



ANNUAL REPORT

2018 - 2019



Manvita Baradi
Founding Director

“2018-19 was a year of deep learning and grounding. There have been many highlights, like seeing marginalised communities across the country become active members in the management of their sanitation services.”

Message from the Director

2018-19 was a year of deep learning and grounding. There have been many highlights, like seeing marginalised communities across the country become active members in the management of their sanitation services. Notable among them have been women's groups, who collectivised in slum and slum-like settlements, took charge of their environment and become leaders advocating for hygiene. We have helped these women take their courage and entrepreneurial instinct and turn them into sustainable enterprises.

India has so far been focused on building infrastructure and neglected the thought of the operation and maintenance involved. We have learnt that women groups, once they take the lead in this O&M, can be very successful. One such example is that of the women in Tiruchirappalli, who formed their own trust to run community toilets. Another example is also the Area Level Federations in other small towns like Khunti and Siddipet, managed to secure the Open Defecation Free status and thereby improve the hygiene and health of their neighbourhoods.

We are working towards replicating these successes through our “Convergence Guidelines”. These emphasise the interconnections between the Livelihood and Sanitation programmes in India, so that both the National Urban Livelihood Mission and the Swacch Bharat Mission could succeed by working together. These missions, housed within the Ministry of Housing and Urban Affairs, will be able to leverage each other's successes to enable better

construction, operation and maintenance of sanitation infrastructure, while also creating opportunities for dignified livelihoods in the sanitation sector.

None of this would have been possible without the unrelenting support we receive from and give to our local governments. A big part of our outreach this has been the support we give to e-learning activities for Municipal officials. We strongly believe that professional, accessible content is key in building their capacities preparing them for new challenges in the sector. This year we supported a significant update of the E-learning portal used by SBM, and produced new video material for it. We also worked closely with the Ministry of Housing and Urban Affairs for strengthening of NULM, SBM and HRIDAY missions.

We have also been deeply involved in the cultural preservation and heritage development of cities like Jamnagar, Jodhpur, Dwarka and Bet Dwarka. Our team developed a heritage management plan and subsequently a DPR for the city of Jodhpur. We believe that unless city governments take charge of their heritage structures and work on policy, planning and implementation, our inner-city areas and heritage precincts may not be sustainable.

Manvita Baradi
Founding Director

“ UMC facilitate city governments to design, implement and evaluate municipal development and management of their projects. ”

About Us

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

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

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The Urban Livelihoods E-Learning and Resource Network (U-LEARN)



EMPOWERING MARGINALIZED GROUPS - CONVERGENCE BETWEEN SBM AND DAY-NULM

March 2018

Deendayal Antyodaya Yojana-
National Urban Livelihoods Mission



Ministry of Housing
and Urban Affairs
Government of India



Convergence Between Day - NULM and SBM - Urban

With support from Bill & Melinda Gates Foundation, UMC has been associated as a Technical Support Unit (TSU) to the Ministry of Housing and Urban Affairs (MoHUA) since 2017. The collaboration led to development of guidelines '**Empowering marginalized groups – Convergence between Swachh Bharat Mission (SBM) and Deendayal Antyodaya Yojana -National Urban Livelihoods Mission(DAY-NULM).'**

The combination of two flagship missions i.e. Swachh Bharat Mission and Deendayal Antyodaya Yojana -National Urban Livelihoods Mission envisioning sanitation-based livelihoods for cleaner cities has been piloted in cities of Warangal in Telangana, and Bhubaneswar, Dhenkanal and Paradeep in Odisha.

In the first year of its formation, 2018-2019, the convergence saw the formation of Self Help Groups (SHGs) of people with vulnerable occupation like sanitation workers, waste pickers and transgenders. These groups formed are of women, male and combined (male and female) in Bhubaneswar (10), Dhenkanal (9) and Berhampur (8). The formation of these SHGs was in alignment with an advisory released by the Government of India. UMC ensured the implementation of this advisory to make the program inclusive. Furthermore, as guided by SM&ID guidelines, DAY-NULM formed SHGs, ALFs and CLFs. to strengthen to convergence sanitation sub-committee were formed under ALF's represented by ALF executive committee.

This has been successfully implemented in various cities and has gained momentum.

In this financial year, the sanitation sub-committees formed were Bhubaneswar: 6, Dhenkanal: 5, Berhampur: 6. Meetings were conducted under DAY-NULM and SBM with Odisha NULM functionaries to form these sub-committees.



To upskill the sanitation workers UMC with support from ULBs organised Recognition of Prior Learning (RPL). These trainings were conducted in both Bhubaneswar and Dhenkanal, covering more than 200 sanitation workers. These trainings were conducted with the support of Skill Council for Green Jobs (SCGJ) and National Safai Karamcharis Finance & Development Corporation (NSKFDC).

After the training, the SHGs were encouraged to opt for an enterprise model considering the livelihood opportunities across the Sanitation and Solid Waste Management Value Chain. Based on this they received constant handholding support. Till now three SHGs have registered a sanitation-based enterprise and 21 SHGs have received a work contract from Berhampur Municipal Corporation for O&M of CT/PTs. There have also been efforts to help SHGs establish their own sanitary napkin making unit and material recovery centre.



Support to *Shehri Samridhi Utsav*

Shehri Samridhi Utsav was observed across India from 1 February 2019 to 15 February 2019 which was organized by MoHUA and conceptualized by Urban Management Centre, as a grassroots initiative to extend the outreach of DAY-NULM to the urban poor. MoHUA organized a fortnight of events focusing on urban livelihoods and access to welfare schemes for urban poor. During this festival of urban prosperity - '*Shehri Samridhi Utsav*' was celebrated throughout the country. Urban Management Centre charted out various activities at the city, state, and national levels that took place with active participation from all the states and cities. The institutionalization of the *Shehri Samridhi Utsav* fast-tracked the process of setting up advisories at the city level to map out the eligible SHG's who were missed out of the various welfare schemes. This initiated the completion of necessary formalities to facilitate their access to the welfare schemes.



Conducting *Shehri Samridhi Utsav* with SHGs

Over 8.36 lakh SHG were linked to national government schemes including *Swachha Bharat Mission*, *Pradhan Mantri Awas Yojana*, *Jan Dhan Yojana*, *Pradhan Mantri Jeevan Jyoti Yojana*, *Pradhan Mantri Suraksha Bima Yojana*, *Pradhan Mantri Ujjwala Yojana*, and *National Nutrition Mission*. Several other activities were also conducted by the states as part of *Shehri Samridhi Utsav* such as organizing



Swachhta Excellence Awards winning ALF



exhibitions of SHG products, food festivals to promote street food vendors, adoption of shelters for the urban homeless by colleges, the formation of SHGs of informal sanitation workers, financial inclusion camps, job melas, and distribution of ID cards to street vendors.

To recognize the synergy of Area Level Federation (ALFs), City Level Federations (CLFs), and Urban Local Bodies (ULBs), MoHUA launched the DAY-NULM *Swachhta* Excellence Awards in the year 2018. The Ministry of Housing & Urban Affairs (MoHUA) enabled convergence between the Deendayal Antyodaya Yojana-National Urban Livelihoods Mission (DAY-NULM) and the *Swachh Bharat* Mission-Urban (SBM-U). This fostered the partnership between Urban Local Bodies (ULBs) and Community Based Organizations

(CBOs) at the area and ward levels to channelize their collective strength. This partnership has empowered community organizations to access sustainable self-employment and skilled wage employment opportunities in the sanitation sector.

The SHGs/ALF/CLF and the cities working proactively in sanitation-related livelihood activities helping cities to improve and offer better sanitation-related services are recognised through *Swachhta* Excellence Awards. This further paved the way for the SBM & DAY -NULM convergence to envisage a concrete policy change, economic upliftment, and reduction in vulnerability of the urban poor households.



Organisation of Job Melas



Paisa Portal

Under the SBM and DAY-NULM convergence, UMC has augmented the scope of urban entrepreneurship through the [PAiSA Portal](#) (Portal for Affordable Credit and Interest Subvention Access). The portal is a centralized IT platform for processing interest subvention on bank loans to beneficiaries under Deendayal Antyodaya Yojana – National Urban Livelihoods Mission (DAY-NULM) designed and developed by Allahabad Bank on behalf of MoHUA.

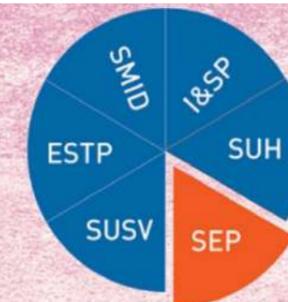
PAiSA portal aggregates banks, states and Urban Local Bodies (ULBs) on a single platform, facilitating real time exchange of information and provides a simple mechanism to process interest subvention. PAiSA portal offers an end to end solution for processing, payment, monitoring and tracking of interest subvention claims for states and banks. Subvention is processed on a monthly basis, as against quarterly mode in the manual system.

Through the portal, the amount gets credited directly to the loan account of the beneficiaries. PAiSA also gives intimation by SMS to the beneficiaries, once the amount is credited.

Under the Self Employment Program (SEP) component of DAY-NULM, the urban poor are provided bank loans on which subvention is available from the Government of India on ROI above 7%. Bank loans for setting up micro-enterprise are available to individuals (upto 2 lakhs) and groups (upto 10 lakhs) of urban poor. Women Self Help Groups (SHGs) are provided an additional 3% subvention on timely repayment of the loan. The Mission is being implemented in 35 states/UTs across 4041 statutory towns and cities.

The National rollout of PAiSA Portal was in June 2018. Training across several states was facilitated for the same.

Deendayal Antyodaya
Yojana-National
Urban Livelihoods Mission
(DAY-NULM)



SELF EMPLOYMENT PROGRAM

Interest
Subvention
for SEP
beneficiaries

Ministry of Housing
and Urban Affairs
Government of India

PAiSA

Portal for Affordable credit and
Interest Subvention Access

An Initiative of DAY-NULM

DAY-NULM
Deendayal Antyodaya Yojana-National
Urban Livelihoods Mission





Supporting Skilling in Sanitation Sector

SBM - U has been instrumental in developing and improving the access to sanitation services in the cities. Huge number of sanitation infrastructure facilities like individual household toilets, PT/CTs which depend on onsite sanitation system has been developed. The sanitation sector is expanding which requires better and improved infrastructure and services. This highlights the need for capacity building, skilling and ensuring hygiene, dignity and safety of sanitation workers associated with the sector. UMC proposed to institutionalise job-roles for the faecal sludge management sector.

UMC in consultation with National Skill Development Corporation (NSDC) and Skill Council for Green Jobs (SCGJ) developed Qualification Packs (QPs) and National Occupational Standards (NOS) for persons engaged in relevant work under the Faecal Sludge Management (FSM) sector.

The three job roles developed and approved are:

1. FSTP Operation & Maintenance Technician
2. Desludging Operator
3. Septic Tank Technician (Mason)

The most desirable option for the treatment of faecal sludge collected from onsite sanitation system is Faecal Sludge Treatment Plant (FSTP) which is a fairly new concept in the country.

However, the FSTP is the only option to treat the faecal sludge collected from the onsite sanitation system. However, it is estimated 8744 number of FSTP would be needed in the country by 2019¹ (FSSM Skill Gap Assessment Study, 2018, UMC). The majority of cities do not have FSTP's as of yet. The qualification pack is needed to vocationalise the skills for facilitating the day-to-day technical operations of the plant. While also carrying out repair and maintenance of pumps, engines, motors, filters, bar screens, valves, pipes, and any other equipment at the FSTP.



Sanitation worker at the FSTP

The qualification pack on desludging operator is required to formalize the desludging service sector with proper health and safety standards.

¹Projected demand of FSTP in Indian cities in 2019.



This will help strengthen and vocationalise the sanitation workers with required desludging skills that includes emptying, transportation and disposal of faecal sludge at the identified sludge disposal sites. In India, most of the urban local bodies outsources the desludging services to private desludging operators . The National FSSM policy -2017 indicated that the septic tanks needed to be desludged once in three/five years. The cities need to implement the schedules for septic tank desludging services. This growing demand requires skilled desludging operators for which QP would become important for imparting required training to the operators.

The qualification pack on septic tank technician would help to vocationalise the skills in construction, repair, maintenance of septic tanks. Presently there is no course for the same. The QP on Septic Tank Technician would be relevant to the sanitation industry as most of the septic tanks constructed in the urban areas are not as per the CPHEEO/NBC standard. The Septic tank technician QP is multi-purpose through which septic tank technicians would be imparted required necessary training. The QP on Septic tank technician would help in creating skilled septic tank technicians across the country.



Desludging Operator at work

प्रगति दीदी के नुस्खे

स्वच्छता कर्मचारियों की
आर्थिक उन्नति



Pragati Didi ke Nuskhe – Financial Literacy Module for Sanitation Workers

A financial literacy module was developed to address the issues of financial inclusion among sanitation workers. 'Pragati Didi's Nuskhe' – Financial Prosperity for Sanitation Workers is a module that aims to support the SHG members and DAY-NULM functionaries by improving the financial management skills of the beneficiaries.

The module provides an opportunity to learn basic skills related to personal financial management, savings, loan management, investment, insurance, planning for old age/retirement, and financial service providers. A special focus on the financial entitlements for sanitation workers is undertaken in this module. The financial literacy module is developed in the form of the trainer's manual and

module. The trainer's manual can be accessed in [Hindi](#) and [English](#). Whereas the trainer's module is a set of flipbooks in four languages – [English](#), [Hindi](#), [Odiya](#), and [Telugu](#).

The financial literacy module is divided in four parts:

- Module 1:**
Understanding the Language of Money
- Module 2:**
Towards Prosperity - A Life of My Dreams
- Module 3:**
Know Government Entitlements
- Module 4:**
Becoming Money Smart



Conducting financial literacy training with ALF members in Warangal

A platform to build capacity of DAY-NULM functionaries and beneficiaries

HOME DAY-NULM SBM MY DOWNLOADS PROFILE English Login

WELCOME TO
U-LEARN

Facebook Google Plus

or

ENTER NAME
Enter Name

E-MAIL ADDRESS
E-Mail Address

PHONE NUMBER
Phone Number

Join here

Explore courses here..... Videos Explore As of Website

TO EXPLORE MORE, VISIT THE WEBSITE <http://u-learn.in>
 ANDROID VERSION https://play.google.com/store/apps/details?id=com.ulearn.nulm&hl=en_IN
 DOWNLOAD IOS VERSION <https://apps.apple.com/in/app/u-learn-nulm/id1452849610>

UMC Secretariat support and moderation by Urban Management Centre with support from Bill & Melinda Gates Foundation

SNAPSHOTS OF FEW TUTORIALS

 <p>Tutorial I <i>Ek Aur Ek Gyaarah</i> This tutorial explains about importance and formation of Self Help Groups (SHG).</p>	 <p>Tutorial II <i>SHG Ka Bastaa</i> This tutorial explains about the importance of book keeping.</p>	 <p>Tutorial III <i>Ujaalaa</i> This tutorial explains about the advantages of bank linkages & interest subvention for SHGs.</p>	 <p>Tutorial IV <i>Kaarawaan Badhataa Gayaa</i> This tutorial explains about the benefits of being associated with Area Level Federation.</p>
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The Urban Livelihoods E-Learning and Resource Network (U-LEARN)

The Urban Livelihoods e-Learning and Resource Network (U-LEARN), is a first of its kind online e-learning portal developed by MoHUA and UMC. The e-learning portal is available on the web as well as a mobile application with a multi-language supported interface. The website can be accessed from [here](#) and the mobile application can be downloaded for both [android](#) and [IOS](#).

The application targets to benefit the urban poor, marginalized communities, and support the DAY-NULM workforce who are on the field most of the time. This portal will support training and capacity building for DAY-NULM mission functionaries like National, State, and City Mission Management Unit (NMMU, SMMU, CMMU), Community Organizers, Community Resource Persons, Resource Organizations, members of Area Level Federations (ALF), and Self-Help Groups (SHG).

U-LEARN is a one-stop place to refer to guidelines, advisories, and case studies on DAY-NULM. Users can access learning content in the form of videos, case studies on leading practices, and other reference documents and materials. On

viewing the tutorial and successful completion of the related quizzes, the users receive certificates from the Ministry of Housing and Urban Affairs.

U – LEARN

E-Learning platform for training of DAY-NULM functionaries and beneficiaries



	Total Course Views	147
	Total Course Downloads	70
	Total Certificates Issued	36

Status as on 31 march 2019

HOW IT WORKS

<p>1 Get Registered</p> <p>Open the website and login using your phone number or existing email (Facebook or Google Plus). Fill in all the details in the profile section. Select preferred language (English, Hindi, Gujarati, Odia, Telegu)</p>	<p>2 Watch Videos</p> <p>Select desired tutorial from the category of DAY-NULM and view the video. You can also download videos and reading material for each tutorial for offline use</p>	<p>3 Take a Test</p> <p>Click on "Take a Test" and attempt the multiple choice quiz. In case of queries or feedback, you can comment on the discussion forum below the tutorial or contact the moderator.</p>	<p>4 Get Certified</p> <p>Upon successful completion of the test, you will receive a certificate on behalf of the Ministry of Housing and Urban Affairs.</p>
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Continuing Programs

2.2 Swachh Bharat Mission – Gramin, Gujarat

2.3 Swachh Bharat Mission Portal



2.2 Swachh Bharat Mission - Gramin, Gujarat

UMC was requested by UNICEF to provide support to SBM-Rural to specifically initiate pilots on Solid Liquid Resource Management systems in select villages.

Rural Gujarat had been declared ODF in October 2017, but a lot was still to be achieved in terms of cleanliness and solid-liquid waste management. The Government of Gujarat had INR 2,550 Cr. approximately dedicated to the component of solid and liquid resource management but the technical progress on ground was noted to be quite low. Hence, there was a need for intervention and technical support at the state level to utilize this immense opportunity. The major gaps identified for intervention were:

- Capacity deficit of officials and volunteers
- Deficit in operational guidelines
- Deficit in monitoring capacities
- Deficit in IEC activities

As a part of this partnership, UMC's role was to provide Technical and Program Management support for developing strategies, guidelines, technical options for rural areas of solid and liquid resource management. UMC actively engaged in all the Swachh Bharat Mission – Rural activities and created an enabling environment by providing day to day support at the state level. UMC undertook detailed assessment of solid and liquid

waste management in 5 villages of Gujarat and prepared SLRM plans for the same with suitable options in different contexts. UMC also prepared the State level SLRM policy incorporating the local context along with the operational guidelines for implementing SLRM in Gujarat.



SLRM plan stakeholders and citizens consultation in Kanodar GP, Banaskantha

Having carried out the training needs assessment, UMC prepared detailed training material for Nigrani Samitis and other Gram Panchayat level functionaries to monitor the status of ODF and carry out awareness building activities in the villages with regards to ODF-S and ODF+. Assessment of training needs was also done for the SBM-G functionaries at the district as well as state level keeping in consideration the skills and knowledge required for rolling out projects and activities for solid and liquid waste management.



Launch of Swachh Survekshan Grameen Capacity building program at state level on July 31, 2018



Capacity building program at state level for SLRM plan preparation

To improve the monitoring mechanism at state level, UMC was requested by UNICEF to provide support to SBM-Rural to specifically initiate pilots on Solid Liquid Resource Management systems in select villages.

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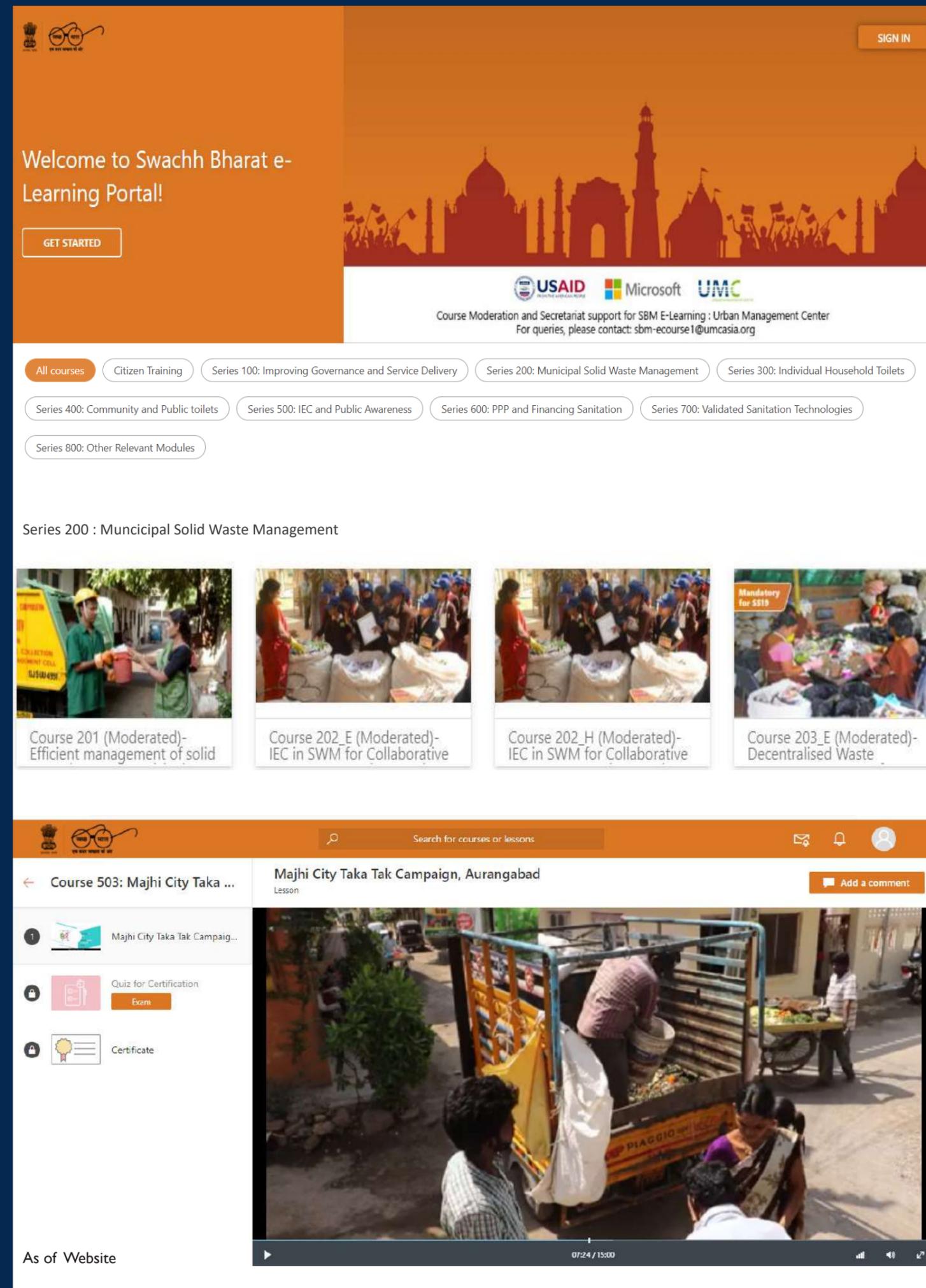
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Consultation on SLRM plan of 5 pilot cities with stakeholders and citizens in Kanodar Gram Panchayat, District. Banaskantha

undertook detailed assessment of solid and liquid waste management in 5 villages of Gujarat and prepared SLRM plans for the same with suitable options in different contexts. UMC also prepared the State level SLRM policy incorporating the local context along with the operational guidelines for implementing SLRM in Gujarat.



2.3 Swachh Bharat Mission Portal

Started in 2015, the [SBM e-learning portal](#) draws from leading practices in the sanitation sector and introduces these to municipal functionaries who are at the forefront of delivering objectives of the Swachh Bharat Mission (SBM). The e - platform was created through technical assistance of the Urban Management Centre, the Project Management Unit of the SBM, with financial support of the United States Agency for International Development and has been hosted on the Massively Empowered Classroom (MEC) platform of Microsoft Research India.

The e-learning platform consists of e-course modules that dwells into the depth of each of the components of SBM and will prove useful to the officials of the state sanitation missions, city managers, engineers, administrators, field supervisors, and sanitation workers in-charge of implementing SBM. Capacity building of officials will not only ensure proper implementation but also ensure the sustenance of such initiatives. Through this, the urban local bodies will find themselves equipped to take strategic decisions like choosing technologies, financial viability, cultural appropriateness, and operations & maintenance plans.

The portal also provides flexibility to busy city managers by offering self-paced e-courses along with an option to download the courses to further their learning for future references.

With the web based e- learning paltform an e-Learning mobile application was lunched in March 2019 for android users that can be donwloaded form [here](#).

UMC has supported Microsoft to migrate from the MEC version of the e-learning portal to Sangam – an Azure-based cloud portal. Through this migration, UMC has supported :

- Improvement of the user interface
- Reregistering users post migration
- Restructured report generation for monitoring of learning activities through the portal
- Created content for the FAQ section of the portal

UMC has continued providing course moderation and secretariat support for enhancing the reach of the platform, better management and strengthening of the SBM e-learning platform.

	Total Courses	179
	Total Course Views	10,22,988
	Total Users	12,05,902
	Total Certificates Issued	8,67,266
	Total Certificates Issued To Government Employees	7,49,701

Status as on 31 March 2019



Continuing Programs

2.4 Moving India Towards Sanitation for All (MISAAL)

Sanitation Mapping and Knowledge Management

Community Mobilisation in Urban Poor Settlements

2.5 Anchor Support to Dwarka

2.6 Tech Support to Swachh Bharat Mission (Urban),
Gujarat



2.4 Moving India towards Sanitation for All (MISAAL)

Urban Management Centre (UMC) is implementing USAID supported Moving India Towards Sanitation for All (MISAAL) program in four cities of India; Ahmedabad and Porbandar in Gujarat, Jodhpur in Rajasthan, and Sambalpur in Odisha. Ministry of Housing & Urban Affairs (MoHUA), Government of India launched the Swachh Bharat (Clean India) Mission in 2014 with the objectives to eliminate open defecation in Indian cities, change behavior for healthy sanitation practices, and capacity augmentation for local governments to create an enabling environment for the community and private sector participation. As cities move towards becoming ODF, sustaining ODF status will be important. MISAAL program fundamentally focuses on supporting cities on sustaining open defecation free status (ODF).

MISAAL intervention is four-pronged :

1. Sustain ODF
2. Achieve ODF+
3. BCC and IEC Dissemination
4. National Scale-up.

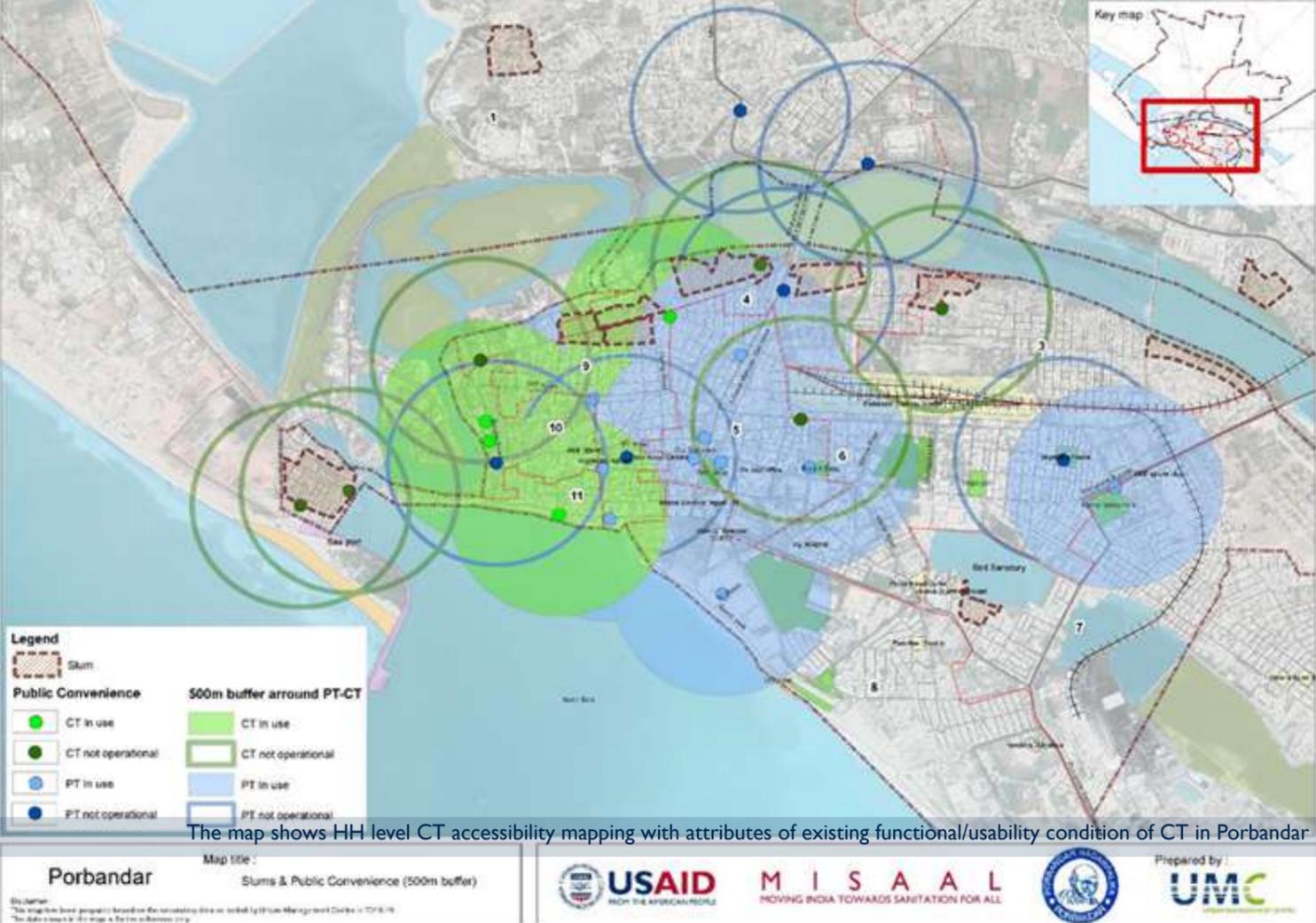
These interventions would help ULBs to use a knowledge management database which shall enable ULBs to take data driven planning for sustaining ODF status. For doing this UMC has partnered with respective city administration and line departments to jointly work towards this

goal. The learning from these 4 intervention cities will be replicated at the state and national levels through the respective city managers' associations (CMAs), the SBM-NPMU, and USAID's Urban WASH Alliance (UWA) partners.

MISAAL emphasizes mapping, measurement, and monitoring of sanitation service delivery and infrastructure for improving last-mile gaps which will support cities to achieve and sustain open defecation free (ODF) cities. MISAAL is supporting local governments to address ODF sustenance challenges including limited community participation, and strengthening service delivery .

Various key activities and tasks performed during the first year of the program are as follows:





I. Sanitation Mapping

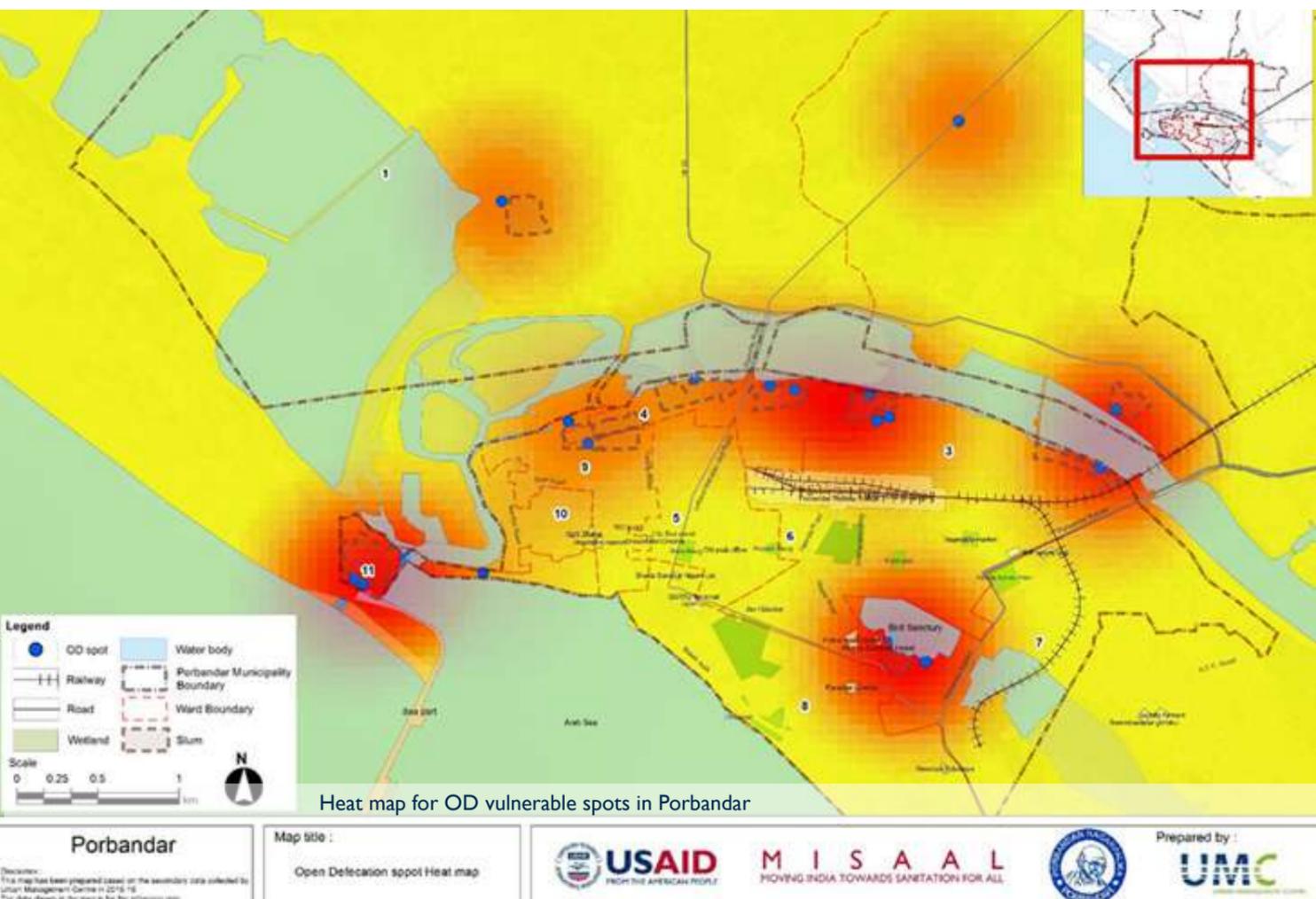
Ahmedabad, Porbandar and Jodhpur cities have been declared ODF by the external evaluation team of the SBM, MoHUA, while Sambalpur is yet to apply for ODF certification. However there were last mile gaps in access to basic WASH services and sanitation mapping was planned to assess the level of WASH services in the targeted 223 settlements across 4 cities. This was conducted using google form based digital surveys and google mapping, through with around 30,000 households were mapped. To have 360 degree understanding of the situation, survey of settlements/ spots vulnerable to open defecation (OD), technical audit of community and public toilets surrounding the settlements were also made along with focused group discussions with the residents of the settlements.

Based on the assessment ODF vulnerability was mapped and through this ULBs could identify these gaps, locate them spatially to take necessary action. This was an effort to translate people's local knowledge on the level of WASH service into a usable data for ULB to take necessary actions. This was the first attempt at creating settlement level partnership with the people towards building future association. With household level mapping, a technical audit of public and community toilets is initiated in Ahmedabad and this is planned for all the facilities in 4 cities. As of now, some 80 community and public toilets are assessed and UMC has prepared a facility-wise action for its improvement and

submitted them to the Ahmedabad Municipal Corporation (AMC).

The sanitation mapping process is being used to :

- Assess accessibility of CTs to slums in the city using buffer analysis.
- Check if CTs are operational.
- Assess availability & usability; informing ULBs whether additional seats are required or new facilities are needed.
- Attribute slum HHs without toilets to each seat (shared toilets), wherever possible





2. Community Mobilization for ODF sustenance

Community participation is pivotal to ODF sustenance. Monitoring municipal services & community vigilance and community support is required to lead behaviour change and IEC action for ODF sustenance. To do this, UMC has initiated community level engagement where community is mobilised, trained and collectivised to take actions towards collective settlement level improvement by forming a committee, called MISAAL settlement Committee (MSC).

To activate community participation in monitoring municipal services, the MSCs are oriented to carry out daily assessment of basic services like water supply, sewerage, community or a public toilet, solid waste management, day to day cleaning/sweeping of the streets in the settlement and map concerns regarding its quality. This has been adopted in Jodhpur & Sambalpur. To do this, a tracking tool has been developed which a committee is required to fill in on a daily basis. It is easy to use the tool where a dot or a *Bindi* can be used against the services based on their level of satisfaction. The committee is trained to mark a dot or *Bindi*; red for poor, orange for moderate & green for good, for the services based on their level of satisfaction.

So far, the committee has started following this activity. The members meet daily to discuss the quality of services at the settlement level and aggregate the ranking in the services monitoring/tracking tool. Based on the pattern emerging on the quality of services,



it helps build knowledge for the community and derive necessary action towards settlement level improvement. In some of the instances, committees were seen using this tracking tool to discuss the issues with the concerned ULB official. The daily tracking motivates the committee to discuss challenges with ULB based on the evidence.



Based on the daily tracking, the members of the committee began to reach out to the concerned municipal officer to discuss the potential solutions for their day to day resolutions. Many issues have been resolved, as communicated by the committee members while some are still in pipeline. But as learnt



from the members across cities, they acknowledge the formation of the committee to be fruitful and wish to continue working towards improving their settlements with the support of MISAAL.

UMC is gradually engaging with the private partners as per the program's requirement. UMC has formally engaged community and social organisations (CSO) in all 4 cities for citizens group activation in the slum.

UMC has supported AMC to engage SHGs in sanitation including formalization of waste pickers under NULM at material recovery facilities (MRF) in Ahmedabad. The SHGs were mobilized through collaboration between the Urban Community Development (UCD) Department and the SWM Department.

Through this engagement, 8 MRFs were handed over to the UCD Department for O&M. A preliminary assessment of MRFs was conducted to understand potential involvement of the SHGs. A Standard Operating Procedure (SOP) for sorting at MRF has also been prepared and discussed with Municipal Commissioner, AMC.



Workers at MRF



ICMA-UMC-CMAR Affiliation Agreement Signing at Jaipur on Feb 19, 2019

3. Capacity Building of ULBs

In an environment of economic globalization and accelerated urbanization, officials share a cluster of challenges—albeit with varying degrees of severity. And adding to these challenges is the trend toward decentralization, which shifts responsibilities for service delivery from the national level to local governments and citizens. This shift requires municipal governments to adopt new governing and management techniques. The existing capacities in the local bodies needs strengthening in ways that can enable them to implement tailor made approaches and are derived from evidence-based learning. UMC has been supporting ULBs in enhancing capacity building through training programs curated as per their requirement and through institution building like partnering with cities for peer-peer learning.

UMC has prepared a capacity building plan for the program cities under SBM and AMRUT. The plan preparation involved visits to each city and state capital by the capacity building expert and interviews with 25 municipal functionaries across the cities. The respondents included deputy municipal commissioners, directors of sanitation/ sewerage/ SWM departments, engineers (superintending/ executive/ assistant level), zonal/ ward level assistant directors of various departments and sanitation inspectors. The findings of the interviews, and a proposed training calendar have been developed which will be implemented during program timeline.

Steps were taken by UMC for strengthening CMA platforms for replication of tools and learning to other cities in the state. ICMA, UMC and CMAR (represented by Directorate of Local Bodies, Government of Rajasthan), signed a tripartite affiliation agreement for cooperation in urban management and MISAAL scale-up in Rajasthan. for capacity building of ULBs. The event was organized on the Feb 19, 2019 at DLB Office, Jaipur. The signatories of the agreement were Mr. Pavan Arora (IAS), Director, DLB; Mr. Marc Ott, President, ICMA and Ms. Manvita Baradi, Director, UMC.

UMC and ICMA have initiated assessment of the city managers associations in the state of Rajasthan and Gujarat. ICMA visited both the CMAs to understand their day-to-day functioning, decision making process, financial capacity, staffing, technical resources, publications, memberships base and interface with state/ city governments.



Meetings with Secretary, Urban Development & Urban Housing Department, Gujarat



Meetings with City Managers' Association of Gujarat (CMAG)



City managers from Pearland discussing with municipal officials of Jodhpur to strengthen data management systems in city planning

To strengthen peer to peer learning UMC also accompanied AMC on an exposure visit Indore Municipal Corporation in July 2018 to study initiatives taken by IMC. SWM and public sanitation facilities were visited, and their planning, design, operations and monitoring were studied in detail. During the visit, AMC interacted with IMC officials, their contractors managing various facilities and sanitation workers in the city. AMC also studied the IEC initiatives undertaken by IMC for implementation of waste segregation at source which can be adopted in MISAAL cities. More such activities have been scheduled in Year 2 onwards as per the work plan.

partner cities. The program creates a platform for cities to experiment together and learn from each other's experience.

UMC and ICMA have established a City-to-City (C2C) partnership between the City of Pearland, Texas with Jodhpur and Ahmedabad. ICMA visited Delhi, Jaipur and Ahmedabad in February 2019.



AMC officials' exposure visit to Indore to study sanitation related initiatives

Under MISAAL program, city to city partnership is proposed between the MISAAL cities and US city. This partnership is designed to allow city officials to draw on the resources of the U.S. and international counterparts to find sustainable solutions tailored to the real needs of MISAAL cities. In simpler words, city to city partnership is aimed to strengthen the capacity of cities to provide quality services to their citizens, create a better living space for the community—and sustain those improvements thereafter and implement good practices and learnings from the counter US



City managers from Pearland discussing with municipal officials of Jodhpur to strengthen data management systems in city planning



UMC team with city managers of Pearland and Jodhpur Municipal Corporation team



2.5 Anchor Support to Dwarka

The National Heritage City Development and Augmentation Yojana (HRIDAY) Scheme was launched on January 21, 2015 by the Ministry of Urban Development (MoUD) with the aim of bringing together urban planning, local economic development and heritage conservation in an inclusive manner with the objective of restoring, reviving and strengthening the soul and heritage of the city. The scheme aimed to preserve the city's unique character by encouraging aesthetically appealing, accessible, informative and a secured environment.

Under HRIDAY, 12 cities were identified viz. Ajmer, Amaravati, Amritsar, Badami, Dwarka, Gaya, Kanchipuram, Mathura, Puri, Varanasi, Velankanni and Warangal. National Institute of Urban Affairs (NIUA) – acting as the National Program Management Unit, appointed Urban Management Centre (UMC) in consortium with Urban Management Consulting Pvt. Ltd. as the HRIDAY City Anchor (HCA) for Dwarka and Bet Dwarka (Okha Municipality).

As a part of the HRIDAY guidelines, UMC fulfilled its role as an 'anchor' and conducted the following activities:

- **Documented and listed down the heritage structures in the city.**
- **Prepared City HRIDAY Plan (CHP)**

based on the existing situation of past and ongoing projects to design a Heritage Toolkit.

- **Evaluated any existing/ ongoing DPRs to be fast tracked under the HRIDAY Mission.**
- **Conceptualised and designed urban heritage projects with a focus on civic improvements.**
- **Supported ULB to undertake bidding process evaluation for selection of DPR agency and implementation contractor.**
- **Provided technical advice to the DPR consultants and evaluated the DPRs**
- **Supervised construction on site.**

We ensured a sensitive design to maintain the aesthetic, function, safety, accessibility and identity with respect to the heritage of the city. As the mission's objective was to rejuvenate public spaces through urban design, all elements were designed in coherence with the local architectural language. We also designed appropriate revenue strategies for operation & maintenance of the assets for sustainability of the projects.

The designs were technically sanctioned through a 3-stage process – firstly by the City Level Advisory and Monitoring Committee headed by the District Collector, secondly by the HRIDAY Technical



HRIDAY focuses on development of civic infrastructure development projects around heritage sites, leading to revitalization of the city as a heritage and cultural destination. This scheme differs from past schemes as it aims at keeping heritage at the centre of urban development.

We prepared a city-specific design toolkit under the CHP to guide the DPR preparation and it also served as a guidebook for the municipality for planning future development projects of the city, especially for the heritage areas.

Committee headed by the Director of NIUA, and finally by the HRIDAY National Empowered Committee headed by the Secretary MoHUA. All designs, DPRs and estimates were technically vetted by the Central Public Works Department (CPWD), Archaeological Survey of India (ASI) and the state forest department, wherever applicable, prior to the approval by MoHUA.

Six urban heritage projects worth nearly INR 30 crores have been executed in Dwarka and Bet Dwarka Island through the respective

municipalities. UMC bridged coordination through consultative process with the ULBs, district administration, CPWD, Tourism Corporation of Gujarat Limited (TCGL), Gujarat Pavitra Yatradham Board (GPYB), Paschim Gujarat Vij Company Limited (PGVCL), Archaeological Survey of India (ASI), State Department of Archaeology – Gujarat, Gujarat Police, Dwarkadhish Devasthanam Samiti, National Highway Authority of India, Forest and Environment Department – Gujarat, Roads & Buildings Department – Gujarat, temple trusts, artisans, tourism agencies, hotels association of Dwarka, residents and other local businesses of the city.



2.6 Tech Support to Swachh Bharat Mission (Urban), Gujarat

UMC has been supporting the Government of Gujarat by means of the Technical Support Unit (TSU) for the Swachh Bharat Mission (Urban), Gujarat (erstwhile Mahatma Gandhi Swachhta Mission-MGSM). The MGSM was set up at the state level to take lead for implementing the objectives of the Swachh Bharat Mission – Urban (SBM –U) launched in the year 2014 by the Central government. The TSU focuses on developing state level action plans and strategies in solid waste management and sanitation. This engagement began as a three-year partnership from April 2016.

Since then, UMC has played a key role in MGSM by strengthening waste processing and disposal for municipalities of Gujarat and developing templates for gap assessment. UMC has also prepared a document on various treatment technology options for wet and dry waste processing and shared with Swachh Bharat Mission – Urban, Gujarat to disseminate it with all ULBs to help them understand various treatment options for waste processing. UMC has prepared a step by step guidance note with graphics on pit composting in Gujarati language.

Among many developments in 2018, finalizing of the Gujarat Urban Solid Waste Management and Sanitation Policy was critical. With the technical support of UMC, the policy was prepared and submitted by the SBM-U.

UMC has participated as a subject expert in the apex committee State Level Advisory Body (SLAB) for implementation of Solid Waste Management Rules, 2016 in Gujarat.



UMC team providing technical guidance to chief officer for achieving ODF sustainability

In the first year, 2018-2019, UMC provided handholding support to Urban Local Bodies of Gujarat for preparing Detailed Project Reports (DPR) for waste processing and disposal of municipal solid waste. UMC also conducted appraisal of the same to support ULBs in availing grant for Solid Waste Management from the government. This was then assessed to develop a summary of budget allocation for each ULB of Gujarat.



UMC team briefing about appraisal of SWM DPRs to Mission Director SBM – Urban prior to SLAC Meeting

The UMC team also visited three Municipal Corporations for assessment of ODF+ status claimed by the Corporations. Apart from this, the team analysed the performance of urban local bodies of Gujarat in the fourth round of Swachh Survekshan 2019 held in January 2019.

UMC has also provided support to Swachh Bharat Mission (Urban) Gujarat team and ULBs of Gujarat for Swachh Survekshan 2019. Templates for municipal service level progress documentation and self-assessment form to assess the current status or preparedness for SS19 were prepared. To enhance the understanding and capacity of government officials on the concept of Material Recovery Facility (MRF) and pit composting, UMC participated in the study tour visits along with state, regional and city level officials to Ambikapur Municipal Corporation in Chhattisgarh and Nawanshahr Municipality in Punjab.

The UMC team made a detailed presentation on components and parameters of Swachh Survekshan 2019, star rating for Garbage Free city and ODF+, ODF++ protocols in five regional workshops cum review meetings. Apart from this, the team participated in various meetings held at the State Government level and provided technical inputs on scoring better in Swachh Survekshan.

UMC has also developed an online bilingual form for self-assessment of Swachh Survekshan parameters to know the existing situation of the city to identify the scope of improvement to achieve a better score.

The team has also conducted orientation training on Swachh Survekshan 2019 in all 6 zones of Ahmedabad Municipal Corporation, Bhavnagar Municipal Corporation and Porbandar Municipality upon request by the respective municipal officials, and also conducted numerous training sessions for MGSM team.

The UMC team prepared templates for each component of Garbage Free City (GFC) Star Rating and prepared a 3-month action plan for the cities to achieve better score in GFC star rating. The UMC team also conducted ground assessment of various cities for Star rating. The team went to the field and observed the physical work progress against the data submitted for claiming respective Star rating under Garbage Free City protocols. UMC suggested quick actions to be taken to improve the situation and to achieve the claimed status of d Star rating. To help the ULBs assess the condition of public and community toilets, a checklist was developed as per the protocol of ODF+/++ released by SBM and was shared with all the ULBs.

The UMC team participated in the 6th High Power Committee (HPC) meeting held under the chairmanship of Chief Secretary, Government of Gujarat for approval of SWM grant based on the DPR submitted by 7 ULBs. These DPRs were technically appraised by UMC.

UMC was requested to conduct the cleanliness assessment for all 48 wards of the Ahmedabad Municipal Corporation as part of announcing award for Cleanest Ward in each zone. The Director of SWM, Ahmedabad requested to conduct this assessment from the state level

to understand the preparedness of each zone for the upcoming Swachh Survekshan 2019 and to encourage better performance. The UMC team also documented the massive awareness campaign conducted by the Ahmedabad Municipal Corporation on segregation of waste at its source.





Recent Initiatives and Programs

- 3.1 Technical Audit of Door to Door Waste Collection in Ahmedabad
- 3.2 Integrated Heritage Management Plan for Jodhpur
- 3.3 Detail Project Report for Sardar Market - Girdikot, Jodhpur

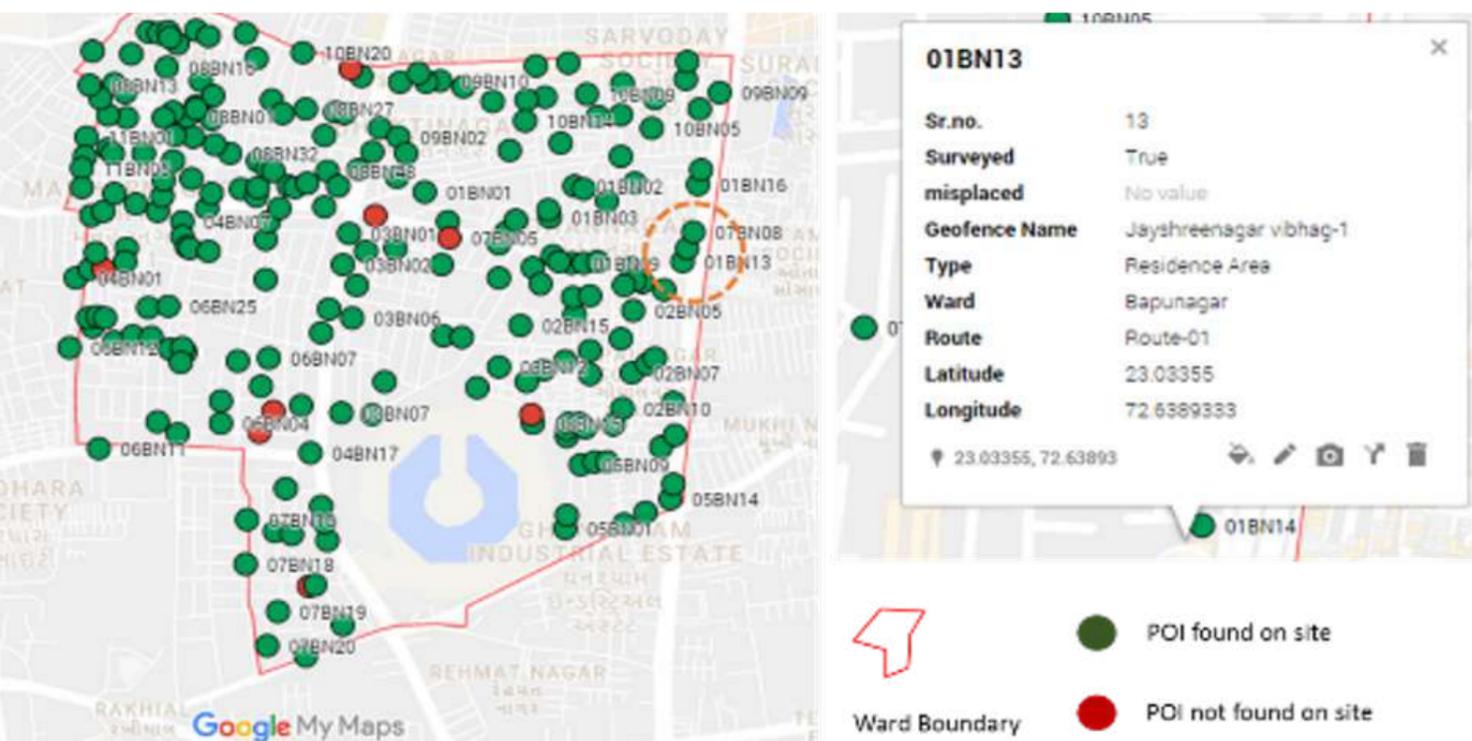
3.1 Technical Audit of Door to Door Waste Collection in Ahmedabad



Citizen Interviews undertaken for technical audit of door to door waste collection in Ahmedabad



Interviews undertaken for technical audit of door to door waste collection in Ahmedabad



Map representing of stoppage points for door to door waste collection vehicle

Like every expanding city, Ahmedabad has been grappling with the issue of solid waste management as well. Ahmedabad Municipal Corporation (AMC) is responsible for managing the basic services in the city including collection, transportation, processing, recovery and disposal of municipal solid waste generated in the city. AMC also signed a declaration of commitment at the United Nations Centre for Regional Development (UNCRD) to make Ahmedabad a zero-waste city by the year 2031. With announcement of Swachh Bharat Mission-Urban (SBM-U), AMC's vision of a litter-free city as per the mission's framework gained momentum.

In 2013, AMC engaged the Urban Management Centre (UMC) to prepare a 'Municipal Solid Waste Management Master Plan: Towards Zero Waste'. Since then, AMC has been making efforts to improve the SWM system in the city. Hence, in 2018 AMC asked UMC to carry out an audit of D2D collection services piloting in 6 wards to understand the loopholes in the current system.

AMC contracted 12 agencies to undertake door-to-door waste collection in 48 municipal wards spread in 6 administrative zones. Through this system, AMC covered 14.33 lakh residential and 4.59 lakh commercial properties by serving 25,000 points of interest (POI). AMC monitored

the collection of waste through a real-time online web-based system which tracks movement of the GPS-enabled vehicles engaged in door-to-door (D2D) waste collection. The city has numerous garbage vulnerable points which reflects inefficiency in D2D waste collection system as well as monitoring of the same.

Thus, 'Technical Audit for Gate-to-Gate Municipal Solid Waste Collection and Transportation System' was aimed to strengthen this D2D service and eliminate any gaps in the service delivery in terms of coverage, regularity, punctuality and compliance to norms of service provision. For this, six municipal wards, namely Bapunagar, Ghatlodia, Khadia, Maninagar, Nava Vadaj and Nikol were selected to be studied.

The methodology adopted for the study consisted of exhaustive pol to pol survey and analysis as well as secondary data analysis of D2D vehicle performance system – Eco Skipper. The survey was carried out in 6 pilot wards, spanning an area of 28.65 sq.km and total number of 3,667 POIs. With a team of more than 15 enumerators, interviewing and getting feedback from citizens, representatives, men and women, it took nearly 60 days to complete the survey.



Waste Collector's Interviews undertaken for technical audit of door to door waste collection in Ahmedabad

The survey was carried out using mobile technology and open source software applications. Google form was used for the purpose of filling up the questionnaire and My Maps was used for mapping the POIs as per their coordinates and onsite real time monitoring of whether the POIs are surveyed or not. Adopting this survey method helped to carry out the survey in real time and with minimum manual errors.

As an output, routes of 106 vehicles of 6 wards had been rationalized to improve regularity and punctuality and submitted to AMC for further action. In addition, trainings were conducted for waste collectors and drivers using theatre as a tool which led to a greater improvement in their safety and health.

Through triangulation, we ascertained the following recommendations to strengthen the existing waste collection system :

Route rationalization –

To ensure 100% coverage and improve regularity and punctuality of waste collection.

Safety of waste collectors –

Training to ensure use of personal protective equipment and enhance their technical and soft skills.

Citizen awareness –

Segregation at source, encourage and facilitate establishment of internal waste collection system in societies.

Update routes and required parameters on Eco Skipper to maintain regularity and punctuality of the vehicles.



Trainings conducted for waste collectors and drivers using theatre as a tool.



April 2018

3.2 Integrated Heritage Management Plan for Jodhpur

As a historic city, the tangible and intangible heritage faces challenges with respect to their sustained significance with rapid growth of the city. The conservation of these assets was put in jeopardy. So with an aim to revitalize the heritage of Jodhpur city the Government of Rajasthan (GoR) along with the World Bank, Cities Alliance and National Institute of Urban Affairs (NIUA) introduced the Rajasthan State Heritage Program. The Department of Local Self Government (DoLSG) selected Jodhpur and Nawalgarh as pilot cities under this program for the preparation of a Heritage Management Plan (HMP).

Urban Management Centre (UMC) was engaged by NIUA to support the Jodhpur Nagar Nigam (JNN) to undertake the required studies and subsequent development of the HMP in 2017 with the following key objectives:

Inclusive urban revitalization with a view of promoting job opportunities while improving the living conditions and attractiveness. Enhancing its capacities and methodologies for planning, coordination, outreach and implementation of related investments. Strategic framework for the state of Rajasthan which shall guide the state in taking the agenda of inclusive revitalization forward.

The HMP was prepared with an overarching vision enlisting all tangible and intangible heritage assets, preparing strategies and an action plan to strengthen the urban heritage. The nature of interventions under the HMP range from, heritage structure conservation, to policy and economic planning for heritage areas.

The following activities were carried out by UMC to prepare the HMP:

UMC conducted 70 formal consultations with stakeholders, ranging from government administration, and H. H Maharaja Gaj Singh to street vendors and shopkeepers in the walled city, to gather their opinion and role in heritage conservation.



Socio economic surveys carried out at Sardar market with vendors



Workshops with various stakeholders to discuss proposals

heritage structures encompassing buildings, water tanks, buildings of religious significance and other heritage elements across the city. To strengthen the findings from the literature studies, a list of institutions working in the field of heritage conservation and policy development were identified.

With completion of classification of the heritage of the city, a shelf of 32 projects was identified at an estimated cost of Rs 61 crore.

These covered 4 main intervention areas:

- **Policies and public studies**
- **Infrastructure development**
- **Public awareness**
- **Capacity building of relevant stakeholders and parastatals.**

Findings from the studies along with the proposed shelf of projects with their detailed implementation strategies were submitted to the JNN and the GoR for implementation in 2018.

Based on recommendations of the DoLSG in consensus with JNN, a pilot project for Ghantaghar market was selected for preparation of a detailed project report (DPR). The market is home to 507 shops and 355 vendors. UMC undertook a socio-economic survey of 108 shop owners and 120 vendors from the core market area since they are among the key stakeholders for the site.



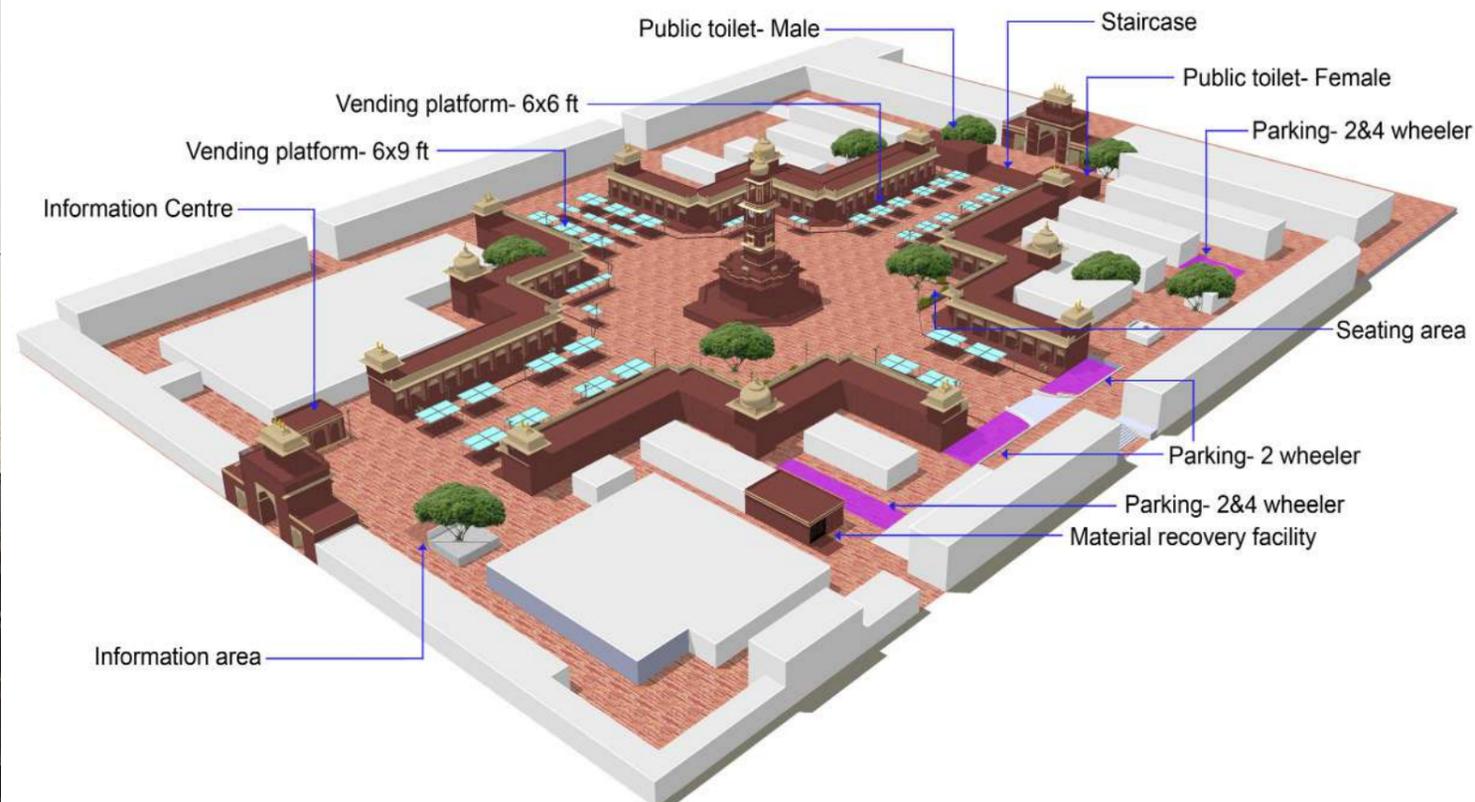
3.3 Detail Project Report for Sardar Market - Girdikot, Jodhpur

The market is home to 507 shops and 355 vendors. UMC undertook socio-economic survey of 108 shop owners and 120 vendors from the core market area since they are among the key stakeholders for the site with their livelihoods dependent on it. This was a crucial step to formulating the intervention strategies for the area as a consensus between the two groups was essential for any intervention to be successful.

Before finalising, the proposals were presented to all stakeholders - JNN, shop owners and vendors in multiple joint meetings.

A total of 9 interventions were formulated under the Detail Project Report -DPR:

1. Construction of platforms/ kiosks for vendors.
2. Installation of signages as per Heritage Management Plan toolkit.
3. Installation of street lights.
4. Installation of waste collection bins and construction of material recovery facility.
5. Construction of a new public toilet block.
6. Development of a tourist reception cum exhibition centre.
7. Allocation of space for 2-wheeler parking.
8. Installation of street benches.
9. Installation of public announcement system and public WiFi.



3D view of interventions proposed at Sardar Market



Consultation workshop with various stakeholders to discuss proposals

Upon acceptance of the interventions, UMC also prepared detailed architectural drawings of the physical interventions.

The capital cost for implementation of the proposals under the DPR was estimated at Rs 2 crore which was allocated by the JNN in its municipal budget of 2018-19. The report was submitted to the JNN in May 2019 and the project is currently pending implementation. The JNN allocated the requisite amount in the municipal budget of 2018-19.

Team UMC

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



Financial Statement

Audited Statement of Accounts for the Financial Year 2018-19

(All Numbers in INR '000)

Equity and Liabilities	31st March 2019 (INR)	31st March 2018 (INR)
Share Capital	0.20	0.20
Reserves and Surplus	174888.65	148782.20
Current Liabilities	28162.71	6632.73
Total	203051.56	155415.13

Assets	31st March 2019 (INR)	31st March 2018 (INR)
Tangible Assets	21958.80	21415.00
Current Assets	181092.76	134000.13
Total	203051.56	155415.13

Abridged Income and Expenses Account

Income	31st March 2019 (INR)	31st March 2018 (INR)
Revenue from Operation	8501.90	13856.00
Other Income	105517.81	96829.31
Total	114019.71	110685.31

Expenditure	31st March 2019 (INR)	31st March 2018 (INR)
Employee Benefit Expenses	60547.54	29427.71
Depreciation and Amortization	1004.12	833.33
Other Expenses	26102.95	36456.88
Total	87654.61	66717.92
Excess of Income over Expenditure from continuing operation	26365.10	43967.39

Abbreviations

ALF	Area Level Federation
AMC	Ahmedabad Municipal Corporation
AMRUT	Atal Mission for Rejuvenation and Urban Transformation
ASI	Archaeological Survey of India
BCC	Behaviour Change Communication
C2C	City-to-City
CHP	City HRIDAY Plan
CLF	City Level Federation
CMA	City Managers' Association
CMMU	City Mission Management Unit
CPHEEO	Central Public Health and Environmental Engineering Organisation
CPWD	Central Public Works Department
CT	Community Toilet
D2D	Door-to-Door
DAY-NULM	Deendayal Antyodaya Yojana -National Urban Livelihoods Mission
DLB	Department of Local Bodies
DoLSG	Department of Local Self Government
DPR	Detailed Project Report
FSM	Faecal Sludge Management
FSSM	Faecal Sludge and Septage Management
FSTP	Faecal Sludge Treatment Plant
GFC	Garbage Free City
GoR	Government of Rajasthan
GPS	Global Positioning System
GPYB	Gujarat Pavitra Yatradham Board
HH	Household
HMP	Heritage Management Plan
HPC	High Power Committee
HRIDAY	Heritage City Development and Augmentation Yojana
ICMA	International City/County Management Association
IEC	Information Education Communication
IHHL	Individual Household Latrine
JNN	Jodhpur Nagar Nigam
MEC	Massively Empowered Classroom
MGSM	Mahatma Gandhi Swachhta Mission
MISAAL	Moving Indian Towards Sanitation For All

MoHUA	Ministry of Housing and Urban Affairs
MoUD	Ministry of Urban Development
MSC	MISAAL Settlement Committee
NBC	National Building Code
NHAI	National Highway Authority of India
NIUA	National Institute of Urban Affairs
NMMU	National Mission Management Unit
NOS	National Occupational Standards
NSDC	National Skill Development Corporation
NSKFDC	National Safai Karamcharis Finance & Development Corporation
ODF	Open Defecation Free
PGVCL	Paschim Gujarat Vij Company Limited
POI	Points of Interest (POI)
PT	Qualification Pack
QP	Qualification Pack
RPL	Recognition of Prior Learning
SBM	Swachh Bharat Mission
SBM-NPMU	SBM - National Smart Grid Mission Project Management Unit
SCGJ	Sector Council for Green Jobs
SEP	Self Employment Program
SHG	Self Help Groups
SLB	State Level Advisory Body
SLRM	Solid And Liquid Resource Management
SM&ID	Social Mobilisation and Institution Development
SMMU	State Mission Management Unit
TCGL	Tourism Corporation of Gujarat Limited
TSU	Technical Support Unit
ULB	Urban Local Body
U-LEARN	Urban Livelihoods e-Learning and Resource Network
UMC	Urban Management Centre
UNCRD	United Nations Centre for Regional Development
UNICEF	United Nations Children's Education Fund
USAID	United States Agency for International Development
UWA	Urban WASH Alliance



Meghna Malhotra
Deputy Director

Epilogue

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

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

We published training modules on faecal sludge and sewerage management for the Ministry of Health and Urban Affairs. Apart from this, we were enthused by the interest shown in the heritage development of cities like Jamnagar, Jodhpur, Dwarka and Bet Dwarka. Our team developed a heritage management plan and subsequently a DPR for the city of Jodhpur. For Jamnagar city, we went from the DPR stage to launching the bidding process for the city's heritage management. Our work in Dwarka progressed well with the construction of street lighting and new roads in the heritage precinct of this ancient city.

Meghna Malhotra
Deputy Director

