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MESSAGE FROM THE DIRECTOR

We, at the Urban Management Centre continued our journey towards strengthening our services to be able to provide robust and comprehensive solutions to reduce the issues faced by our urban population. During this financial year we were privileged to work on some interesting and challenging assignments bestowed upon us by the government, allied institutions and our funding partners. By virtue of our expertise in the field of urban management and planning, and with the support from professional and dedicated team, infrastructure, and through constant research we have been able to impart effective solutions in strict timeline.

Apart from our ongoing support under the Performance Assessment System program in partnership with CEPT University and supported by Bill and Melinda Gates Foundation and Ahmedabad Sanitation Action Lab –ASAL under USAID funding to promote WASH activities in the municipal schools of Ahmedabad, the key focus this year was on rejuvenating the heritage cities of Dwarka and Bet-Dwarka under the Government of India's HRIDAY project. UMC has been the anchor organization to prepare a city heritage plan and to coordinate developmental activities.

UMC assisted the Greater Visakhapatnam Municipal Corporation (GVMC) to improve its water and sanitation situation by conducting a technical research. To make informed decisions, UMC conducted an exhaustive mapping exercise to highlight sanitation issues. This has been a unique exercise which needs to be undertaken by all cities across the country.

UMC partnered with the International City/County Management Association (ICMA) to develop Smart City Plans for Agra and Bareilly under the Smart Cities Mission. The proposed solutions were relevant with the local context and resources and were formulated by involving citizens at all levels, making it a 'people's plan'. In summary, we worked intensively across sectors this year to support various urban local bodies and would continue to work for the desired benefits of our communities.

I take this opportunity to thank all our partner organizations and various stakeholders and well-wishers and seek their continued support and best wishes to motivate and support us in the years to come.

MANVITA BARADI

ABOUT US

The Urban Management Centre (UMC) is a women promoted, not-for-profit organization registered under Section 8 of the Indian Companies Act,1956. It works towards professionalizing urban management in India and South Asia. UMC provides technical assistance and support to city 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, institutional restructuring and urban livelihood.

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. UMC is a lean organisation of almost 30 professionals from urban planning, urban design, engineering, social science, architecture and municipal financial management.





INTERVENTIONS

water and sanitation	<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>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.</p>
heritage	<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>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.</p>
accounts and finance	<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>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.</p>
climate change adaptation	<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>	<p>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.</p>
health		
development and transport		
disaster reduction		

PROGRAMS 2015-16

08

- City Anchors for Heritage City Development And Augmentation Yojana (HRIDAY)
- Sanitation Mapping in Vizag
- Preparation of Smart Cities Proposal for Cities of Agra, Bareilly under the Smart Cities Mission
- Support to the Sankdi Sheri Project, Ahmedabad
- UMC's CityCollect App used by RTI International

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- Ahmedabad Sanitation Action Lab (ASAL)
- Performance Assessment System for urban water supply and sanitation in Gujarat and Maharashtra
- Listing and Grading of Built Heritage in the Ahmedabad Urban Development Authority (AUDA) AreaAhmedabad
- Heritage Management and Culture Lab

INFORMATION DISSEMINATION

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PARTNERS

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OUR TEAM

26

AUDITED FINANCES

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PROGRAMS 2015-16



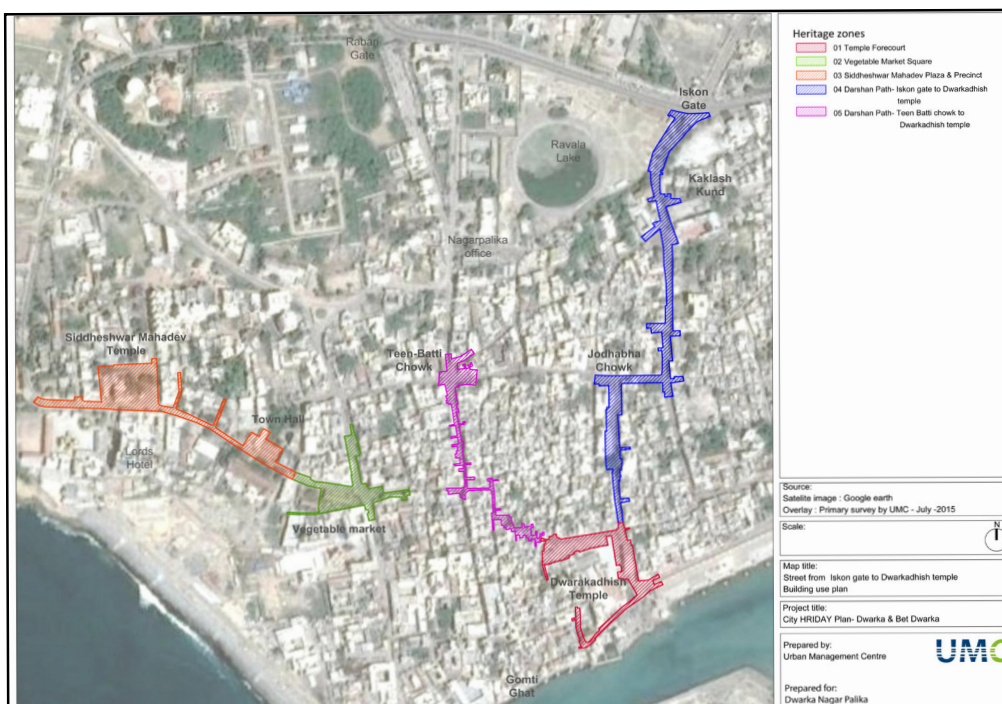
CITY ANCHORS FOR HERITAGE CITY DEVELOPMENT AND AUGMENTATION YOJANA (HRIDAY)

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) has been selected to anchor the heritage development projects of Dwarka and Bet-Dwarka.

12 cities in India have been selected under this

scheme which focuses on development that preserves and rejuvenates 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.

UMC has been coordinating with the City Mission Director (CMD) headed by the Collector and District



Above: Areas of intervention under the HRIDAY scheme

Magistrate of Devbhumi Dwarka district and with the city level and National Mission Director (NMD), headed by members of HRIDAY National Executive Committee (HNEC) and National Institute of Urban Affairs (NIUA) acting as a Project Management Unit. UMC has identified existing issues and infrastructure gaps to meet the demands of approximately 19 lakh annual visitors to Dwarka. The team has prepared a City HRIDAY Plan (CHP), identified and listed heritage structures in Dwarka, comprehensive Heritage HRIDAY toolkit for urban development specific to street furniture, signage, light poles, facility for parking and traffic management, waste management plan and a comprehensive Heritage Management Plan.



Above: Gomati river of Dwarka

UMC identified five heritage zones within Dwarka where implementation will be undertaken, these include:

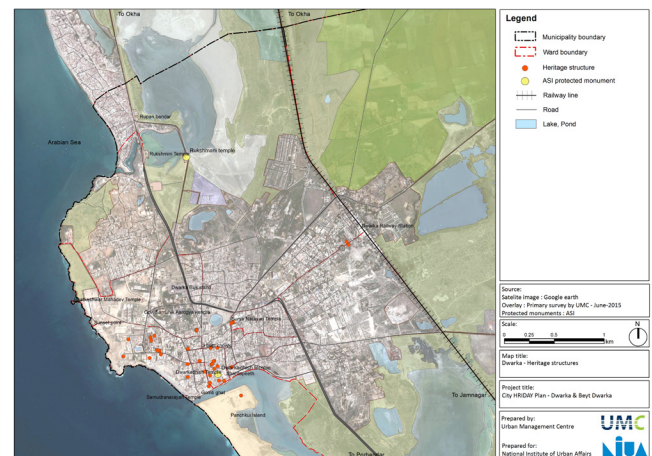
1. Dwarkadhish Temple Square
2. Vegetable Market Square
3. Siddheshwar Mahadev precinct
4. Darshan path: ISKCON gate to Temple
5. Darshan path: Teen Batti to Temple

For the above identified heritage zones of Dwarka, UMC has prepared a concept design for all these zones and undertook a rigorous stake holder consultation with the Urban Local Body (ULB), various government departments, the Temple Committee and the citizens and got approval from the City Level Advisory and Monitoring Committee (CLAMC) and City Mission Directorate (CMD). In addition, a detailed heritage toolkit was prepared by HCA, which included details, aspects and values upon which the heritage structures of Dwarka were built. These concept designs and the toolkits were revised based on the recommendations of the stakeholders, CLAMC and CMD and was further approved from the National Level Executive Bodies and Committees such as Technical Committee and HNEC. In addition to the preparation of concept designs of these 5 zones, demolition of one of the most important heritage structure of Dwarka, was also stopped by the HCA, advocating its importance to the ULB and the CMD.

After the approval of the concept designs of Heritage Zones, which is estimated to cost Rs.19.86 crores approximately, the second stage was to provide hand holding to CMD for the selection of an agency for the preparation of Detailed Project Report (DPR) for these zones.

With the help of the technical guidance and inputs of the HCA, the CMD was able to select an agency for preparation of DPR for 5 Heritage Zones, through a transparent and rigorous Quality and Cost Based Selection (QCBS) process.

UMC worked in close tandem with agencies for the preparation of DPRs of the heritage zones, ensuring that all the requirements and issues of the stakeholders, local citizens, urban local body and the need of the city are fulfilled and the true spirit of the HRIDAY Yojana is embedded in the design, quality and character of the heritage zone proposals.



Above: Heritage structures identified in Dwarka



SANITATION MAPPING, VISAKHAPATNAM

Urban Management Centre initiated a technical research, based upon which the Greater Visakhapatnam Municipal Corporation (GVMC) would be able to make an action plan to realize its vision of a “Swachh Visakhapatnam”. Visakhapatnam Sanitation Mapping was a project with Water and Sanitation for the Urban Poor Advisory (WSUP-A India) and funded by United States Agency for International Development (USAID). The project was under the broader objective of Swachh Bharat Mission and UMC did the following:

1. Technical audit of each and every public and community toilet in the city - assessing the quality, O&M, design and adequacy of the toilets
2. Identified and assessed open defecation spots in the city's jurisdiction - assessing each location in respect to types of users and reasons behind open defecation.
3. Conductedng focus group discussions in slums and key informant interviews at public places to bring qualitative narrative on the practice of open defecation, in addition to that obtained through technical audit of OD spots and public and community toilets.



Above: Survey of public and community toilets in Visakhapatnam

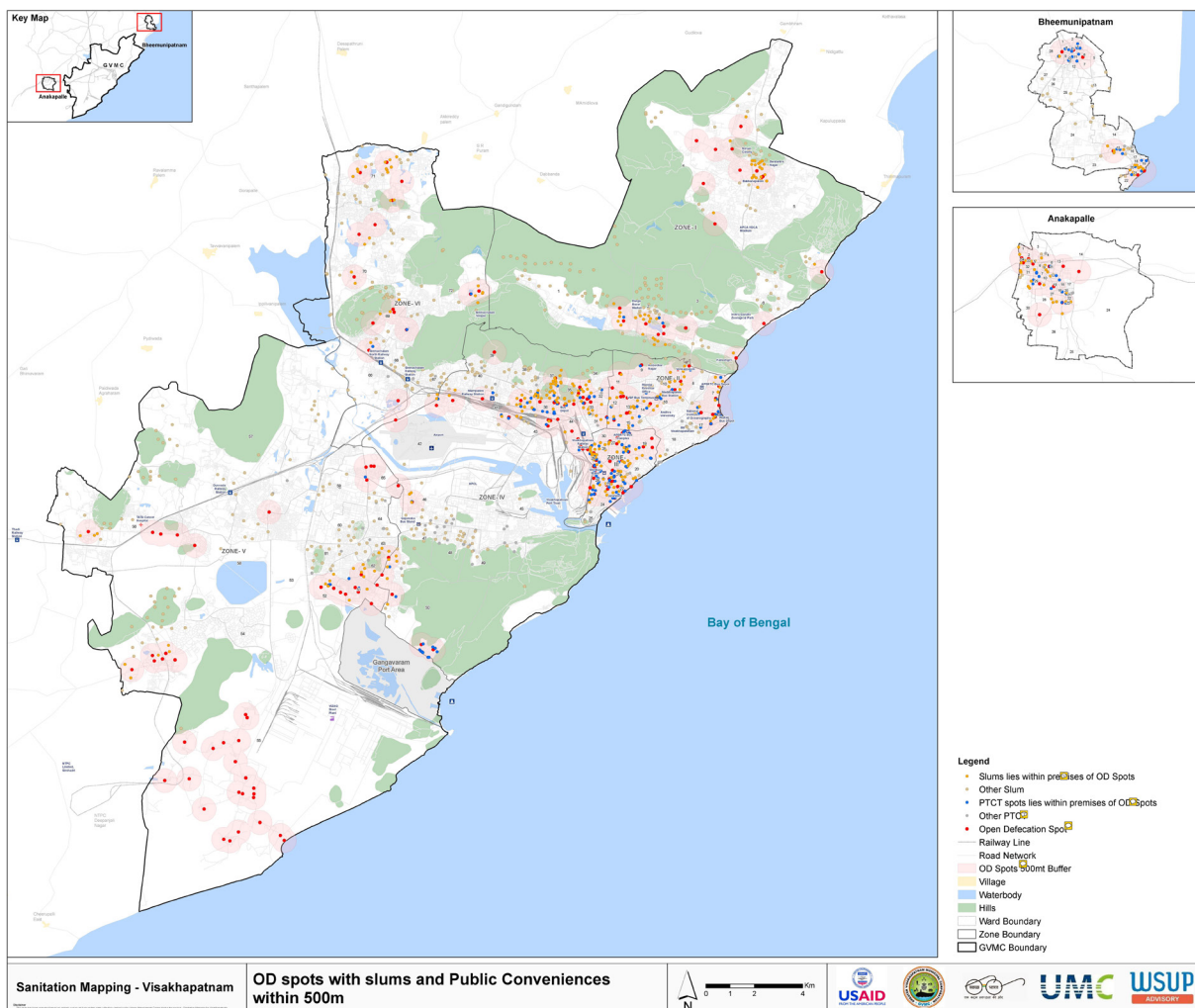
4. Mapped the current mechanism of recording data within GVMC and assessing how it could be improved towards the specific objective of better implementation of SBM activities
5. Extensive collection of key secondary data, directly or indirectly related to sanitation and invented an excel-based Knowledge Management (KM) tool for use by officials at GVMC.
6. Prepared maps representing existent sanitation infrastructure/situation and various analysis maps. A ward atlas was prepared with OD spots and PT/CTs so that GVMC officials may utilize it for re-survey activities.
7. Prepared a detailed recommendation report for GVMC based on assessment of existing situation, survey and discussions with WSUP-A
8. UMC trained nine officials of the GVMC and provided the initial hand holding support on how to use the KM tool as well as GIS database compiled for the city. This would help them in rational planning of sanitation activities.



Above: Participatory rural appraisal conducted in slums of Visakhapatnam



Above: Training officials on using KM Tool



Above: OD spots with slums and public conveniences within 500m



PREPARATION OF SMART CITIES PROPOSAL FOR AGRA, BAREILLY UNDER THE SMART CITIES MISSION

The Ministry of Urban Development, Govt of India, rolled out the Smart Cities Mission (SCM), under which 100 Indian cities are to be developed as 'smart cities' from 2015-2020. The Urban Management Centre (UMC) in association with the International City/County Management Association (ICMA) and Edge Soft India Pvt. Ltd formed a consortium and were selected to prepare proposals for cities of Agra and Bareilly in Uttar Pradesh.

The key highlights of the program was the importance given to citizens-consultation involving all classes of society as government officials, NGOs, schools, colleges, military and air force camps pooling in votes from 10,000+ people in Agra which was also the city that recorder the highest citizen participation in terms of feedback given on www.mygov.in portal. The process involved the citizens at every stage of the plan preparation thus, making it a 'people's plan'. According to the Smart City mission, the plan had to incorporate concept, vision, strategy with innovative ideas and solutions that were appropriate to the local context, resources and the level of ambition.

Below: Smart City proposal preparation contract given to UMC by Commissioner of Agra



Above: IEC activities for smart city Agra

UMC conducted several rounds of consultations in the two cities to understand priorities of the citizens and worked closely with municipal officials to chalk up their area based and pan city interventions. Under the specified template, a Smart City Plan was finally submitted by UMC for the cities of Agra and Bareilly after gaining approval from various levels of state government.



Above: Feedback and suggestions booth for Smart City, Agra

SUPPORT TO THE SANKDI SHERI PROJECT, AHMEDABAD

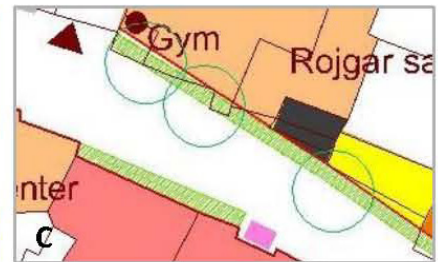
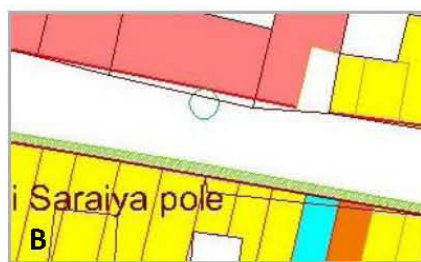
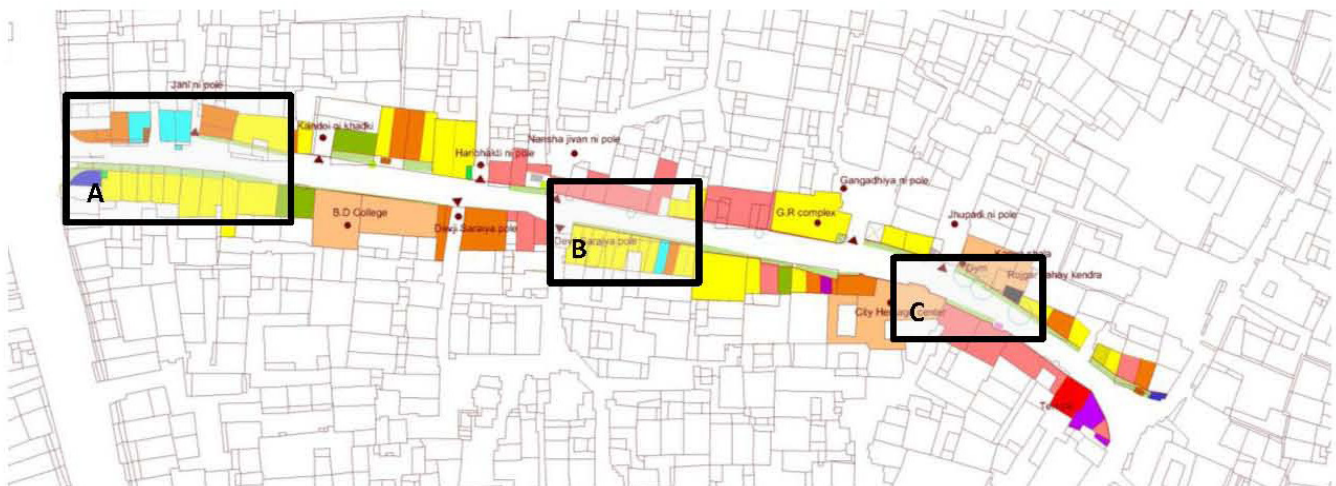
UMC team worked with INTACH-Gujarat as advisors to INTACH-Ahmedabad for the Sankdi Sheri Project. The aim was to improve the street designs and formulate a model design for a street in the walled city of Ahmedabad.

The team had to develop a detailed proposal for Model Street Intervention and public space improvement for the old city area of Sankdi sheri.

UMC team along with INTACH Gujarat provided support to develop detailed proposal for Model Street Intervention and public space improvement from Manek chowk to Sankadi Sheri. The final detailed plan has been submitted to the AMC. This includes detailed improvement to design proposal for interventions including street surfaces, footpaths, street furniture, parking and services etc.

UMC'S CITYCOLLECT APP USED BY RTI INTERNATIONAL

RTI International has developed a prototype of toilet under the Bill & Melinda Gates foundation supported 'Reinvent Toilet Fair' in 2012. It has set up a prototype at Ahmedabad's CEPT University in September 2015. The RTI International has been making use of the UMC android application 'CityCollect' to gather user feedback for the prototype. UMC has been providing back-end data management to the organisation.





**CONTINUING PROGRAMS
FROM PREVIOUS YEARS**



AHMEDABAD SANITATION ACTION LAB (ASAL)

UMC with financial support from United States Agency for International Development (USAID) and in partnership with Government of Gujarat (GoG), Ahmedabad Municipal Corporation (AMC) and Sintex Industries Ltd., launched the Ahmedabad Sanitation Action Lab (ASAL) on 2nd October, 2014.

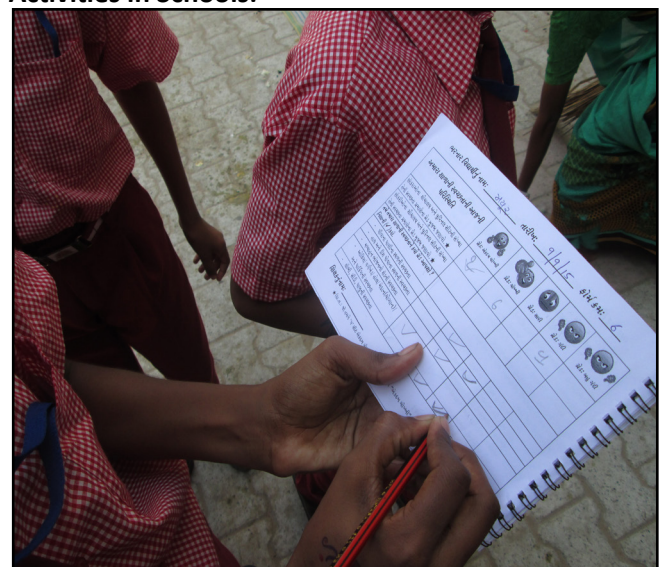
This is an action-research program for implementing innovative and inclusive solutions to urban sanitation problems in municipal schools and slums or slum-like settlements of Ahmedabad. ASAL will benefit at least 5 slums directly and 70 slums through a network of self-help groups (SHG). ASAL also would improve sanitation in 10 municipal schools directly and scale up WASH activities in municipal schools in Ahmedabad. The program was officially launched on October 2, 2014 on the occasion of Gandhi Jayanti. A brief of the works achieved during the year include:

Launch of the E-course portal for Swachh Bharat Mission:

The E-course portal for the Swachh Bharat Mission (SBM) was launched in August 2014 with an aim to support Government functionaries to learn and exchange best practices. The portal has been a huge success and the number of users is increasing exponentially every month. Within a span of eight months, 3,933 users across 27 states have registered on the portal. UMC has prepared 22 courses for the SBM portal as of March 2016. Apart from developing the content of e-courses, UMC/ASAL has also provided technical support to MoUD, Govt. of India, for fine

tuning the e-tutorials developed by other agencies and uploaded the same for public access. UMC/ASAL also helped in designing the structure of the portal.

Activities in Schools:



Above: Cleanliness monitoring tool for schools

- Municipal schools are at the core of the intervention introducing students to concepts of water-sanitation and hygiene (WASH). ASAL team worked with child ambassadors (Bal Swachhata Brigade) who act as message multipliers and carry WASH messages to their peers in the school and their communities.



Above: Capacity building of BSB on WASH aspects

- UMC roped in five leading architects from Ahmedabad to re-design the campuses of municipal schools. They helped design master plans for the five campuses with a view to make them child friendly ensure appropriate use of all areas in the campus, quality and adequacy of toilets. and use of open spaces etc. The teams met with the school principals and teachers to understand the building usage condition, operation and maintenance requirements in the school. After exhaustive discussions with the concerned authorities, the plan went through various revisions after which it was proposed to Ahmedabad Municipal Corporation. ASAL imagines to develop these schools into model schools and provide holistic space for students to learn, play and grow while inculcating hygienic sanitation habits and has designed an inclusive place for both the student and the teachers. This model school design includes improved WASH infrastructure, proper mid-day meal space, buildings that can act as learning aid and designing unused spaces as play area.

Below: Proposing model design plans for municipal schools



- ASAL prepared a ready reckoner for design guidelines which was then translated in Gujarati to

cater to the local audience. To refer to the design guidelines document, click on the following link [Ready Reckoner for Design Guidelines](#)

- ASAL team is also advocating the inclusion of Standard Operating Procedure (SOP) guidelines in contracts of private operators who operate and manage the toilets for improving the usability and cleanliness standards of toilets. To refer to the SOP document, click on the following link [Standard Operating Procedure for Cleaning of Public Toilets](#)

Activities in Slums



Above: Baseline survey of WASH facilities in slums

- With its associate partner Mahila Housing Trust (MHT), UMC visited 36 slums around the municipal schools of Ahmedabad and assessed the existing situation of WASH in those slums. The assessments were done through focused group discussions with the dwellers and transect walk across the habitation. Based on the slum assessment conducted by MHT, 10 slums have been identified and a detailed household survey has been initiated in those slums with the support of Vikasini team (female leaders of community

Below: Training of Vikasinis on WASH delivery in slums



based organisations of other slums) of MHT.

- ASAL through MHT, with the support of the Vikasinis, created awareness and mobilized community to fill up the No Objection Certificate forms issued by AMC, in order for these slums to get basic water and sewerage facilities.

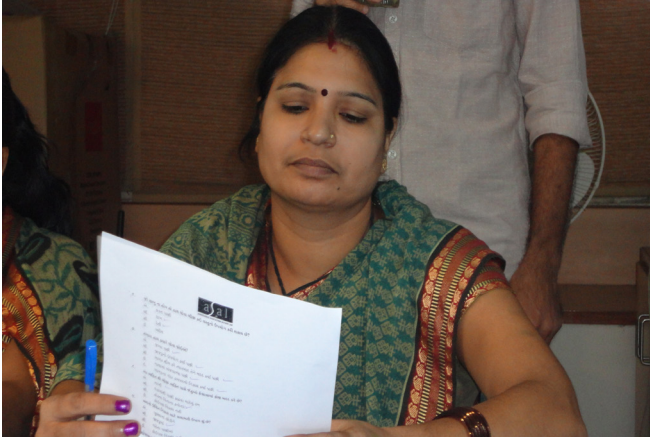
- ASAL also explored implementing two indigenous solutions for the solid and liquid waste management in slums. These solutions are; floating type of biogas plant by Sintex and waste water treatment solution by Reciclar pvt ltd. ASAL team identified the locations and convinced the

community to accept the innovative technology.

- The USAID team visited Ahmedabad in Dec 2015 to review the progress of the ASAL program in the select municipal schools and slums. This was followed by a visit by Mr. Jessie Shapiro from USAID Washington Office in January 2016. The meetings were fruitful and gave them insight on the ongoing activities and an opportunity to discuss the future of the program.

Read more about ASAL at:

<http://www.umcasia.org/asal>



Above: Training of Vikasinis on WASH delivery in slums



Above: USAID Team visit to slums





PERFORMANCE ASSESSMENT SYSTEM (PAS) 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, which was 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:

1. To develop and implement performance measurement system for regular and reliable urban water supply and sanitation information.
2. To design and share results with Urban Local Bodies (ULBs), state government agencies, other stakeholders and media through performance monitoring and dissemination system for use in decision making, providing incentives and influencing demand.
3. 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.

In the final year of the project, UMC team members visited the ULBs of Gujarat. This included extensive

field visits to the 103 ULBs. Following this, the remaining cities were called to Gandhinagar for centralised data collection which ended on March 29, 2016. This was the seventh round of gathering the SLB data from the cities.

Fecal Sludge Management plan

UMC prepared a Fecal Sludge Management (FSM) plan for Wadhwan city during this period. Through the FSM plan, UMC helped to identify and assess the existing on-site sanitation systems in the city. UMC also identified possibilities of FSM systems which can be applied in the city. For this, the existing systems were studied which included both municipal and private.



Above: Regional workshop in Rajkot to review ODF Guidelines

ODF Plans for three cities of Gujarat

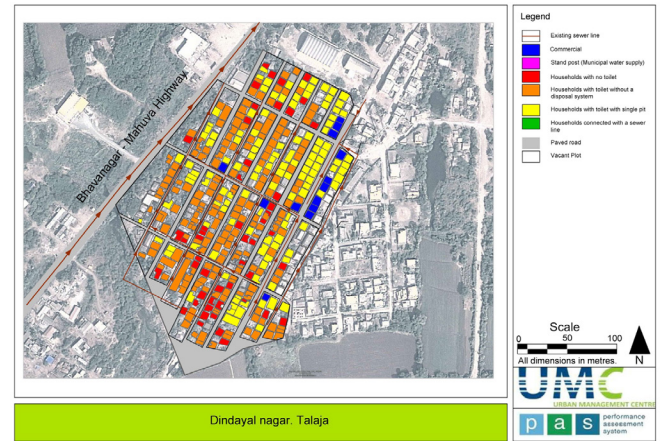
To achieve the Gujarat state's mission to be open defecation free (ODF), UMC assisted the three ULBs of Gadhada, Talaja and Dahegam. Through this exercise, UMC tried to find out the strategies adopted by the cities to achieve the given target, reviewed the existing conditions of the individual household toilets, community/public toilets constructed under the government schemes and detect the areas which need to be addressed for making the cities ODF.

Study Tour to Punjab on Small Bore Sewer System

UMC organized a two-day study tour on 28th and 29th May 2015 for staff to have an exposure on settled sewer/ small bore sewerage systems being implemented in villages of Punjab to understand the suitability and replica ability of this system in small towns of Gujarat.

Technical Assistance to MGSM to prepare Guidelines for Open Defecation Free Gujarat

UMC provided technical assistance under the PAS project to Mahatma Gandhi Swachhata Mission (MGSM), Government of Gujarat as Knowledge Partner to prepare guidelines for achieving 'Open Defecation Free Towns' in Gujarat.



Above: Sanitation facility mapping in Talaja Municipality, Gujarat



Above: UMC team discussing the sanitation plan to Dahegam official



Above: Awareness campaign in Dahegam

Below: Site visit with ULB officials at small bore sewer system



Above: Meeting with community and ULB officials to understand small bore system



LISTING AND GRADING OF BUILT HERITAGE IN THE AHMEDABAD URBAN DEVELOPMENT AUTHORITY (AUDA) AREA

UMC team worked with INTACH-Gujarat to survey, list and grade built heritage in the AUDA jurisdiction. AUDA covers an area of 1866.90 sq km including 466 sq km of AMC's jurisdiction. It includes 166 villages and 6 urban local bodies within AUDA area outside AMC's limit. 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 AUDA has been documented on parameters such as its age, ownership, occupancy, design 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 geo-tag 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.

Below: Traditional bird feeder



Above: House at Godhavi village with traditional architectural style



HERITAGE MANAGEMENT AND CULTURE LAB

UMC has been selected as associate partners for 'The Cultural Heritage Management and Venture Lab' funded by the European Union. The project which ends in June 2016 is led by Casa de la India, Valladolid, Spain with the University of Valladolid, the City Council of Valladolid, Spain, Ahmedabad University and Ahmedabad Municipal Corporation and Evoch Platform, Cearcal in Spain, City Heritage Centre and UMC as associate partners.

With an aim to promote entrepreneurship amongst youth of Gujarat, the Lab offers a unique platform and a conducive environment to nurture all new heritage based companies.



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.

ASAL connects with its various partners and supporters through its e-newsletter to update them on the achievements and progress under the Sanitation Lab. The e-newsletter sent out on a quarterly basis, gives ASAL a chance to informally document and share the progress, achievements and various ongoing activities related to ASAL with its 750+ online subscribers.

UMC also compiles weekly issues related to water-sanitation that are covered in leading newspapers of Gujarat and shares this update with city officials of the state through Urban News. Similarly, a compilation of news articles related to heritage are sent out to various stakeholders through 'Heritage News'. 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.

More details on www.umcasia.org

PARTNERS

Ahmedabad Municipal Corporation	Mahila Housing SEWA Trust (MHT)	The World Bank Institute
Ahmedabad University	Microsoft Research India	Urban Administration and Development Department, Government of Madhya Pradesh
Archaeological Survey of India (ASI)	Ministry of Urban Development, Government of India (MoUD, GOI)	Urban Governance Collaborative, USA
Centre for Environment Education	Mumbai Metropolitan Regional Development Authority	West Bengal Pollution Control Board & East Kolkata Wetlands Management Authority
CEPT University	Mumbai Transformation Project Unit, Govt. of Maharashtra	Water and Sanitation for the Urban Poor (WSUP)
Department. of Municipal Administration, Govt. of Tamil Nadu	Municipalities of Cuddalore and Nagapattinam	Yuva Unstoppable
Edge Soft India Pvt. Ltd.	National Institute of Urban Affairs (NIUA)	
Family Health International, Delhi	Population Foundation of India	
Government of Gujarat	Research Triangle Institute, Indonesia	
Government of Madhya Pradesh	Sintex Industries Ltd.	
Greater Mumbai Municipal Corporation	Surat Municipal Corporation	
Greater Visakhapatnam Municipal Corporation	The Asia Foundation, Sri Lanka	
Gujarat Municipal Finance Board, Govt. of Gujarat	The Communities Group International (TCGI) -Indo-US Financial Institutions Reforms and Expansion (Debt) Project-(FIRE) D (III) program	
Gujarat Urban Development Mission, Govt. of Gujarat	The International City/County Management Association, Washington DC	
Indian National Trust and Architectural Heritage (INTACH)		
Lavasa City Council	The Urban Institute, Washington	

FUNDING PARTNERS

Ahmedabad Municipal Corporation

Bill and Melinda Gates Foundation

Centre for Environmental Planning
and Technology (CEPT) University

Climateworks Foundation

European Union

Government of Gujarat

Government of Madhya Pradesh

Government of Maharashtra

Indian National Trust for Art and
Cultural Heritage (INTACH)

International City/ County
Management Association (ICMA)

Ministry of Urban Development,
Government of India (MoUD, GOI,
Smart Cities Mission, HRIDAY)

National Institute of Urban Affairs
(NIUA)

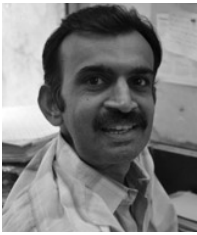
Oak Foundation

United States Agency for
International Development (USAID)

Water and Sanitation for the Urban
Poor-Advisory (WSUP)



OUR TEAM





AUDITED FINANCES

2015-2016

(amounts in' 000)

Equity and Liabilities	31st March 2016 (INR)	31st March 2015 (INR)
Share Capital	0.20	0.20
Reserves and Surplus	101138.66	78901.63
Current Liabilities	4491.70	1506.07
Total	105630.56	80407.53

Assets	31st March 2016 (INR)	31st March 2015 (INR)
Tangible Assets	8709.42	8872.53
Current Assets	96921.14	71535.00
Total	105630.56	80407.53

Abridged Statement of Profit and Loss Account

Income	31st March 2016 (INR)	31st March 2015 (INR)
Revenue from Operation	11299.82	2447.02
Other Income	42809.67	23732.03
Total	54109.48	26179.05

Expenditure	31st March 2016 (INR)	31st March 2015 (INR)
Employee Benefit Expenses	16732.32	9212.26
Depreciation and Amortization	500.84	463.17
Other Expenses	11399.84	6920.39
Total	28633.00	16595.82
Profit and Loss for the period from continuing operation	25476.48	9583.23

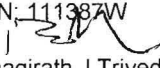
URBAN MANAGEMENT CENTRE

(A Company Incorporated under section 25 of the Companies Act, 1956)

FOREIGN CONTRIBUTION ACCOUNT BALANCE SHEET AS AT 31 MARCH 2016

	<u>Schedule</u>	<u>All figures in Rupees</u>
SOURCES OF FUNDS		
FC GENERAL RESERVE:		
Opening Balance		3,21,05,278
Less: Tax refund adjusted		-8,38,483
(Surplus Carried Over from Income & Expenditure Account)		1,59,78,251
Total		<u>4,72,45,046</u>
APPLICATION OF FUNDS		
A. FIXED ASSETS:		
Capitalised out of Grants	A	6,63,092
B. INVESTMENTS:		
1. NON-TRADE INVESTMENTS		
- In Fixed Deposits with scheduled banks		4,10,83,386
C. CURRENT ASSETS, LOANS AND ADVANCES		
1. CURRENT ASSETS		
-Cash in hand		22,034
-Cash at bank in Saving Account		80,85,074
-Pre Paid Insurance		13,039
2. LOANS AND ADVANCES	B	3,98,692
Total of Current Asset (C)		<u>85,18,839</u>
Less:		
D. CURRENT LIABILITIES AND PROVISIONS		
1. CURRENT LIABILITIES:		
-Outstanding Expenses Payable		35,018
-Other Sundry Creditors		17,41,250
-Directors Input not withdrawn		6,65,748
-Duties and Taxes		5,78,255
Total of Current Liability (D)		<u>30,20,271</u>
NET CURRENT ASSETS (C-D)		54,98,568
Total		<u>4,72,45,046</u>

In terms of our annexed Certificate in Form FC-6 under rule 17(1) of the Foreign Contribution (Regulations) Act, 2010

For Vibhakar J Trivedi & Co.
Chartered Accountants
FRN: 111387W

(Bhagirath J Trivedi)
Partner
M.No. 10910
Ahmedabad



For Urban Management Centre



Manvita Baradi
Director
(Chief Functionary)



URBAN MANAGEMENT CENTRE
(A Company Incorporated under section 25 of the Companies Act, 1956)
FOREIGN CONTRIBUTION INCOME AND EXPENDITURE ACCOUNT
FOR THE YEAR ENDED 31 MARCH 2016

	<u>Schedule</u>	<u>All figures in Rupees</u>
INCOME		
Grants and Sub- Grants		3,41,38,865
Interest from Savings Bank account		2,97,553
Interest on Bank FDR		30,31,862
Total		3,74,68,280
EXPENDITURE		
Operational Expenditure	C	32,76,765
Programme Expenditure	D	1,82,13,264
Surplus Carried over to Balance Sheet		1,59,78,251
Total		3,74,68,280

In terms of our annexed Certificate in Form FC-6 under rule 17(1) of the Foreign Contribution (Regulations) Act, 2010

For Vibhakar J Trivedi & Co.
Chartered Accountants
FRN: 11138/W

(Bhagirath J Trivedi)
Partner
M.No. 10910
Ahmedabad



For Urban Management Centre

Manvita Baradi

Manvita Baradi
Director
(Chief Functionary)



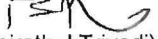
URBAN MANAGEMENT CENTRE
(A Company Incorporated under section 25 of the Companies Act, 1956)

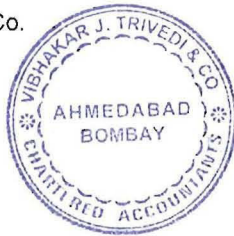
**FOREIGN CONTRIBUTION RECEIPT AND PAYMENT ACCOUNT
FOR THE YEAR ENDED 31 MARCH 2016**

	<u>Schedule</u>	<u>All figures in Rupees</u>
RECEIPTS		
Opening Balance		3,14,43,797
Sub- Grant Received		3,41,38,865
Interest from Savings Bank account		2,97,553
Interest on Bank FDR		30,31,862
Total		<u><u>6,89,12,077</u></u>
PAYMENTS		
GRANTS UTILISED FOR		
Operational Expenditure	C	32,76,765
Programme Expenditure	D	1,82,13,264
Less : Provisions and Non Cash expenses	E	<u>32,53,608</u>
		1,82,36,421
LOANS AND ADVANCES		
Deposits & Advances (Staff)		90,304
Tax deducted at source during the current year	B	3,03,188
Prepaid Insurance		13,039
LIABILITIES AND PROVISIONS		
Payment of Previous Year Liability paid during the Year	F	7,78,261
Fixed Assets Procured during the year	A	3,00,370
CLOSING BALANCE		
Cash in hand		22,034
Cash at bank		
- in Savings Accounts		80,85,074
- in Fixed Deposits		4,10,83,386
Total		<u><u>6,89,12,077</u></u>

In terms of our annexed Certificate in Form FC-6 under rule 17(1) of the Foreign Contribution (Regulations) Act, 2010

For Vibhakar J Trivedi & Co.
Chartered Accountants
FRN: 111387W


(Bhagirath J Trivedi)
Partner
M.No. 10910
Ahmedabad



For Urban Management Centre



Manvita Baradi
Director
(Chief Functionary)



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