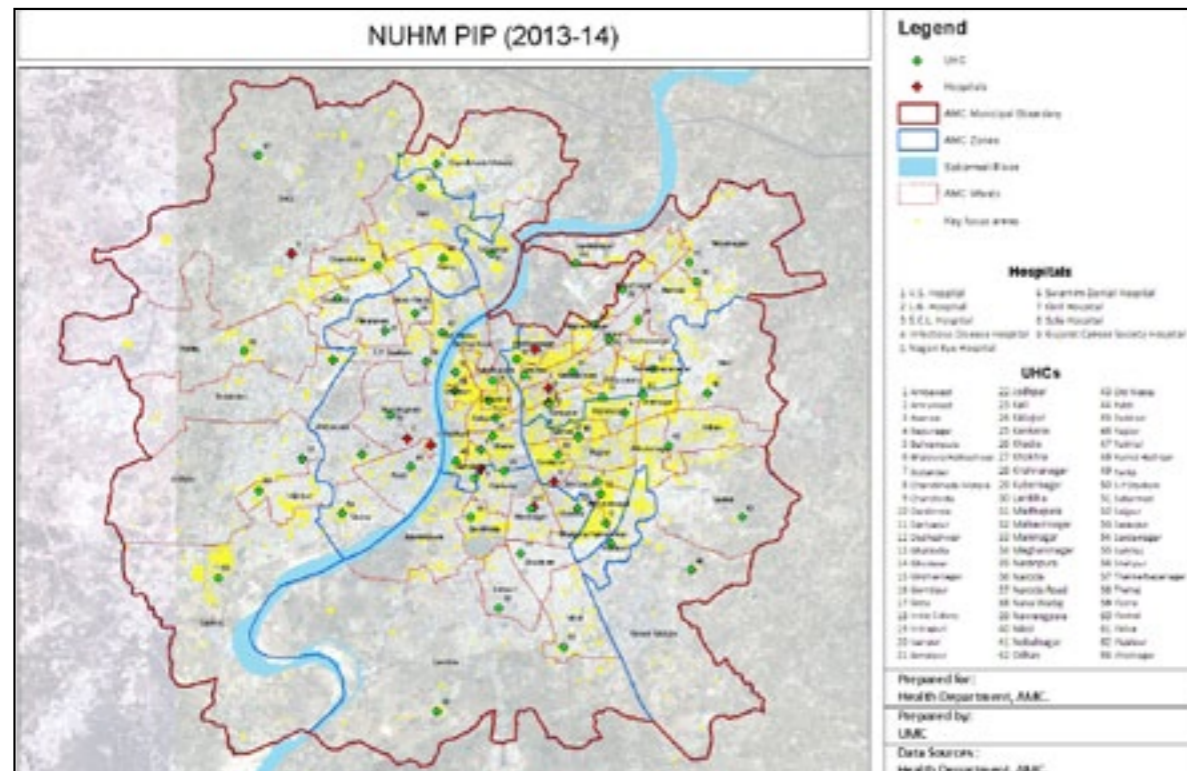
The City Health Plan for Ahmedabad was prepared based on an analysis of the existing health situation, documenting the existing health scenario and review of existing health facilities

and services and identification of key issues in healthcare service delivery.

Strategies for strengthening the urban health system, improvements in institutional structure and financial requirements were spelt out in the health plan.

AMC's plan was widely appreciated and acknowledged by the Ministry of health and on the basis of which, the city received budgetary support.

Mapping of all urban health centres, Ahmedabad



Urban Development and Transport

Rapid Urbanisation has created immense pressure on city governments to provide basic services to its dwellers and address the issue of efficient and equitable service delivery. Increasing population and economic activities have also exacerbated issues in urban transportation. Such issues arise due to complex institutional arrangements, insufficient finances to create infrastructure and inadequacies in ULBs. UMC works with city governments to address the issue of urban development and transportation.

Preparing City Development Plans for cities in Madhya Pradesh (2012)

The Government of Madhya Pradesh initiated preparation of city development plans to enable organized development of its cities. A city development plan (CDP) addresses various urban issues directly by providing a concrete action plan to make our cities/ towns well governed, economically competitive/ productive, livable and sustainable.

Urban Management Centre prepared CDPs for cities of Garoth, Malhargarh, Narayangarh, Bhapura, Sitamau, Shamgarh and Nagri of Mandsaur district.

The CDPs were prepared through an intensive mapping exercise, series of consultations with various stakeholders and a situation assessment.

The UMC team organized meetings with citizens and ULB officials, focused groups discussion and stakeholder workshops. The team visited all urban infrastructural facilities (water supply, waste management, waste water management) to assess the service levels. The team also visited slums and interacted with slum dwellers to understand issues in equitable service delivery.

Other aspects such as transport nodes, public and recreational spaces, heritage and local economic development were also assessed and accorded importance.

Shamgarh, Mandsaur District



Training needs assessment of city managers in urban transportation (cities of Gujarat and Madhya Pradesh)

A majority of cities in India face challenges of providing integrated urban transportation. These problems could be mostly attributed to inadequate transport infrastructure and its sub-optimal use, no integration of land use and transport planning and few improvements in city bus service. Such problems arise due to complex institutional arrangements, insufficient finances to create infrastructure and inadequacies in ULBs.

Considering these urban issues, the Government of India approved the National Urban Transport Policy (NUTP) in April 2006. The JNNURM has also been supporting transportation sector linked investments in the areas of bus, rail and related infrastructure.

City government's capacity to undertake the responsibility of

providing appropriate urban transport needs to be assessed.

With this objective in mind, the Urban Management Centre with financial support from the ClimateWorks Foundation and the Shakti Sustainable Energy Foundation initiated a study to assess capacity of city governments in Gujarat and Madhya Pradesh.

The project aimed to assess capacity of senior and middle management staff of ULBs to understand, plan, operate and manage sustainable urban transportation system.

The study was carried out across 4 cities of Bhavnagar, Jamnagar, Junagadh and Navsari in Gujarat and 6 cities - Bhopal, Indore, Jabalpur, Gwalior, Ujjain and Dewas in Madhya Pradesh.

UMC reviewed the existing institutional framework and urban transport situation.

UMC also consulted with administrative and technical heads, conducted several focused group discussions and workshops to understand and assess the institutional and capacity barriers to successful implementation of sustainable transport in the cities.

Capacity assessment survey of technical staff was undertaken and capacity building strategy for cities in both the states and target group specific training needs were developed.

A study tour of officials of Indore's BRT to Ahmedabad BRTS



Heritage Conservation, Management

Cultural heritage of India, which has survived thousands of years, is one of the most unique and precious inheritance of mankind. It is our major link with the past and shows process of development of a society and represents a record of many historical attempts, achievement and failures. It places the responsibility of preservation on the current generation. The Urban Management Centre provides policy guidance, prepares action plans and training assistance to city governments to conserve heritage fabric.

Action plan for conservation of heritage precinct in the Deulwadi Precinct, Uran, Mumbai

The Deulwadi precinct of Uran was delineated by the Mumbai Metropolitan Region – Heritage Conservation Society (MMR-HCS) to formulate an action plan to conserve the tangible and non-tangible heritage of Uran. UMC was roped in by MMR-HCS to prepare an action plan for management of the heritage precinct.

Uran is a town located in proximity to Navi Mumbai. The Deulwadi precinct forms a part of the core and is one of the oldest areas of the town. Located near Bhimala Talao, the precinct consists of Deulwadi Sansthan Chowk, a series of temples located in the temple street and Ganpati chowk. The Deulwadi precinct is facing tremendous urban pressure which is a threat to the versatility and culture of the area. New development is taking place but it lacks visual and cultural

connection in context of the area.

The objectives of the assignment were to:

- evaluate current status and condition of the precinct through detailed documentation and analysis of key issues
- identify schematic projects, programmes for conservation of precinct through participation of local community and stakeholders
- formulate financial, institutional and regulatory strategies for project implementation, phasing, operation and maintenance
- prepare draft guidelines for conservation of the heritage precinct
- identify the importance of regional architectural elements and its design for further establishment of regulatory mechanism for the area

UMC did a detailed documentation of the built heritage in the precinct. The survey comprised a study of morphology, its usage pattern and activity mapping of the site. The team also conducted household surveys, mapped activities in the precinct at different times and surveyed physical and social infrastructure of the precinct.

The precinct was analyzed from architectural, historical and socio-cultural significance. Based on these assessments, UMC prepared guidelines for conserving the heritage precinct and which could be included in the Development Control Regulations under the Development Plan.



Left: A shop selling agarbattis near the temple precinct
Below : Drawings of the Vitthal Rakhumai Temple



Preparing Model heritage bye-laws for Archaeological Survey of India (ASI) protected monuments

The Archeological Survey of India (ASI) requested the Indian National Trust for Art and Cultural Heritage (INTACH) to formulate model heritage bye-laws for 13 important archaeological structures across India. UMC provides technical and logistical support to the Gujarat chapter of INTACH.

The UMC team with INTACH Gujarat prepared heritage bye-laws for the Sarkhej Roza precinct in Ahmedabad and the Dwarkadhish group of Temples in Dwarka. The bye-laws provided recommendations for the conservation of the prohibited

and regulated areas of these precincts.

UMC mobilized a team of experts to study, analyze and understand the area and its history. The study involved collection of primary and secondary data, intensive mapping of the study area, conducting reconnaissance surveys and numerous meetings with experts and stakeholders.

The assessment for the group of monuments was done at three levels:

- Protected zone
- Public areas

- Private areas in the regulated zone

Below left: Mapping the landuse of Dwarka

Below: A typical street in the city



Information Dissemination

Information dissemination of leading practices and interpretation of legislation and new policies to city managers and relevant stakeholders is central to UMC's mission.

Studies, research papers, documentation of various initiatives undertaken by ULBs across urban management sectors are regularly shared in the form of printed documents, and audio-video materials.

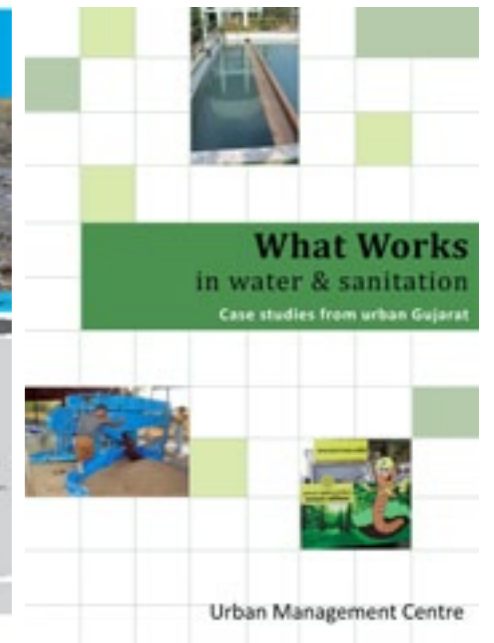
UMC compiles weekly issues related to water-sanitation that are covered in leading newspapers of Gujarat and shares a weekly update with city officials of the state. UMC's bilingual

quarterly newsletter "JalDarshan" also extensively focuses on updating readers on various aspects of urban water and sanitation and provides leading practices from across the world.

UMC also compiled a catalogue of leading practices and innovations in water and sanitation sector in urban Gujarat. The publication "What Works" is an outcome of field visits and from interaction with ULB staff from various departments including Water Supply, Sewerage /Drainage, SWM, Taxation and Accounts. Leading practices from different ULBs are documented in a designed format, friendly enough for busy practitioners to use.

UMC has also developed a film on using citizens' feedback and citizen's perception as a tool for informed decision making by urban local bodies.

The film documents the use of "SLB Connect" a mobile app developed by the Water and Sanitation Program (WSP) of the World Bank in the city of Mehsana to capture citizens' feedback on availability of water and sanitation services, their usage, the quality and reliability of service and satisfaction levels.



Climate Change Adaptation-Mitigation

Climate change and its adverse effects are areas of immediate concern for urban populace. Changes in urban space are linked to global warming and its influences on the natural weather pattern, make cities vulnerable to natural calamities and changing disease pattern. UMC helps local governments create programs and develop infrastructure to adapt and mitigate effects of climate change in urban areas

Implementation of Energy Conservation and Building Code (ECBC) in ULBs of Gujarat

Rapid global warming and resultant climate changes is a threat to increasing energy deficiency, requiring urgent measures to rectify the situation. Studies have revealed that buildings contribute to global warming and tackling these issues at the root level would contribute significantly to energy saving. With a view to promote imminent need of energy conservation in India, the Indian Parliament passed the Energy Conservation Act 2001 in the year 2001.

To facilitate the implementation of the Act, the government set up

the Bureau of Energy Efficiency (BEE) to oversee development of energy conservation programmes.

BEE developed the ECBC to provide minimum requirements for the energy efficient and sustainable design and construction of buildings. The BEE has designated the Gujarat Energy Development Agency (GEDA) as a nodal agency for implementing the code in the state of Gujarat.

UMC in collaboration with the Shakti Sustainable Energy Foundation and the ClimateWorks

Foundation facilitated the process of implementation of the Code in selected cities in the state.

UMC reviewed the existing building plan approval framework in cities to apply ECBE to modify the system to accommodate ECBC. UMC organized several technical training and capacity building workshops for city managers.

OUR PARTNERS

in alphabetical order

Ahmedabad Municipal Corporation

Ahmedabad University

Archaeological Survey of India (ASI)

Centre for Environment Education

CEPT University

Department. of Municipal Administration, Govt. of Tamil Nadu

Family Health International, Delhi

Government of Gujarat

Government of Madhya Pradesh

Greater Mumbai Municipal Corporation

Greater Visakhapatnam Municipal Corporation

Gujarat Municipal Finance Board, Govt. of Gujarat

Gujarat Urban Development Mission, Govt. of Gujarat

Indian National Trust and Architectural Heritage (INTACH)

Lavasa City Council

Mumbai Metropolitan Regional Development Authority

Mumbai Transformation Project Unit, Govt. of Maharashtra

Municipalities of Cuddalore and Nagapattinam

National Institute of Urban Affairs (NIUA)

Population Foundation of India

Research Triangle Institute, Indonesia

Surat Municipal Corporation

The Asia Foundation, Sri Lanka

The Communities Group International (TCGI) -Indo-US Financial Institutions Reforms and Expansion (Debt) Project-(FIRE) D (III) program

The International City/County Management Association, Washington DC

The Urban Institute, Washington

The World Bank Institute

Urban Administration and Development Department, Government of Madhya Pradesh

Urban Governance Collaborative, USA

West Bengal Pollution Control Board & East Kolkata Wetlands Management Authority

OUR FUNDING PARTNERS

in alphabetical order

Ahmedabad Municipal Corporation

Bill and Melinda Gates Foundation

Centre for Environmental Planning and Technology (CEPT) University

Climateworks Foundation

Shakti Sustainable Energy Foundation

European Union

Government of Gujarat

Government of Madhya Pradesh

Oak Foundation

Government of Maharashtra

Indian National Trust for Art and Cultural Heritage (INTACH)

International City/ County Management Association (ICMA)

National Institute of Urban Affairs (NIUA)

United States Agency for International Development (USAID)



AUDITED FINANCES

(2013-14)

(amounts in '000)

Equity and Liabilities	31 st March 2014 (INR)	31 st March 2013 (INR)
Share Capital	0.20	0.20
Reserves and Surplus	69942.54	63354.49
Current Liabilities	572.85	1140.21
Total	70515.39	64494.91

Assets	31 st March 2014 (INR)	31 st March 2013 (INR)
Tangible Assets	9211.30	2724.68
Current Assets	61304.30	61770.23
Total	70515.60	64494.91

Abridged Statement of Profit and Loss Account

Income	31 st March 2014 (INR)	31 st March 2013 (INR)
Revenue from Operation	6750.92	5443.90
Other Income	18265.79	21918.83
Total	25016.71	27362.73

Expenditure	31 st March 2014 (INR)	31 st March 2013 (INR)
Employee Benefit Expenses	9456.44	9226.27
Depreciation and Amortization	337.85	191.72
Other Expenses	8634.36	9825.56
Total	18428.65	19243.55
Profit and Loss for the period from continuing operation	6588.06	8118.88

TEAM UMC



At the core of UMC is its diverse and competent team of dedicated individuals who persevere to improve life of urban citizens and work towards achieving health and livable cities. The team comprises of people with diverse expertise in fields of urban planning and management, architecture, environmental planning, development planning, water and sanitation, urban design, heritage conservation and management, climate change, municipal finance, research and documentation.

URBAN MANAGEMENT CENTRE

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