

ANNUAL REPORT

2016-17



URBAN MANAGEMENT CENTRE

मोटर	हाथी	चूना	पंचवे कक्षा	विल्ली	छात्रीस-कक्षा
लटर	लडकी	तितलो	किसान	बाघ	पुस्तक-कक्षा
घोडा	पुस्तक	विद्यार्थी	सेती	किताब	डायरी
कुर्ची	माला	स्पूल	डॉक्टर	नगरपालिका	सूत्र
लडका	सैनिक	पिछाथिनी	अस्पताल	धर्मशास्त्र-कक्षा	चाद
कबूतर	पेन्सिल	धार्मीक-कक्षा	शिक्षक	विमान	गुण



साल 2012-13

Account	Both	Calendar	Date	Earth	Faithful			
Action	Bank	Cash	Daughter	Education	Flag			
Address	Best	Catch	Decide	Enjoy	Festival			
Nice	Oath	Plan	Quince	Refine	Saloon			
News	Observe	Plant	Query	Rate	Salary			
			21	89	99	36	51	97
			52	31	75	45	34	64
			53	41	29	62	85	7



DIRECTOR'S MESSAGE

The year 2016-17 gave the opportunity to UMC with some interesting assignments that allowed us to explore extensively into a larger domain of Urban Management. A pan India initiative, funded by Ministry of Urban Development, Govt. of India, technically coordinated by National Film Development Corporation was bestowed upon us to produce 35 Films for E- learning, capturing urban initiatives and best practices, the film making included interviews of the key municipal official and capturing some key initiatives of their service delivery by the Urban Local Bodies. The logistically challenging assignment was accomplished successfully in a stipulated strict timeline. UMC also got an opportunity to work with the Govt. of Gujarat as Technical Support unit for the Swachh Bharat Mission. We also successfully completed other projects during the year eg. Swakshta Sarvekshan of the industrial estates managed and controlled by the Gujarat Industrial Development Corporation , prepared action plan for IEC campaign for Kolkatta Environment Investment Improvement a Program funded by ADB, initiated to prepare DPR for Solid Waste Management for Jamnagar city of Gujarat.

The year also holds significance to us as we were able to successfully put a closure to our 7 year flagship program PAS (Performance Assessment System of Urban Water Supply and Sanitation), achieving the desired results. Our another significant program ASAL (Ahmedabad Sanitation Action Lab) continued its journey during the year. We are happy to share that the intervention of ASAL, focused to enhance the school sanitation and menstrual hygiene has resulted into paradigm shift in the behavioral aspects making a better environment for school going children specially girls in terms of increase in attendance, improved sanitation in the toilets etc.

Needless to say behind all these great achievements of UMC, there was huge teamwork of our very qualified and talented workforce who worked relentlessly pouring all their energies to make all our programs succeed. We certainly wouldn't like to miss to extend our huge gratitude to our Donor, funding partners, technical associates and friends who partnered with us in our journey to run our programs successfully.



Manvita Baradi, Founder Director, Urban Management Centre, is an urban management specialist and an educator with 25 years of experience in providing technical assistance to local government management in India and South Asia.

ABOUT THE ORGANIZATION

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 fields of urban planning, urban design, engineering, social science, architecture and municipal financial management. Read more at www.umcasia.org



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PROGRAMS IN 2016-17

TECHNICAL AND POLICY SUPPORT TO SBM (U), GUJARAT



Ms. Manvita Baradi addressing the participants of the SBM review meet in Gujarat

The Government of Gujarat launched the “Mahatma Gandhi Swachhata Mission (MGSM)” in February 2014 with a vision to make the state open defecation free, zero waste, and green. UMC has been providing technical and policy guidance to the Mission, with a focus on improving sanitation in urban Gujarat.

UMC has worked with the Government of Gujarat to assist MGSM in drafting the ‘State Sanitation Policy for Urban Gujarat’. The policy aims to serve as a guiding document to Urban Local Bodies and line departments. We shall help them prepare and implement their city sanitation plans, service level improvement plans, and achieve the goals of SBM (U), Gujarat. This policy has laid down ten goals along with strategies and guidelines for smooth and efficient implementation.

We have also developed a framework for the concurrent monitoring of sanitation improvements in ULBs of Gujarat. This framework, known as an “Urban Sanitation Index”, monitors the state of sanitation services, as well as overall cleanliness of all urban local bodies. This index provides a quantitative measurement for objective monitoring of cities/towns, and to use the data for improvements to operation and maintenance. It is also used to assess whether various sanitation initiatives are effective in improving service levels, and rank priority areas for ULBs.

As the technical support unit to Mahatma Gandhi Swachhata Mission (MGSM), UMC has prioritized and is focusing on improving the following key target areas in the state:

Open Defecation Free towns and cities of Gujarat

Elimination of open defecation is one of the key mission objectives of the Mahatma Gandhi Swachhata Mission (MGSM). UMC developed the methodology that is being used to conduct third-party inspection in the cities and wards of Gujarat. This inspection is a prerequisite to declare them Open Defecation Free. UMC also conducted third



On-site consultation

party inspection for 6 ULBs through this methodology. The team visited schools, slums, public toilets, etc. to validate the ODF status at the ward level, and feedback was provided based on the ground realities. Wherever room for improvement was identified, reassessment of municipalities was conducted on a later date.

UMC prepared a report titled, “Towards an Open Defecation Free Urban Gujarat” which provides a sanitation profile of urban Gujarat, outlines the urban sanitation policy and programmes, documents results and achievements and indicates steps to ensure ODF cities with relevant case studies.

Solid waste management

UMC provided handholding support to prepare a city level budget for solid waste management (SWM) for all 170 ULBs of Gujarat, under the Swachh Bharat Mission (SBM). We assessed the SWM situation in the state, identifying the issues and proposing management solutions/ technologies for disposal of wet and dry waste. To further streamline the process of SWM, a bilingual tool for gap analysis of equipments and waste collection vehicles was also developed. Our team also assisted cities in using the tool for the first time and assessing the results. A strategy for the revival of vermicomposting plants (VCPs) under development. Initial assessment and a gap analysis to understand the low efficiency of plants has been completed. This exercise will ultimately save the costs of transportation of waste to dumpsites and reduce the burden on landfills. It also increases the overall sustainability of the municipal waste management system. We have also been assessing and providing comments on the SWM Detailed Project Reports created by the ULBs.

Capacitating Gujarat cities for the Swachh Survekshan 2017

Under the Swachh Survekshan 2017, UMC has prepared a template for municipal documentation which holds 45% of the weightage in the ranking framework. The purpose of the template is to maintain records. The template covers 34 questions to be addressed by the municipality and a framework for how to answer them. To foster a healthy competition among the ULBs and test their level of preparedness for SS17, a prior city ranking was conducted for the participating ULBs. UMC also developed the parameters and indicators for city ranking and excel based formats for collecting information pertaining to these indicators.



Cross learning workshop

UMC has also supported the municipal corporations of Gujarat to improve their performance under the Swachh Survekshan 2017 through review meetings held in January 2017. Areas for improvement were pointed out by the team based on the review of self-assessment reports of the municipal corporations. The team also participated in review process through periodic video conferences to monitor the progress of the ULBs for SS17.

Promotion of cross learning through regional workshops

UMC conducted six half-day regional workshops at the Swachh Bharat Mission Cell, Directorate of Municipality of Gandhinagar for 31 AMRUT cities including the 8 Municipal Corporations. The main aim of the workshops was to encourage one-to-one interactions and communication between the city officials to share their success stories and find solutions to their unresolved issues. The workshops catered to 74 participants who are expected to further disseminate their learnings among their colleagues.

Preparing guidelines for sustaining ODF status:

UMC is working to prepare guidelines and recommendations to sustain ODF status of the ULBs of Gujarat. So far, an assessment document has been drafted to chart the pros and cons of each ULB, and understand their preparedness for ODF sustenance.

To know more about the program, visit <http://www.umcasia.org/content.php?id=96>

SWACHH SURVEKSHAN OF INDUSTRIAL ESTATES, GUJARAT (GIDC)



A clean road in an industrial estate

The Gujarat Industrial Development Corporation (GIDC) has also engaged in the pursuit of cleanliness under the Swachh Bharat Mission Urban (SBM,U). GIDC undertook the 'GIDC Swachhata Abhiyan 2016' for all its industrial estates, and engaged the Urban Management Centre to conduct a primary assessment of estates across the state. The estates are divided into small and large estates, and rated and rewarded based on this assessment.

The survey will allow GIDC to assess the cleanliness and maintenance of industrial estates. It will also provide important data on the development of the estates. The campaign is aimed to encourage the estates to improve their amenities, particularly their waste and waste water disposal system, cleanliness and overall environment.

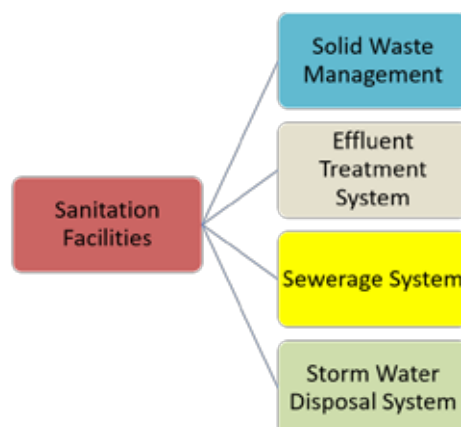
The entire process of assessment is based on 5 parameters, namely:

1. **Plantation**
2. **Roads and signage**
3. **Sanitation facilities**
4. **Water supply**
5. **Emergency response**

Each parameter is further classified into sub-parameters. In case of sanitation facilities, we have classified it under four

major headings:

We are in the process of conducting a detailed survey of all the estates based on the questionnaires drafted with



photographic evidences for all the data entered. We have developed a scoring framework based on which the estates will be ranked, and submit a final recommendation report to GIDC, to help them take appropriate steps to improve the overall sanitation status of the estates.

SOLID WASTE MANAGEMENT PLAN FOR JAMNAGAR MUNICIPAL CORPORATION



Waste collection at Jamnagar's vegetable market

The Jamnagar Municipal Corporation (JMC) is preparing a comprehensive detailed project report (DPR) for solid waste management (SWM) provision in the city. We have been appointed by JMC to provide technical support to them in this exercise. This DPR will be implemented by JMC with financial support from the Swachh Bharat Mission (SBM) and Government of Gujarat (GoG). The DPR will take into consideration the existing SWM system in the city and incorporate new interventions based on litter free principles.



Garbage transfer site in Jamnagar

After an initial assessment through field visits, UMC has started work on preparing a detailed project report (DPR). The field visits include gathering information and meeting various stakeholders such as private contractors, JMC officials, sanitation workers, etc. and assessing the open dumping spots to get a holistic understanding of the city's solid waste management mechanism. The first step is stakeholder mapping, to delineate the roles and responsibilities of various stakeholders under primary collection, secondary collection, segregation, processing and dumping. This kind of mapping is imperative to understand the existing situation and thereafter propose changes and improvements in the system.



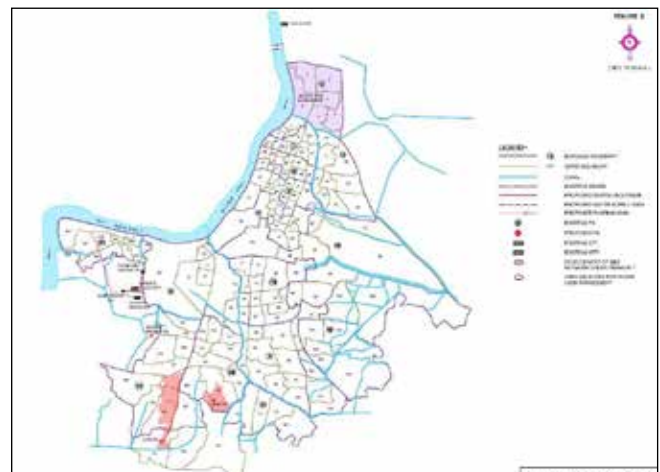
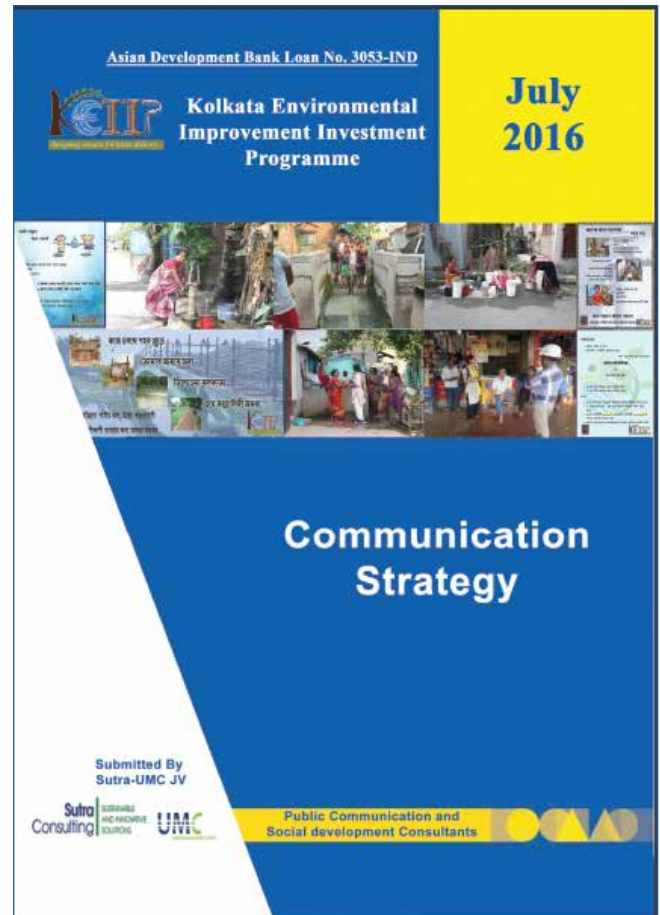
The Jamnagar mandi

COMMUNICATIONS STRATEGY FOR KOLKATA ENVIRONMENTAL IMPROVEMENT INVESTMENT PROGRAMME (KEIIP)

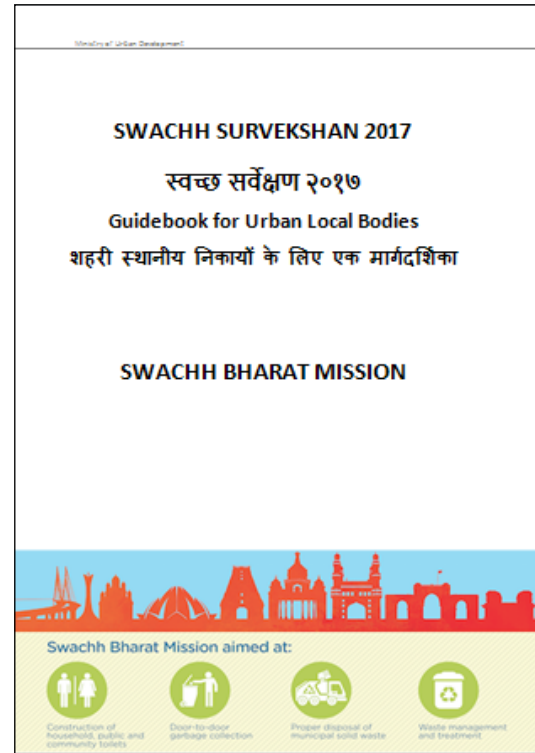
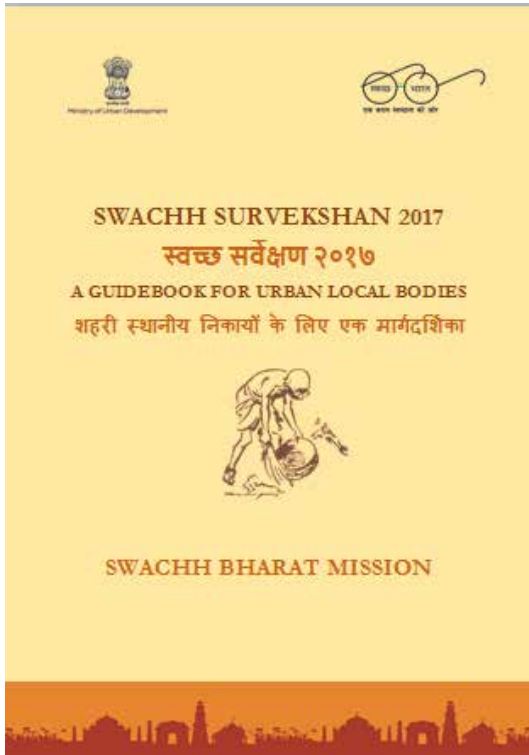
KEIIP (Kolkata Environmental Improvement Investment Programme) envisages to provide affordable access to water supply, sewerage and drainage services in the Kolkata Municipal Corporation (KMC) area to enhance the quality of urban life and environment. UMC, in association with Sutra Consulting, have been engaged to prepare a public relations and communication strategy, an action plan, and to provide technical guidance, for the smooth implementation of the project. It is important to secure the support of the slum community and other citizens.

The action plan was formulated with a focus on the primary and secondary stakeholders. A communication needs assessment form was designed and a basic survey was performed to understand the primary stakeholders in terms of income, language, literacy, etc. This data is necessary to devise an effective communication strategy. The findings heavily influenced the choice of media to reach all the project beneficiaries effectively. The general communication campaign was intended to address the main issues that were culled from the long list of issues encountered during the study.

A communication matrix, organised by target group, was prepared to make sure that all stakeholders such as the media, the KMC, school children, low income households, contractors, and other citizens are equally involved. The plan included details on all the different mediums and scope of communication ranging from mass media, social mobilization, event media activities, electronic media, print media, training and advocacy workshops and others. We carried out awareness campaigns, focused group discussions and workshops to execute these strategies and action plans.



PREPARATION OF GUIDEBOOK FOR SWACHH SURVEKSHAN 2017



To foster a healthy competition between cities, the Ministry of Housing and Urban Affairs (MoHUA) started the “Swachh Survekshan” competition in 2016 which rated 73 cities across the country. As a follow up exercise, the MoHUA has issued guidelines for “Swachh Survekshan” 2017 which will conduct a survey to rank 500 cities (having a population of 1 lakh and above). The components covered in this survey are:

- Solid Waste Management (SWM) including road sweeping, municipal solid waste from residential, commercial areas and from construction & demolition waste.
- Individual, community and public toilets
- Open defecation free city/town strategy
- Information, education and behaviour change communication (IEBC) strategy, and
- ICT based system to enhance Urban Local Body (ULB) operations.

The survey methodology for ranking the cities is based on three main areas:

- Part 1: Collection of data from interaction with concerned Municipal Body
- Part 2: Collection of data from direct observations
- Part 3: Collection of data from Citizens’ feedback

The Swachh Surevkshan Guidebook 2017 (http://sac.ap.gov.in/sac/UserInterface/Downloads/IECMaterials/Swachh%20Survekshan%202017%20Guide%20Book_Final_1st%20July_2016.pdf), prepared by Urban Management Centre (UMC), aimed to support urban local bodies in understanding the methodology adopted and in helping them devise strategies and systems towards enhancing their scores for ‘part 1’ of the survey. The objective of this guidebook was not ultimately to bolster scores, but more importantly show ULBs how to improve the efficiency of service delivery and improve quality of life in their cities. The guidebook is a ready reckoner for ULBs to seek information on possible avenues to expedite procurement and avail finances and introduce leading practices from their peer cities.

It helped officials of ULBs understand every parameter used for ranking and the evidence to be provided. This guidebook contains many annexures including sample RFP documents, sample contracts, MoUs with service providers as approved by MoHUA, a list of empanelled agencies and organisations. These helped the city to expedite the implementation of various initiatives under the Swachh Bharat Mission.

SECRETARIAT FOR THE SWACHH BHARAT MISSION (U) E-LEARNING PORTAL

Home page of the SBM portal

UMC started a unique initiative to share case studies of proven sanitation practices through an e-course portal (<https://swachhbharat.cloudapp.net/>) to reach out to a larger audience. This initiative was started under the Ahmedabad Sanitation Action Lab (ASAL), a program funded by United States Agency for International Development (USAID). UMC has prepared 23 courses through the USAID funding which are uploaded on the portal.

The Ministry of Housing and Urban Affairs (MoHUA) showed continued commitment to this idea and launched an e-learning platform nationally on August 1, 2015 to reach all 4,041 Indian cities. The portal was launched by the Hon. Union Minister for Urban Development, Housing and Urban Poverty Alleviation and Parliamentary Affairs, Shri M. Venkaiah Naidu. MoHUA supported the portal by funding 100 more courses. UMC liaised with Microsoft Research to contextualize their MEC platform to suit the MoHUA requirements. The e-learning platform consists of e-course modules on sanitation aimed at building the capacity of government officials and other individuals working in urban sanitation.

Secretariat and moderation support for the e-learning portal:

UMC is responsible for updating and maintaining the e-learning platform for the quality control of the films that are made for the Swachh Bharat e-portal. In the past year, UMC has significantly contributed for the betterment and sustenance of the e-learning portal.

As an Quality Control agency, UMC developed an adoption strategy to increase the outreach of the portal. UMC also put together a producer's toolkit stating the guidelines for content creation and producing tutorials for the SBM portal. UMC has been working constantly to improve the user interface and has coordinated with MEC to redesign critical aspects such as the registration page for better data management.

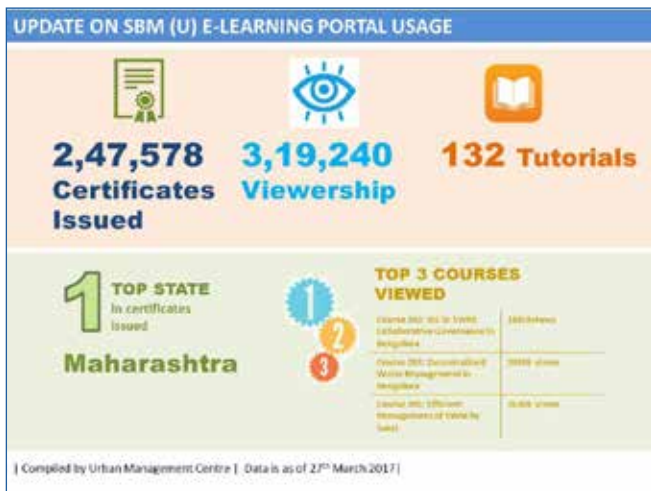
We continue to give our relentless support to improve the front and back end of the portal. UMC answers the queries and comments of the users and updates them of new courses added on the portal. The team also reviews films received from other agencies before uploading them to make ensure the quality and format follows guidelines provided by SBM. To keep the citizens informed of the latest activities taking place under the e-learning portal, we provide content for the Facebook page (<https://www.facebook.com/SwachhBharatUrban/>) and the Twitter handle

(<https://twitter.com/SwachhBharatGov>) of the SBM-U on a regular basis. The team also regularly monitors the statistics of the portal to understand its state wise and city wise outreach to recognize the gaps in collaboration where the numbers are on the lower side.

Developing courses through NFDC for the portal:

UMC has developed 35 films under NFDC pertaining to the 8 modules of the SBM portal. The films are meant to contribute to the knowledge of city officials and talk about the leading practices and case studies of different cities of India. Their main aim is to acquaint them with the practices and encourage them to implement these in their own municipalities. Each film is accompanied by a

quiz which strengthens the learning from the course. An online certificate is generated and sent to all the users who successfully complete the quiz.



Usage statistics of the SBM portal



List of course series on the SBM portal

swachhbharat.cloudapp.net/home/course/230?lessonid=00001277

Swachh Bharat search site here... Go Manage Course Moderator

E-COURSE MATERIAL

Course 123: Prevention of Manual Scavenging in cities

EXAMS FOR CERTIFICATION

Quiz for certification

Note: This e-learning tutorial is moderated by relevant subject experts. For any queries/additional information regarding the tutorial, please post your questions/comments in the section below.

Course 123: Prevention of Manual Scavenging in cities

Download Lesson

स्वतंत्रता के बाद से भारत सरकार ने इस अपमानजनक प्रथा को खत्म करने के लिए कई प्रयास किए हैं।

Reviews and Comments

pooja shinde 10/25/2017 8:37:11 AM very useful information. reply

E-Learning tutorial as seen on the SBM portal

**CONTINUING PROGRAMS
FROM PREVIOUS YEARS**

AHMEDABAD SANITATION ACTION LAB (ASAL)



Children playing in one of the ASAL intervention school



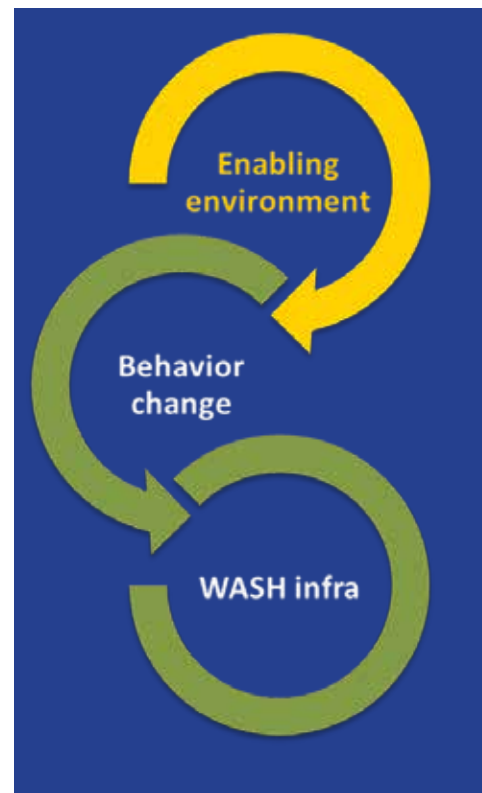
Awareness workshop in one of the slums under ASAL program

UMC, with financial assistance 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).

The program was officially launched on Gandhi Jayanti, October 2, 2014. The program duration is 36 months, i.e. until October 1, 2017 and ASAL is now in its third year of implementation.

ASAL is an action-research project for innovating and implementing inclusive solutions to urban sanitation problems. Municipal schools and slums are at the core of the intervention incorporating concepts of water, sanitation and hygiene (WASH).

ASAL will benefit at least 5 slums directly and **70 slums** through a network of self-help groups (SHG). ASAL has reached more than **3000 students** through multiple touch points in the school. The initiatives has been taken in **14 schools** can be scaled up to reach all municipal schools under AMC. A brief of the activities, in continuation from the previous years are mentioned in the following pages.



Introducing Sanitation Index in Schools:

To monitor the water and sanitation services in municipal schools, ASAL has introduced the Swachhh Shala Index which gives the level of cleanliness that the school is able to maintain on a day to day basis. The survey is carried out by Bal Swachhata Brigades (BSBs). These are a group of students selected to look after the sanitation related issues of the school. **Students** are part of these school sanitation clubs or BSBs.



Workshops for cleaning staff of municipal schools:

ASAL organised a series of one-day workshops for the cleaning staff of Ahmedabad Municipal School Board. **Sanitation workers** from all schools under AMC have been trained. The training topics included personal hygiene, their roles and responsibilities in maintaining the sanitation infrastructure, behavioural and attitudinal aspects and information on various government schemes.

Creating awareness through sanitation play:

To involve the students, teachers, slum community and in general the citizens of Ahmedabad, ASAL in partnership with Theatre Media Centre(TMC) organized a street play "Jivali Jivi Gayi", incorporating the ASAL team's learnings from the field visits. The play revolves around the issue of access to sanitation and the need to raise awareness to foster the use of toilets. The play has reached an **audience of over 1 lakh people** and has been very well received by the communities. This year the play was also a part of the annual festival held at Kankaria lake.

Reaching out through formation of adolescent groups in slums:

After the success of school sanitation clubs, also known as Bal Swachhata Brigades (BSBs), ASAL planned to replicate the same in slums and formed 7 adolescent groups. Till now, about **1,000 kids** have been reached through these groups. The ASAL team conducted capacity building workshops for these groups to empower them to further disseminate their learnings to the community. They were given posters depicting WASH best practices to be displayed at relevant locations where they will create an impact on the community.

Engagement with School Management Committee (SMC):

SMCs are mandatory committees under Sarva Shiksha Abhiyaan. They comprise of 12 members, of which 9 members are parents of the students. **SMC members** of 14 municipal schools have been trained on WASH in schools in this year. SMC members of over **200 schools** have been trained by school teachers who received training on WASH under the ASAL initiative.

Training on menstrual hygiene management (MHM):

Personal hygiene is important to a healthy life for adolescent girls and women. Through ASAL we conducted a one day training program to cover crucial menstrual health aspects.

This topic is usually neglected and people always shy away from discussing their issues and taking advice. The problem is especially prominent for women from vulnerable classes who do not have access to the right channels of information.

So, this workshop helped address their menstrual issues and gave Vikasinis (female field workers) the confidence to disseminate this knowledge in the correct manner in the community.

The training was also arranged for school girls who were at or approaching puberty. A movie on MHM was shown to female teachers and girls which addressed many of their queries and cleared many myths. **Students** have been sensitized on menstrual hygiene management through these workshops.

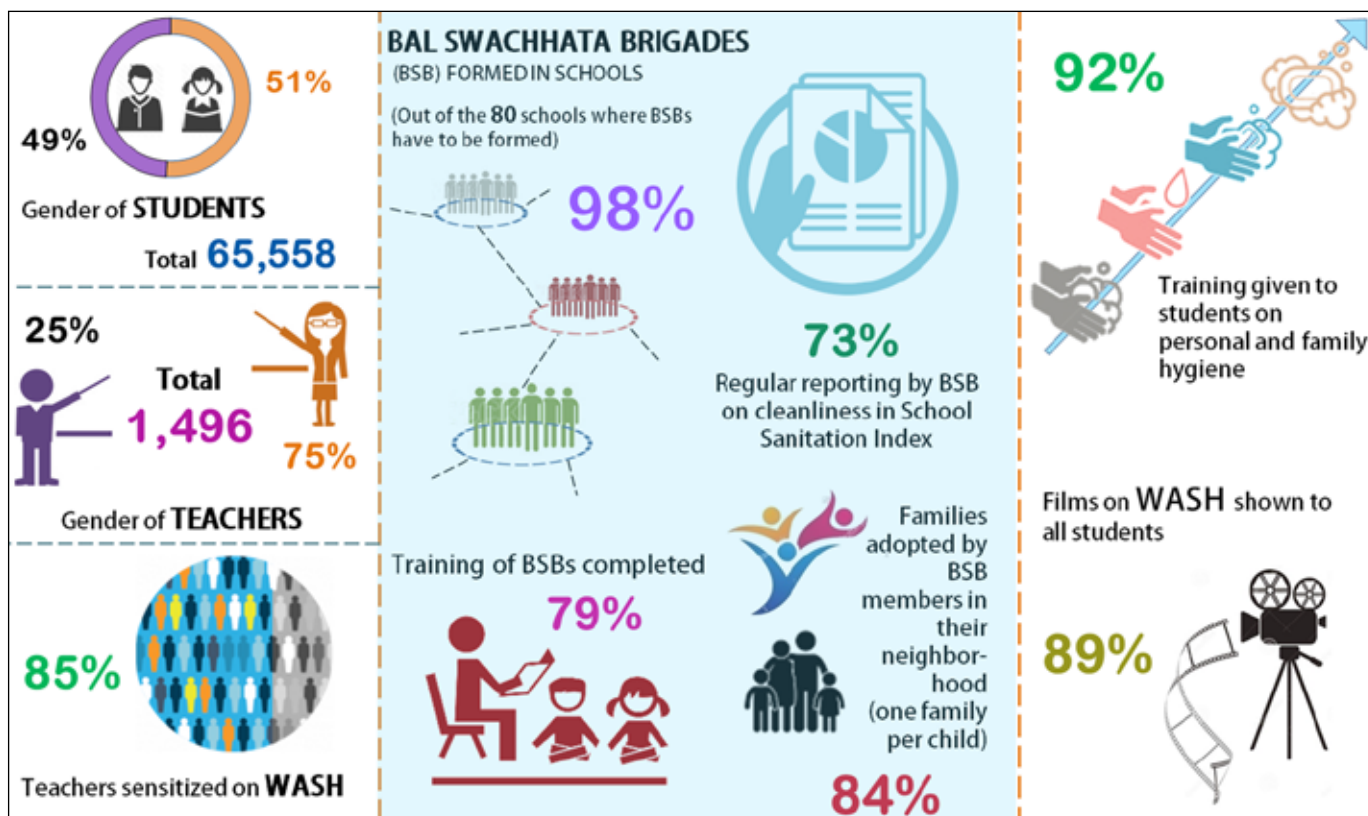


National “Peer-to-Peer Learning” workshop to promote co-learning among cities

An interactive workshop - “Peer learning on aspects of Swachh Survekshan 2017 under Swachh Bharat Mission,” was held in Ahmedabad. The workshop was organized in association with the Swachh Bharat Mission, MoHUA, Delhi, Dept. of Urban Development and Housing Development, Govt. of Gujarat, with the support from USAID and technical support of UMC, Ahmedabad. It was attended by 103 participants from Gujarat and other cities from across the country.

The main aim of the workshop was to facilitate change through peer-to-peer learning processes and enhance the capacity of city governments. The agenda was co-learning by city to city exchange to learn from the best practices on sanitation implemented in their respective cities. The workshop was very interactive and participants also prepared action plans for sanitation improvements in their cities.

Overall scope and impact of the ASAL program



HERITAGE CITY DEVELOPMENT AND AUGMENTATION YOJANA (HRIDAY) IN DWARKA & BET-DWARKA



Dwarkadhish Temple



Interaction with vendors

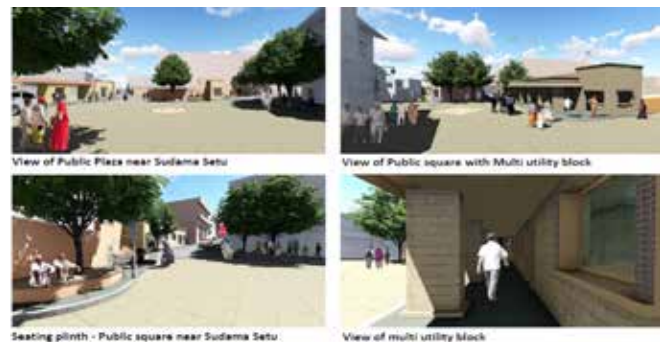
The Heritage City Development and Augmentation Yojana (HRIDAY), a flagship program of the Ministry of Urban Development (MoUD), Government of India was launched in January 2015. UMC in consortium with Urban Management Consulting Pvt. Ltd. (UMCPL) has been selected to anchor the heritage development projects of Dwarka and Bet-Dwarka.

12 cities in India have been selected under this scheme which focuses on development that preserves and rejuvenates the architectural and cultural heritage of the 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.

In continuation of our activities, UMC coordinates with the City Mission Director (CMD), headed by the Collector and District Magistrate of Devbhumi Dwarka district. We are also coordinating 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.

In order to plan and streamline the activities for the year, the UMC team organized and coordinated detailed

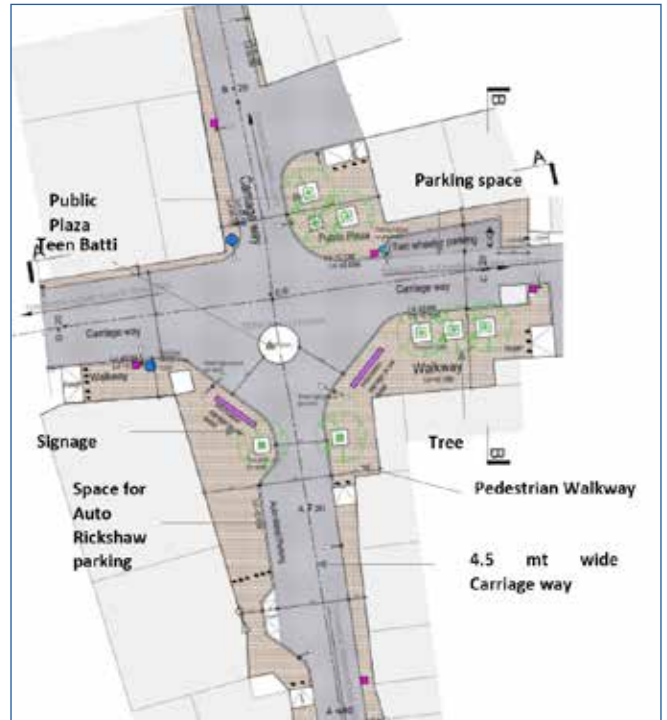
discussions with all the project stakeholders, mapping out and aligning the huge spectrum of activities to be undertaken under the HRIDAY Dwarka project. The team evaluated the designs of each heritage zone, submitted by the DPR agency and conducted a thorough assessment before finalising the proposals for each zone.



Expected outcomes after HRIDAY implementation in Dwarka and Bet-Dwarka (Photographic representation)

UMC conducted various consultation meetings with the City Mission Director (CMD), City Level Advisory and Monitoring Committee (CLAMC), as well as the HRIDAY National Executive Committee (HNEC), during the entire period to obtain design and budgetary approvals.

After the DPRs for all 5 heritage zones were approved, UMC provided technical support to the Dwarka Municipality with the bid process for the selection of contractors for the execution of projects under HRIDAY Dwarka. The contractor was selected through a transparent Quality and Cost Based Selection (QCBS) procedure. The construction of the project has begun, and we are conducting regular monitoring as per our role as the Project Management and Supervision Unit.



Proposed layout

**UMC'S OTHER INITIATIVES
AND
INFORMATION
DISSEMINATION**

EXPOSURE VISIT FOR THE UMC TEAM TO MALAYSIA TO STUDY THEIR ON SITE SANITATION SYSTEM



Process understanding

The UMC team visited two cities in Malaysia namely, Kuala Lumpur and Malacca from 20th – 23rd February 2017. The primary aim of the visit was to understand the faecal sludge management system in Malaysia and bring the best practices to India. This exposure visit was organized by Indah Water Konsortium, a national sewerage company wholly owned by the Ministry of Finance, headquartered in Kuala Lumpur. This was followed by a visit to the city of Malacca, a UNESCO world heritage site. The site is significant due to its acclaimed river beautification project and urban river revival.

The sewerage services in Malaysia have been implemented and monitored by the federal government and its subsidiaries. Though the governance structure is centralized, Malaysia has a heavy reliance on decentralized waste water treatment and is largely developer driven. The tour provided to be very insightful and the team learned a lot about the systems and practices followed in Malaysia for schedule based desludging, decentralized waste water treatment, with extended responsibility of the developer/ builder, realistic water quality standards and strict certification regime for service providers.

This river beautification is a federal government project which would be transferred to the state government after completion. The success of the project relied highly on the sound monitoring system and a good administrative structure. There are strict regulations on the height of structure along the river side and cleanliness of the surroundings.

The key takeaways from the river beautification project at Malacca are:

- The valuation of the properties is done every year and the property tax collected is directly proportional to the valuation of the property. This has been a good source of income for the local body and also an incentive for the owners to develop their properties.
- The monitoring is done on a regular basis by the officials of the ULB on cycles and boats.
- A sound monitoring mechanism coupled with a good administrative structure has helped Malacca retain its heritage status and India can definitely learn and adopt heritage management and river conversation practices.

REVIVING THE CITY MANAGER'S ASSOCIATION GUJARAT (CMAG)

The City Managers' Association Gujarat (CMAG) is a membership-based association of municipal bodies of Gujarat and institutions in the field of urban governance, formed under USAID-USAEP funding in 1997. CMAG provides a common platform to the "City Managers" to interact, exchange information and channelize their efforts to achieve common goals. Also, it acts as a nodal agency to carry out various programs to strengthen local governance. Creating avenues and forums for best practices sharing, replication and scaling up among cities of Gujarat is a key activity of CMAG.

Although CMAG is uniquely positioned to conduct several activities on WASH for urban local bodies in the state, the activities of the association had shrunk due to lack of senior leadership and internal involvement. UMC provided support to hire a senior executive coordinator in CMAG to kick start its activities. UMC conducted several meetings with key decision makers of CMAG to roll out a year plan and initiate activities after which CMAG conducted an urban governance and service improvement training for government officials in Ahmedabad Management Association (AMA). It also participated in the Peer Learning Workshop conducted under the ASAL program. The association has now slowly started resuming its roles and has charted a clear roadmap of activities for the coming year.

SUPPORT TO CEPT UNIVERSITY

UMC continues to contribute to the academic field by actively supporting and providing guidance to the students of CEPT university under the Masters of Habitat Management (MHM) course. The senior members are closely associated with the academic processes of the university and are visiting faculties to the university.

NEWSLETTER

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. Urban news and heritage news are also a major part of UMC's newsletter.

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'.

The image shows a screenshot of the Ahmedabad Sanitation Action Lab (ASAL) e-newsletter. At the top, there are logos for USAID, UMC (Urban Management Centre), and ASAL. The title is "Ahmedabad Sanitation Action Lab". Below the title, it says "Date: March, 2017 Volume: 8/03 (Issue no/year)" and "Compiled by: Urban Management Centre". The main content includes a section titled "Beginning of 3rd year of ASAL" which describes the lab's 3-year action research (2014-2017) for implementing innovative solutions to school sanitation and sanitation problems in slums and slum-like settlements of Ahmedabad. Another section is titled "Adolescent groups formed in slums to sustain WASH awareness" and describes the formation of adolescent groups in seven select slums of Ahmedabad to promote WASH & hygiene practices. At the bottom of the newsletter preview, there is a photo of a group of people in white uniforms and a caption "Adolescent groups in slums for 'WASH' promotion". Below the newsletter preview, there is a larger photo of a group of people in a meeting, with a caption "Engaging School Management Committees in municipal schools".

UMC'S TECHNICAL PARTNERS

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

UMC'S FUNDING PARTNERS

Ahmedabad Municipal Corporation

Asian Development Bank

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

Gujarat Industrial Development Corporation
(GIDC)

Indian National Trust for Art and Cultural
Heritage (INTACH)

International City/ County Management
Association (ICMA)

Jamnagar Municipal Corporation

Ministry of Housing and Urban Affairs,
Government of India (MoHUA, GOI)

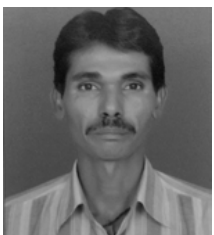
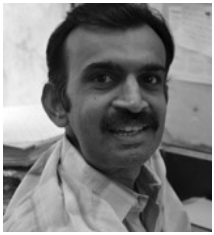
National Film Development Corporation of
India

National Institute of Urban Affairs (NIUA)

United States Agency for International
Development (USAID)



TEAM UMC





AUDITED FINANCES 2016-2017

(amounts in' 000)

Equity and Liabilities	31st March 2017 (INR)	31st March 2016 (INR)
Share Capital	0.20	0.20
Reserves and Surplus	107985.40	101138.66
Current Liabilities	5072.78	4491.70
Total	113058.38	105630.56

Assets	31st March 2017 (INR)	31st March 2016 (INR)
Tangible Assets	19894.72	8709.42
Current Assets	93163.66	96921.14
Total	113058.38	105630.56

Abridged Statement of Profit and Loss Account

Income	31st March 2017 (INR)	31st March 2016 (INR)
Revenue from Operation	35304.44	11299.82
Other Income	21426.95	42809.67
Total	56731.38	54109.48

Expenditure	31st March 2017 (INR)	31st March 2016 (INR)
Employee Benefit Expenses	27667.24	16732.32
Depreciation and Amortization	586.30	500.84
Other Expenses	21575.66	11399.84
Total	49829.20	28633.00
Excess of Income over Expenditure from continuing operation	6902.18	25476.48

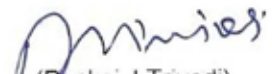
URBAN MANAGEMENT CENTRE
(A Company Incorporated under section 25 of the Companies Act, 1956)

**FOREIGN CONTRIBUTION RECEIPT AND PAYMENT ACCOUNT
FOR THE YEAR ENDED 31 MARCH 2017**

	<u>Schedule</u>	<u>All figures in Rupees</u>
RECEIPTS		
Opening Balance		4,91,90,494
Sub- Grant Received		1,47,05,013
Interest from Savings Bank account		1,43,041
Interest on Bank FDR		34,51,120
Total		6,74,89,668
PAYMENTS		
GRANTS UTILISED FOR		
Operational Expenditure	C	24,71,791
Programme Expenditure	D	1,80,37,665
Less : Provisions and Non Cash expenses	E	33,27,227
		1,71,82,228
LOANS AND ADVANCES		
Deposits & Advances (Staff)		8,000
Tax deducted at source during the current year	B	3,45,113
Prepaid Insurance		17,769
LIABILITIES AND PROVISIONS		
Payment of Previous Year Liability paid during the Year	F	30,20,271
Fixed Assets Procured during the year	A	60,000
CLOSING BALANCE		
Cash in hand		199
Cash at bank		
- in Savings Accounts		25,77,797
- in Fixed Deposits		4,42,78,291
Total		6,74,89,668

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


(Pankaj J Trivedi)
Partner
Ahmedabad
M.No. 030837
Date: 18th Nov, 2017



For Urban Management Centre


Manvita Baradi
Director
(Chief Functionary)
Date: 18th Nov, 2017

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 2017

	<u>Schedule</u>	<u>All figures in Rupees</u>
INCOME		
Grants and Sub- Grants		1,47,05,013
Interest from Savings Bank account		1,43,041
Interest on Bank FDR		34,51,120
Total		1,82,99,174
EXPENDITURE		
Operational Expenditure	C	24,71,791
Programme Expenditure	D	1,80,37,665
Deficit Carried over to Balance Sheet		-22,10,281
Total		1,82,99,174

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

For Urban Management Centre


(Pankaj J Trivedi)
Partner
Ahmedabad
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Date: 18th Nov, 2017




Manvita Baradi
Director
(Chief Functionary)
Date: 18th Nov, 2017



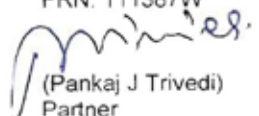
URBAN MANAGEMENT CENTRE
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FOREIGN CONTRIBUTION ACCOUNT BALANCE SHEET AS AT 31 MARCH 2017

	<u>Schedule</u>	<u>All figures in Rupees</u>
SOURCES OF FUNDS		
FC GENERAL RESERVE:		
Opening Balance		4,72,45,046
(Deficit Carried Over from Income & Expenditure Account)		-22,10,281
Total		4,50,34,765
APPLICATION OF FUNDS		
A. FIXED ASSETS:		
Capitalised out of Grants	A	4,80,669
B. INVESTMENTS:		
1. NON-TRADE INVESTMENTS		
- In Fixed Deposits with scheduled banks		4,42,78,291
C. CURRENT ASSETS, LOANS AND ADVANCES		
1. CURRENT ASSETS		
-Cash in hand		199
-Cash at bank in Saving Account		25,77,797
-Pre Paid Insurance		17,769
2. LOANS AND ADVANCES	B	6,71,301
Total of Current Asset (C)		32,67,066
Less:		
D. CURRENT LIABILITIES AND PROVISIONS		
1. CURRENT LIABILITIES:		
-Outstanding Expenses Payable		
-Other Sundry Creditors		26,33,078
-Directors Input not withdrawn		2,29,247
-Duties and Taxes		1,28,936
Total of Current Liability (D)		29,91,261
NET CURRENT ASSETS (C-D)		2,75,805
Total		4,50,34,765

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


(Pankaj J Trivedi)
Partner
Ahmedabad
M.No. 030837
Date: 18th Nov, 2017



For Urban Management Centre


Manvita Baradi
Director
(Chief Functionary)

Date: 18th Nov, 2017





URBAN MANAGEMENT CENTRE

www.umcasia.org

REGD. OFFICE

B-14, Ravi Tenements,
GST-Chenpur Road, New Ranip,
P.O. Digvijaynagar, Ahmedabad - 382 470

MAIN OFFICE

III Floor, Office of Ahmedabad Urban
Development Authority,
Usmanpura, Ahmedabad - 380 014

PROJECT OFFICE

A-202, GCP Business Centre,
Opp Memnagar Fire Station,
Navarangpura, Ahmedabad - 380 009



info@umcasia.org



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[Urban Management Centre \(UMC\)](https://www.facebook.com/Urban-Management-Centre-(UMC))



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