



# ANNUAL REPORT

2019 - 2020



Manvita Baradi  
Director



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Deputy Director

## Message from the Directors

This year marked 15 years of UMC's works. Albeit, we had been working with local governments across South Asia, we formally registered UMC as a not for profit Section 8 (earlier sectionxx) Company. Since 1997, through our continued engagement with municipal corporations and municipalities, we realized that while on one hand we had state of the art management schools and urban planning schools, none of these were really equipped to support city governments in their daily operations of services delivery. This became the gap which we as Urban Management Centre aimed to bridge.

Our experiences have reaffirmed that our cities can become truly livable and equitable through forging partnerships between government agencies, improved inter-governmental coordination and with the citizens at large. UMC's focus has evolved from supporting local governments and capacities of city managers to also working with community groups and strengthening community engagement platforms.

This year has been a landmark for us, we saw communities across the country become active in managing sanitation for their well-being. We saw how women got together in urban poor settlements to take charge of their surroundings and become leaders in sanitation and hygiene. These women with their entrepreneurial courage have kick-started many enterprises. This is a learning curve for us and we are striving to institutionalize much-needed handholding support in the Government's programmatic frameworks. We will be continuing community engagement work in sanitation and livelihood as part of the Technical Support Unit to the national government and the regional unit in Gujarat state. With the convergence guidelines now disseminated across the country, we are hoping to see more success stories at the confluence of sanitation and livelihood.

Our efforts towards digitally enabled e-learning for city managers under the Swachh Bharat Mission continued and we have continued the secretarial support to the SBM e-learning site. Building on this experience, we have also enriched a similar digital learning tool for SHG members. Given the growing access to data and smart phones, this has also become an easy to access resource pool for them.

We are deeply humbled by how far we have come together at UMC, growing from a 3 person team to almost sixty this year and with teams working nationally and deep dived support in 4 states and 7 cities. We will continue to drive our mission to support local governments to ensure that they are able to provide services efficiently to ALL and in a manner which is environmentally and financially sustainable. We would like to extend our heartfelt gratitude to our government partners, funders and our community members who have provided us their whole-hearted support.



## 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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# CONTINUING PROGRAMS

1.1 Moving India Towards Sanitation for All - MISAAL



## Moving India Towards Sanitation for All - MISAAL

UMC has implemented 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).



## Creation and Training of MISAAL Settlement Committees

UMC initiated engagement with the community in various settlements to identify individuals and form a voluntary group called MISAAL Settlement Committee (MSC) to unite people, enable them to discuss and deliberate over their concerns, become their voice and volunteer towards improving their own settlement. These MSCs will create community level ownership, conduct advocacy and collectivize & mobilize people to participate in this process of change. The MSC contain members from the same settlement with a minimum of 50% representation from women. The idea behind this is that it will develop settlement level leadership and institutional capacity.



MSC member in Sambalpur updating meeting register



MSC in Sunapali, Sambalpur settlement filling Bindi chart

MISAAL program has been implemented in 223 settlements and about 206 committees have been established involving nearly ~2700 people out of which, 90% are women.

UMC trained these MSCs the importance of using safe sanitation, hand washing habits, menstrual hygiene, waste management. They were also trained about the functioning of municipalities and how to interface and establish communication with ULB. Once these MSCs were created, UMC provided various tools to assess settlement level issues, identify root causes of the same, assess its impact on the people and to draw local solutions in order to operationalise them.



MISAAL Delegates visiting municipal facilities in Pearland



Session by MISAAL team and Principle secretary & DMA, State government of Odisha at ICMA international conference, 2019



MISAAL Delegates visiting municipal facilities in Pearland



Field visit to STP in Houston



Field visit to STP in Houston



Affiliation signing between ICMA-CMAR-UMC



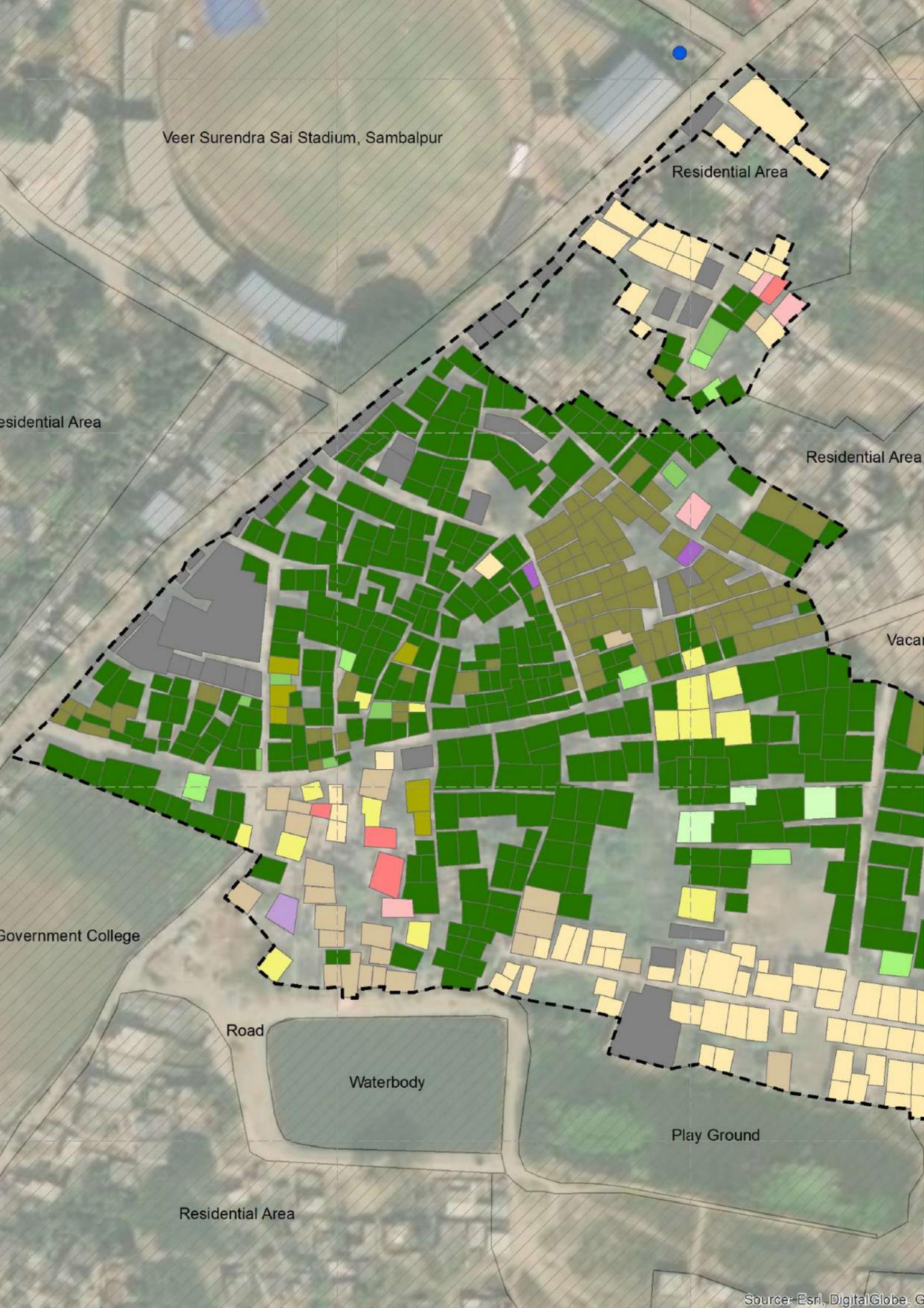
## International City to City Partnership

City-City partnerships are based on the idea that local governments worldwide face similar governance issues and exchange of knowledge, expertise and experience aids development of solutions. Under the MISAAL program, city to city partnership was proposed between the MISAAL cities and US cities. UMC with the support of International City/County Management Association (ICMA) has fostered partnerships between cities of Jodhpur, Sambalpur, and Ahmedabad with the city of Pearland, Texas. UMC signed a tripartite agreement in February 2019, between CMAR-ICMA-UMC to leverage city to city partnerships for Jodhpur and to scale-up the learnings across ULBs of Rajasthan.

Under the first phase of this partnership, ICMA delegates visited Jodhpur and Ahmedabad city between 17th and 23rd June 2019 where they were accompanied by UMC team and CMAR & CMAG team. The first of the set of formal exchange visits under city-city partnership was set up between the city of Pearland, Texas and Jodhpur, Rajasthan. The officials from both the cities discussed potential areas of collaboration for the cities of Jodhpur and Ahmedabad. The delegation first visited the city of Jodhpur wherein UMC's team gave an orientation to the delegation about the structure of local governance and working of government bodies in the country with introduction of the MISAAL program and activities ongoing in the MISAAL cities.

After Jodhpur, the delegates visited Ahmedabad where they interacted with the city officials and representatives of the various departments of the AMC to understand the work being carried out towards preservation of the heritage structures of the city through effective implementation of municipal services. They were also briefed about the work being done under the areas of sanitation and community engagement in Ahmedabad. The team also participated in the heritage walk to the old city of Ahmedabad. The key points of discussions revolved around the idea of community ownership and engagement in maintaining and monitoring the municipal water and sanitation services provided in the slums.

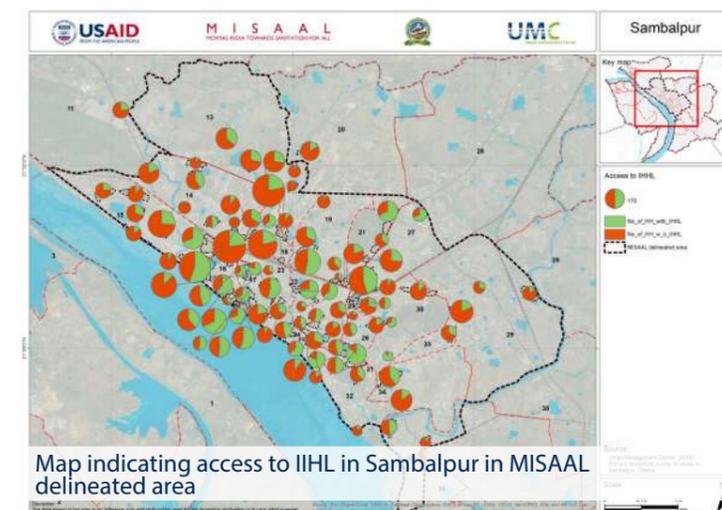
In the second phase of exchange program, which was held in October 2019 (14th- 23rd October), a delegation of Indian officials from Jodhpur, Sambalpur with the state level representatives from Rajasthan and Odisha along with UMC & USAID team visited the US cities of Pearland and Houston, followed by the ICMA Annual conference in Nashville. UMC prepared specific work plans and themes where there is a possible scope for collaboration.



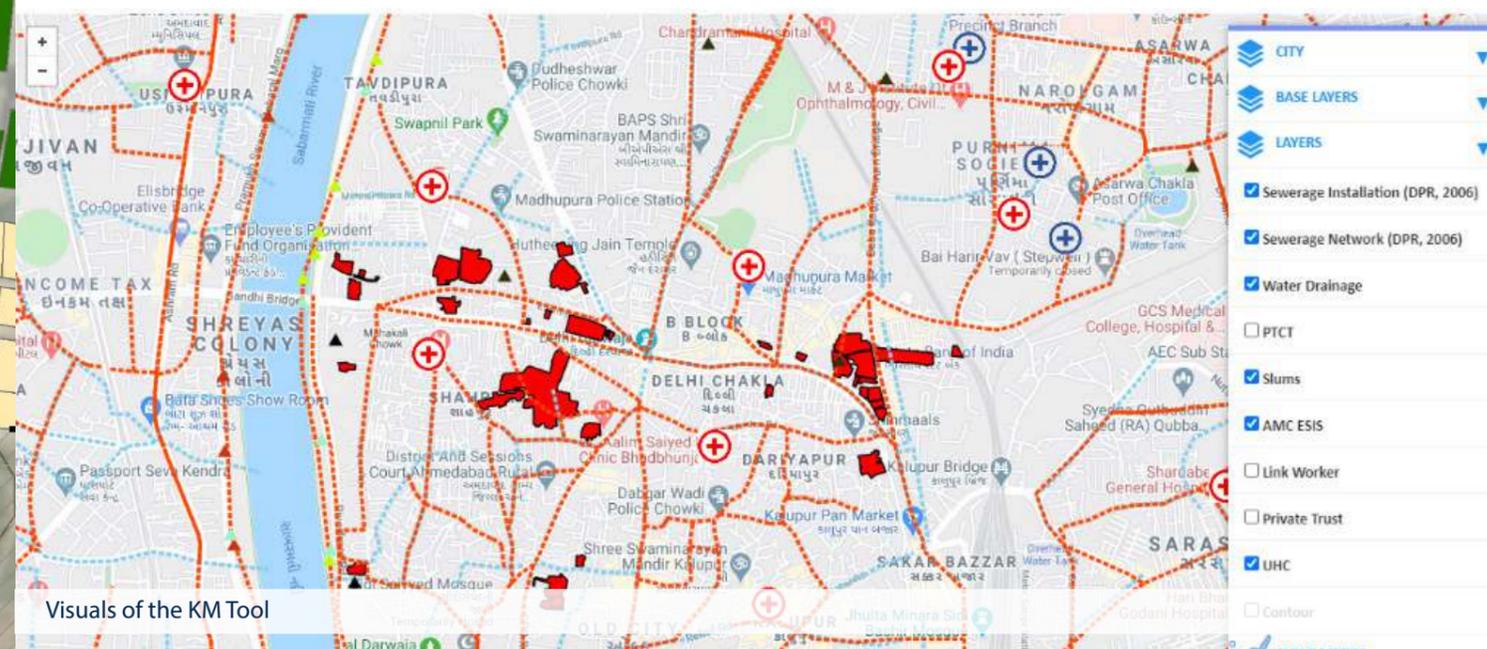
## Data Visualization and Mapping

UMC developed a Knowledge Management (KM) Tool to collate sanitation data from all cities on a web-GIS platform. UMC is continuously upgrading the tool and it now includes open defecation vulnerable spots, open urination spots, sewerage network, pumping stations, sewerage treatment plants and/ or outfall points etc on the basis of availability of data/ primary surveys.

UMC also developed tools such as a tool to conduct survey of PT/ CTs with SOP, Slum household mapping tool, Sanitation related user behaviour capturing tool, Sanitation & Waste Management tool, Open defecation risk mapping tool and FSM Rapid Assessment tool from the sanitation mapping process for dissemination to CMA/ state level replication units and other partners.



UMC disseminated the sanitation mapping tools during the state and national workshops conducted in Ahmedabad, Gujarat (5th July 2019) and in Jaipur, Rajasthan (14th February 2020) along with a user manual to facilitate the use of tools.





Jai Mata Durga SHG in Sambalpur which looks after O&M of Pathanbandh CT

## Engaging SHGs in O&M of CT/PT

UMC assisted Sambalpur Municipal Corporation in identifying and engaging SHGs with Operation and Maintenance of Community/ Public Toilets (CT/PT) to SHGs. UMC supported SMC in identification of CTs, drafting an expression of interest and selecting an appropriate SHG for handover. UMC continues to provide hand holding support to SHGs so that they are able to run their enterprise well.



## Swachh Saathis Formation in Odisha

The Government of Odisha has been actively supporting the engagement of SHGs in accessing the sanitation value chain. 'Swachh Saathi' are the SHG members talked to create awareness amongst the citizens on adopting good practices for waste and sanitation management.



Orientation training of Swachh Saathis

To further this cause, UMC supported SMC to shortlist 120 Swachh Saathis in Sambalpur to carry out IEC activities and conduct a training and orientation workshop for them.

UMC recognises that Swachh Saathis form the backbone of the interpersonal community outreach of the municipal bodies. They are

critical for achieving ODF, waste management and civic sensitization as envisioned in the MISAAL program. Therefore, UMC supported SMC for identifying Swachh Saathis' geography of work and preparing IEC creatives which would be useful for community interactions and other IEC activities.



Swachh Saathis conducting IPC on sanitation & waste management by reaching out door to door

## Creation of IEC Mandal

One of the key areas under the MISAAL program has been to strengthen the community by giving them a voice for addressing their local issues and communicating it in a better way to ULB or any other relevant stakeholders.

The concept of "IEC Mandal" is to strengthen the community people for bringing the change and explore the same as an alternative livelihood of them. UMC's vision is that once trained, the "IEC Mandal" will play a role of inhouse production team who will conceptualize, write, direct and perform plays on any given theme.

As a pilot, UMC with support of Urban Community Development (UCD) department and Ahmedabad Municipal Corporation (AMC) identified 17 inspired individuals either from existing SHG/CIG members or apprentices of UCD department or their family members to create an "IEC Mandal". UMC trained them to build their capacity such as communication skills, leadership, personal skills,

and theatre skills along with educating them for sanitation, concepts of IEC and BCC using theatre as a tool. Parallely, participants were registered as activity based SHG mandal - "Abhinay Self Help Group" by UCD department and they named their group as "Abhinay Sanskrutik Manch Group".



UMC will continue to support them in arranging a show for Solid Waste Management and Health Department along with Assistant Municipal Commissioners of AMC, Setting up entrepreneurship development training for the group under purview of NULM, engaging the group for awareness activity under and exploring the possibility of registering the group on GeM portal.

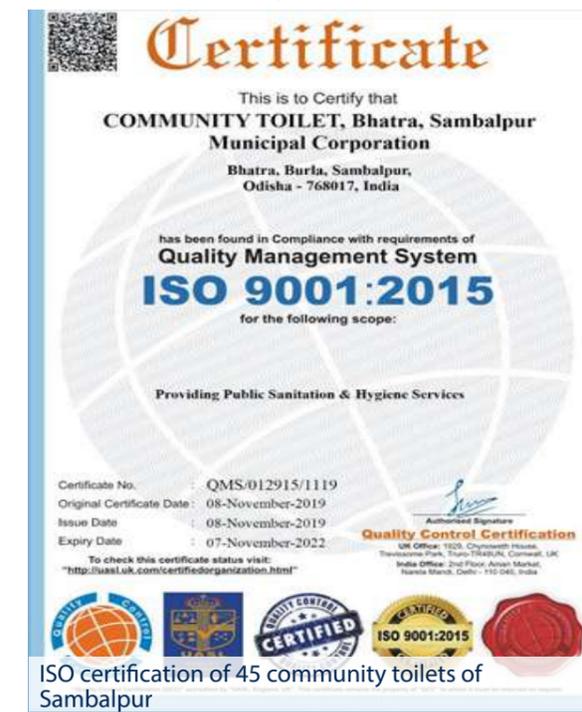


IEC Mandal performing in the settlement of Ahmedabad

## Facilitating ISO Certification of Public and Community Toilet in Sambalpur

For the technical audit of Public Toilet / Community Toilet (PT/CT), a total of 1676 facilities were surveyed for Technical audit of PTs and CTs. UMC shared a facility-wise action required for its improvement with the respective ULBs. Based on it Ahmedabad, Porbandar and Jodhpur were certified ODF+ under SS2020 while some 45 facilities in Sambalpur received ISO certification. Post the audit under sanitation mapping, with the assistance of UMC, Ahmedabad & Sambalpur trained their own staff to conduct the audits on a regular basis to assess their performance and strengthen monitoring regime.

Ahmedabad also initiated branding/face lifting of the public toilet on a pilot basis. From the analysis of PT-CT audit in Ahmedabad, it was found that some facilities were found redundant. UMC consulted with AMC on converting the places into community spaces.



ISO certification of 45 community toilets of Sambalpur



Branding of Public toilet in Ahmedabad

# CONTINUING PROGRAMS

1.2 Technical Support to DAY-NULM



## TSU: Deendayal Antyodaya Yojana - National Urban Livelihoods Mission

UMC group has been supporting the Ministry of Housing and Urban Affairs (MOHUA) since 2017 in bringing convergence between the Deendayal Antyodaya Yojana-National Urban Livelihoods Mission (DAY-NULM) and the Swachh Bharat Mission- Urban (SBM-U) for creation of livelihood opportunities for urban poor including informal workers, transgenders and urban poor women by collectivizing them into Self Help Groups (SHGs) to provide them voice and agency.



## Capacity Building and Training Modules

UMC has designed and developed content for training of members of SHG/ALF/CLF for effectual operation and maintenance of Material Recovery Facility (MRF). The training included introduction to Material Recovery Facility, how to operate and maintain an MRF, roles and responsibilities of stakeholders involved - ULB/SHG/ALF/CLF, safety measures and special care to be taken during COVID - 19.

UMC also prepared content for the training of DAY-NULM functionaries such as, Resource Organisations (RO), Community Organisers (CO), City Mission Management Unit (CMMU)

and State Mission Management Unit (SMMU) on the process to foster collectivizing people who are engaged in vulnerable occupations like, Sanitation workers, Waste pickers, Rickshaw pullers, Construction workers, Disabled people and Transgenders into Self Help Groups.

UMC led the formation of CIGs of informal sanitation workers as well as of other vulnerable communities such as transgenders. 43 CIGs/SHGs engaged in vulnerable occupation and persons of vulnerable communities have been formed in the cities of Dhenkanal, Paradeep, Warangal and Bhubaneswar.



Training material for SHG/ ALF/ CLF on O&M of MRF, MCC Odisha

## RPL of sanitation workers in Dhenkanal, Bhubaneswar and Paradeep

The UMC team has facilitated Recognition to Prior Learning (RPL) for sanitation workers in all three cities of Odisha. UMC conducted RPL training for Sanitation workers and waste pickers in Dhenkanal, Bhubaneswar & Paradeep. Broadly, the training focused on sanitation workers receiving an understanding of Health and safety standards, rights for Safai Karmacharis and desludging operators.

The RPL training involves both classroom and practical training delivery methods while conducting the training for Sanitation Workers. After the RPL Training program, candidates were given Certificates by SSC and NSDC. These candidates are also provided with safety kit which includes Reflective jacket, Gloves, Mask and Participant Handbook for Sanitation workers.



## Strengthening DAY-NULM to be aligned with Vision plan 2024



Since the introduction of SPARK (Systematic Progressive Analytical Real Time Ranking) in 2017, the indicators and weightages are being revised in a manner to shift the focus from input to outcome based. These new updated indicators are aligned to the activities with the Vision Plan for 2024. The indicators include the establishment of Shehri Sahbhagita Manch in cities, inclusion of most vulnerable urban population in to SHG fold, effective convergence with sanitation activities and setting up city livelihood centres for promoting SHG products and services to the citizens. UMC also linked its U-LEARN portal for all DAY-NULM functionaries across the country.

## Community Engagement in Sanitation based Livelihoods

UMC, with the help of Dasra, created a film which explained how UMC, by leading the convergence of DAY-NULM and SBM, created a way for skilled jobs and self-employment in sanitation for urban poor across India. UMC is implementing its convergence model in three cities of Odisha through strengthening community platforms formed under DAY-NULM, giving them voice and agency to demand improved sanitation in their

communities and enabling them with training and enterprise support to become sanitation service providers. This film was created with the intent to disseminate the information nation-wide for anyone who'd be interested in the convergence and wants to learn more about the pilot programs in Telangana and Odisha and its benefits.

Ministry of Housing and Urban Affairs  
Government of India

**DAY-NULM**  
Deendayal Antyodaya Yojana  
National Urban Livelihoods Mission

स्वच्छ भारत  
एक कदम स्वच्छता की ओर

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

HOME DAY-NULM SBM MY DOWNLOADS PROFILE

English Login

Ministry of Housing and Urban Affairs  
Government of India

**DAY-NULM**  
Deendayal Antyodaya Yojana  
National Urban Livelihoods Mission

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

SNAPSHOTS OF FEW TUTORIALS

**Tutorial 1**  
*Ek Aur Ek Gyaarah*  
This tutorial explains about importance and formation of Self Help Groups (SHG).

**Tutorial 11**  
*SHG Ka Bastaa*  
This tutorial explains about the importance of book keeping.

**Tutorial III**  
*Ujaalaa*  
This tutorial explains about the advantages of bank linkages & interest subvention for SHGs.

**Tutorial IV**  
*Kaarawaan Badhataa Gayaa*  
This tutorial explains about the benefits of being associated with Area Level Federation.

## U-LEARN (Urban Livelihood e-Learning and Resource Network)

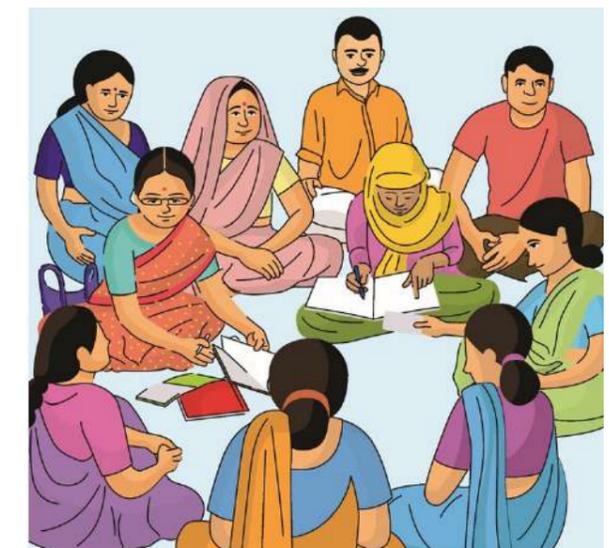
The U-LEARN (Urban Livelihood e-Learning and Resource Network) is an e-learning initiative available as a RO mobile application as well as a web-based platform. It is created with the objective of building capacities of DAY-NULM functionaries and beneficiaries; such as Community Resource Persons (CRPs), Self Help Groups (SHGs), federation members and national, state & city Mission Management Units. It offers tutorials in the form of videos, case studies on leading practices, and other reference documents, along with certification upon successful completion of a quiz for each tutorial. The application functions as a Learning MIS and is aimed to guide decision makers as well as the NULM officials to participate in relevant training programs.

Currently, the functionality of U-learn is being conveyed to the States during meetings via video-conferencing. However, it has been widely accepted by the NULM functionaries and SHGs in all the pilot cities of Odisha and Telangana.

The link to the tutorials and other documents is [here](#).

## U – LEARN

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



	Total Course Views	3903
	Total Course Downloads	667
	Total Certificates Issued	1687

Status as on 31<sup>st</sup> march 2020

### HOW IT WORKS



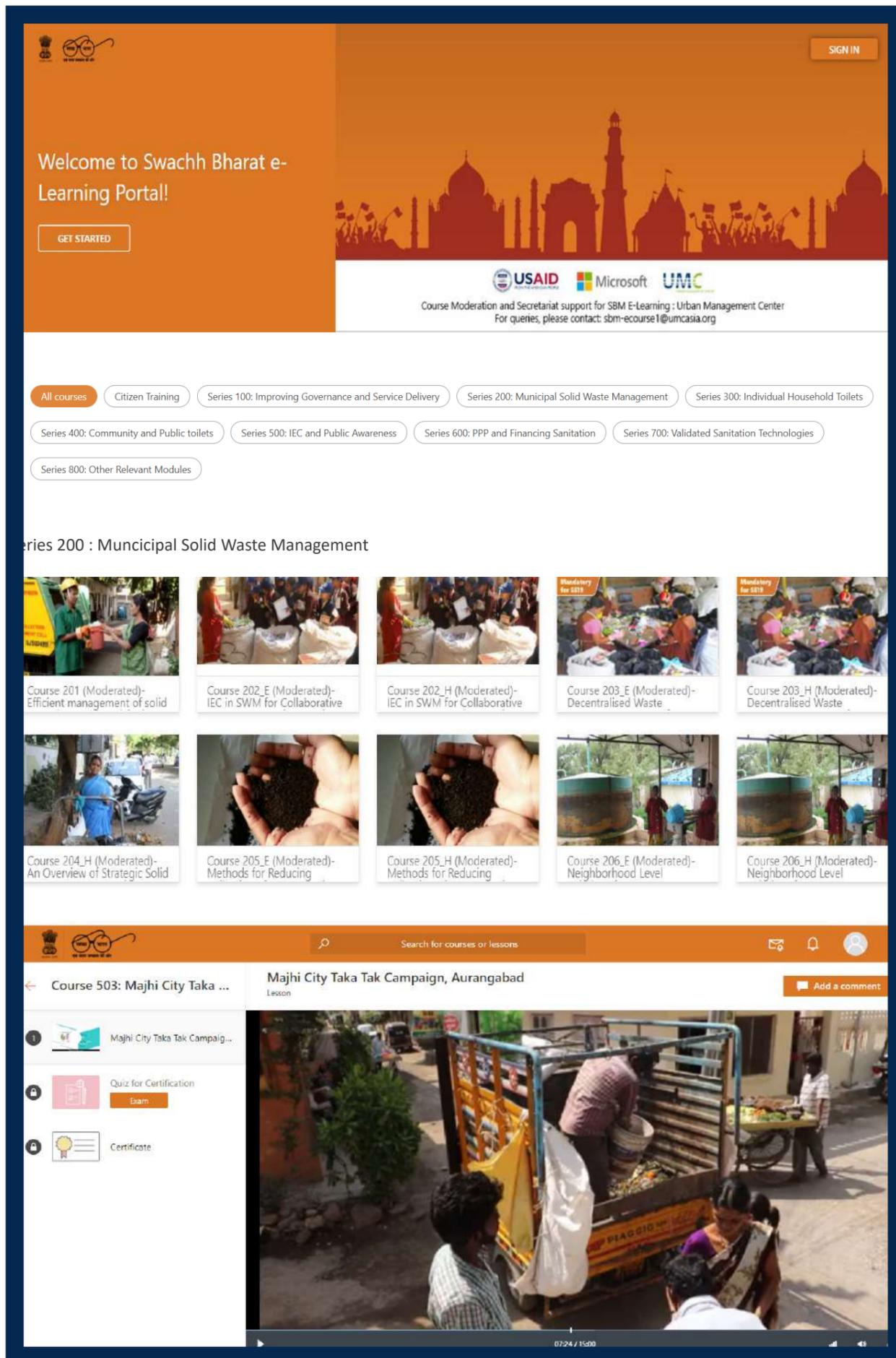
## CONTINUING PROGRAMS

1.3 Continued E-Learning Initiatives

1.4 Technical Support for SLRM Implementation in Rural Gujarat

1.5 Technical Support to SBM - Urban, Government of Gujarat





## Continued E-Learning Initiatives

Since 2014, SBM e-learning portal draws from leading practices in the sanitation sector and introduces those to municipal functionaries who are at the forefront of delivering objectives of the Swachh Bharat Mission (SBM). UMC, as the project management unit to the SBM, provided technical assistance for creation of this platform.

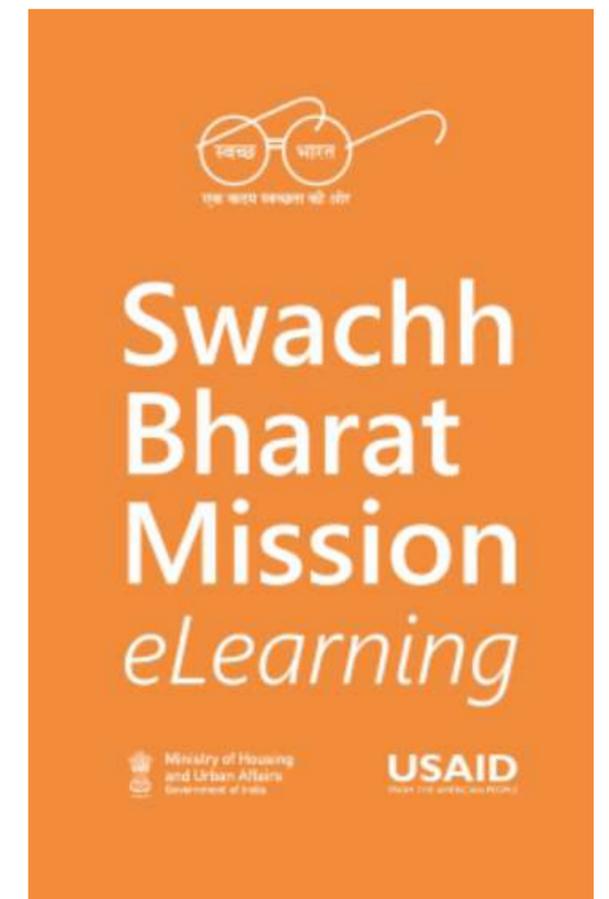
The e-learning platform consists of e-course modules that dwell into the depth of each of the components of SBM and is extremely useful to the officials of the state sanitation missions, city managers, engineers, administrators, field supervisors and sanitation workers in charge of implementing SBM. The platform helped urban local bodies be better equipped to take strategic decisions like choosing technologies, financial viability, and cultural appropriateness. In March 2019, an e-Learning mobile application was launched for android users.

Throughout the year UMC improved the user interface, restructured report generation for monitoring of learning activities through the portal and created an account 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 Portal](#). With the web based e-learning platform an e-Learning mobile application was launched in March 2019 for android users that can be downloaded from [here](#).

The following is the latest tally for the platform.

	Total Courses	179
	Total Course Views	10,32,932
	Total Certificates Issued	8,78,029
	Total Certificates Issued To Government Employees	7,55,980

Status as on 31<sup>st</sup> March 2020





## Technical Support for SLRM Implementation in Rural Gujarat

UMC has been engaged by UNICEF since May 2018 to support the Commissionerate of Rural Development (CRD) for providing technical support and program management units on Solid and Liquid Resource Management (SLRM).



Training of Trainers on SLRM components in Gujarat, south zone

Under 'Phase II' of this engagement, UMC focused on strengthening planning and monitoring of SBM-G in the state, strengthening mission functionaries, and sensitizing citizens to adopt better sanitation and hygiene practices. UMC prepared a Water-Sanitation performance measurement guidelines & handbook, MS Excel based tool for MIS, a compendium of waste water treatment technologies, and Protocols for co-treatment of faecal sludge at STPs.

UMC also introduced training manuals on ODF-S, Challenges & Behaviour towards ODF Sustainance for SBM-G Functionaries and Manual on Moving

Towards ODF + through SLRM in Rural Gujarat. UMC provided additional support to the CRD by helping in all the day-to-day activities of Swachh Bharat Mission- Gramin, which included support in all the national level thematic drives like Swachh Survekshan, Swachhata hi Sewa, Swachh Sundar Samudayik Shauchalay, Swachhata Darpan, NARSS round-III, plastic waste thematic drive with collaboration of both urban and rural and making regular posts on social media handles of on SBM – G.



Coffee table booklet developed on five year journey of Swachh Bharat Mission Gujarat



Deliverable reports for SLRM



## Technical Support to SBM - Urban, Government of Gujarat

Continuing past efforts of supporting the Government of Gujarat's SBM since 2014, UMC as the technical support unit to Swachh Bharat Mission (Urban), Gujarat developed guidelines and assessed feasibility and development of regional sanitary landfill sites. UMC prepared a training module for 'Caretakers' of Community/ Public toilets for operation and maintenance which was developed keeping in mind the requirement of capacity building component of Swachh Survekshan League 2020. UMC helped modify the existing PWM Rules, 2016 and developed draft notification on Ban on plastic use as per plastic waste management (Amendment), Rules 2018 for local bodies of Gujarat State, 2019.

UMC focussed on the appraisal of revised Solid Waste Management Detailed Project Reports received from urban local bodies for approval for the SWM grant. UMC team along with SBM team visited and conducted ground level preliminary assessment of existing and proposed sanitary landfill sites. UMC continued to conduct a series of training workshops for ULB officials.

UMC has continued supporting the Regional Commissionerate offices on monitoring & handholding support to ULBs within their jurisdiction. The team reviewed and conducted re- assessment / scrutiny of DPRs received from Urban Local Bodies prior to the State Level Advisory Committee (SLAC) meeting and developed the matrix for equipment and vehicles

demanded by ULBs to cross check with standard rates of the product as per GeM portal.

UMC continuously provided handholding support to municipalities for preparation of solid Waste Management plans and appraisal of Solid Waste Management Detailed Project Reports received from urban Local bodies for approval and availing SWM grant under Swachh Bharat Mission. The UMC team visited 30 municipalities assigned by Mission Director to provide technical assistance to municipal staff and Chief Officers for preparation of Solid Waste Management Plan to submit for approval before SBM Grants get lapse. UMC team also conducted ground assessment on nine cleanliness parameters for Direct Observation component of Swachh Survekshan 2020 in 10 municipalities as requested by Mission Director SBM.



Regional workshop Swachh Survekshan 2020, Bhavnagar zone

## RECENT INITIATIVES AND PROGRAMS





## Sanitation Workers Safety Scheme

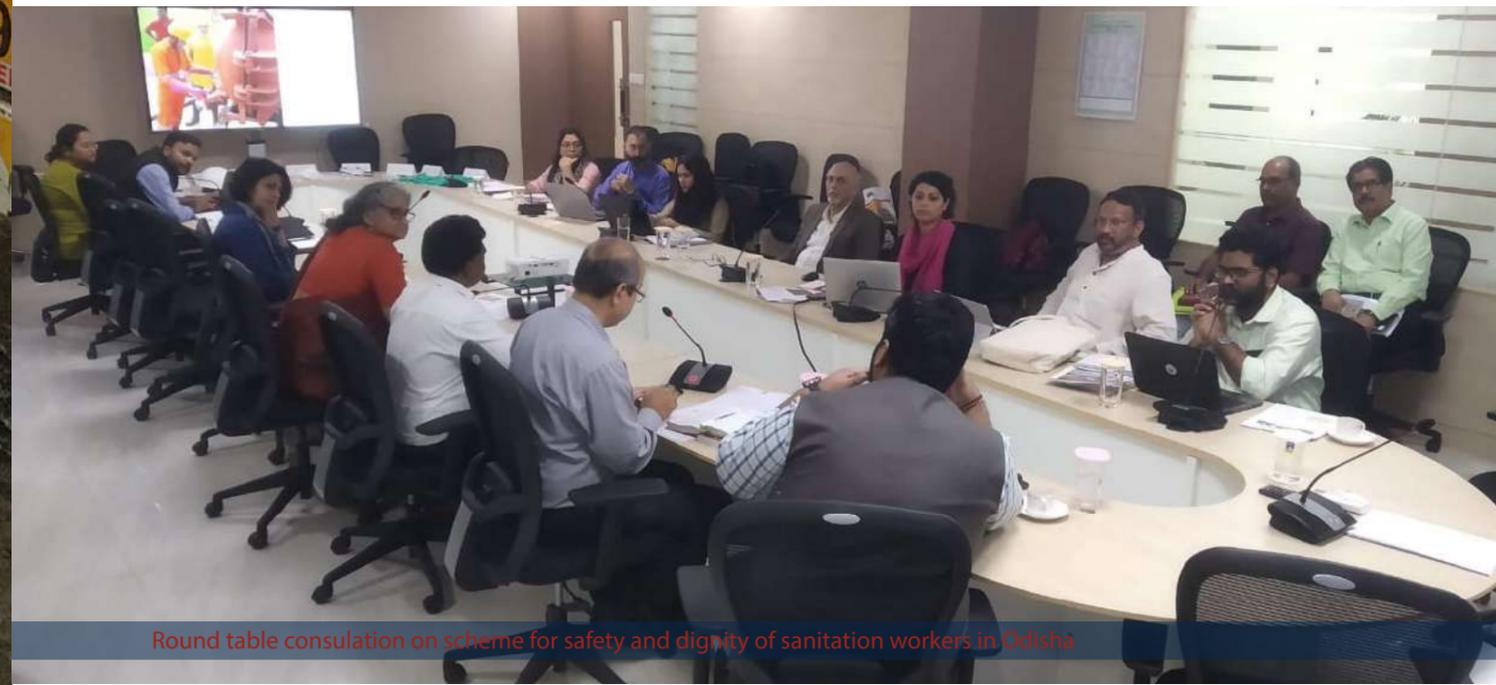
The sanitation workers provide important sanitation services often at the cost of their safety, health and working conditions. Most of the time they are exposed to serious occupational and environmental health hazards risking illness, injury, and death.

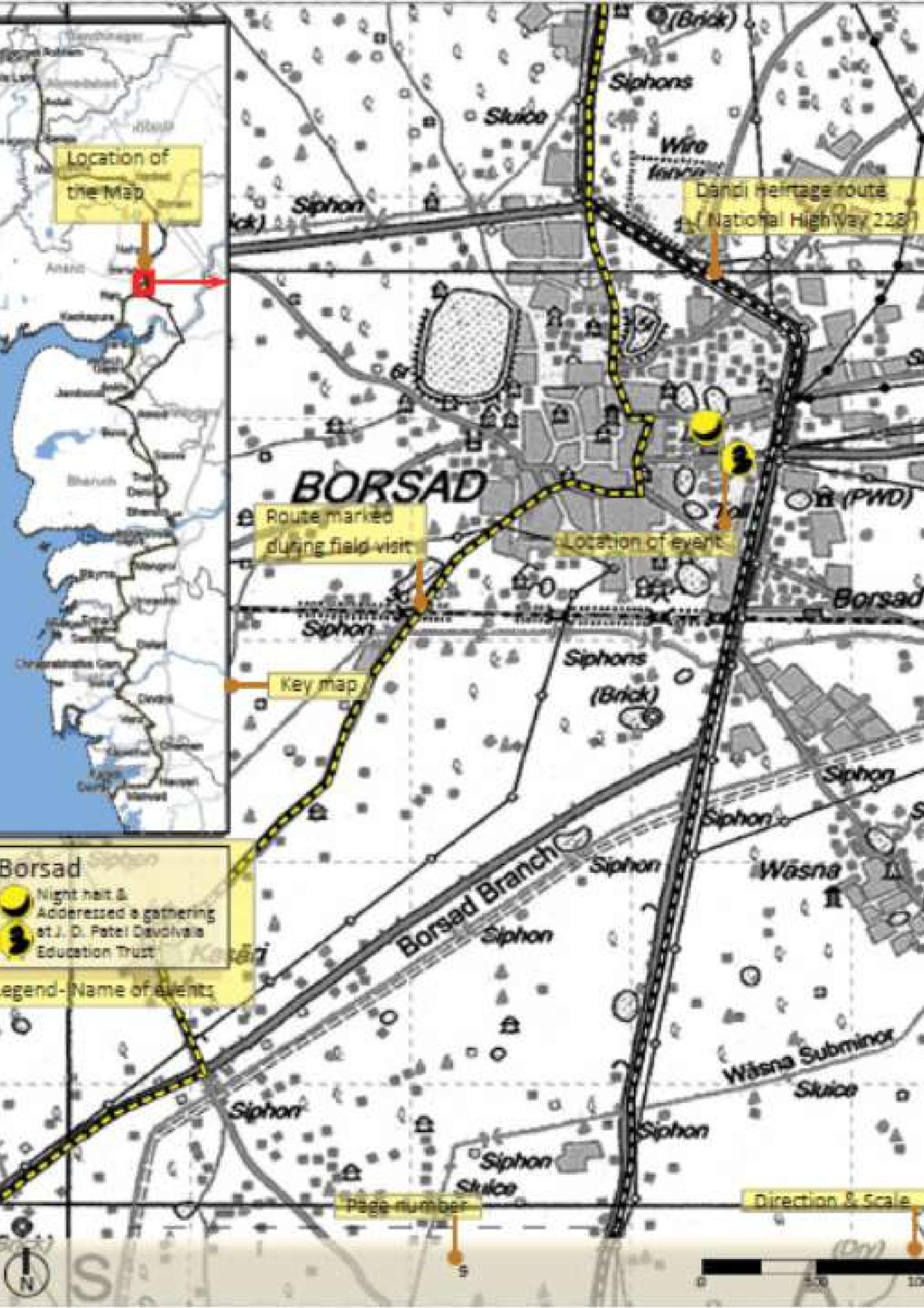
UMC engaged with several state and city governments, especially Odisha, Gujarat and Telangana/ Andhra Pradesh and initiated the project on Sanitation Workers' Safety Scheme with the support of Bill & Melinda Gates Foundation in December 2019. UMC is focusing on facilitating implementation of and convergence amongst various existing legislations and government initiatives such as the Prohibition of Employment of as Manual Scavengers and their Rehabilitation Act, 2013 and National Urban Livelihoods Mission (NULM) to empower sanitation workers by collectivizing them into SHGs that will not just facilitate improved livelihood, but also provide voice

and agency, up-skilling them by presenting alternative/safe livelihood options, and creating awareness about and streamlining access to social and financial entitlements.

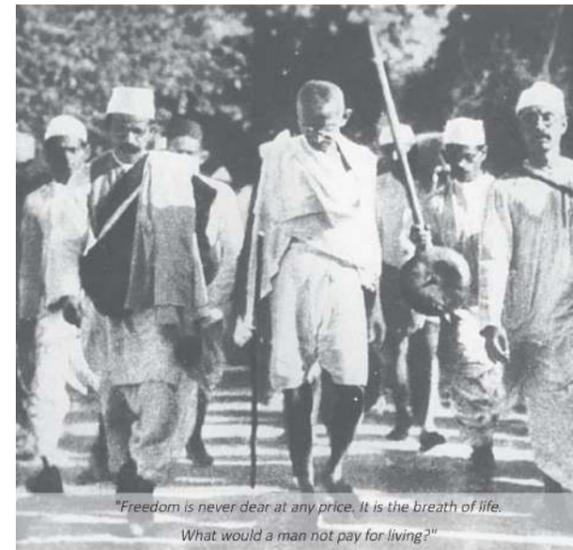


UMC has envisaged an umbrella scheme bucketing social, financial and occupational safety benefits for sanitation workers and their families and has discussed it with Housing & Urban Development Department (HUDD), Government of Odisha on the concept and modalities of the scheme design and on how to make it more relevant and effective.





## Mapbook Documenting The Historic Dandi March



Dandi Salt March Booklet Cover



Dandi Salt March Route

The words 'Dandi March' bring to life a brilliant, revolutionary era of the freedom struggle of the Indian nation in the making. Dandi March was a unique historical March, one of a kind. It is a shining light-house of a non-violent and a virtuous war. Gandhiji was both the architect and the engineer of the Salt March – which had later come to be known as Dandi March. It is seen as an epic battle against the British Empire, led on the noble principles of Truth and Non-violence. It became the highest symbol of the satyagraha battles fought so far. While in action, it had immediately attracted the attention of the whole world. It has become an iconic symbol of

a nation's journey towards self-rule, a Pilgrimage to Swaraj.

UMC collaborated with Gujarat Vidyapith, a university founded by Mahatma Gandhi on 18th October 1920 for higher education and was considered as the wake of civil disobedience movement. Dandi Path Heritage Management Centre, Gujarat Vidyapith published Dandi Salt March Mapbook in March 2020 highlighting the key events, salt march route, places around the route and the briefs on events at each place. UMC generated the maps and compiled them for Gujarat Vidyapith.



## Convergence Strategy Between DAY-NULM & SBM for Maharashtra

One of the key objectives of the Swachh Bharat Mission- Urban (SBM-U) is to make India free of open defecation, eradicate the practice of manual scavenging, and to achieve 100 per cent scientific management of municipal solid waste. The Deendayal Antyodaya Yojana-National Urban Livelihoods Mission (DAY-NULM) under the aegis of MoHUA, envisages creation of livelihood opportunities for the urban poor. The Mission recognizes that SBM-U has created a huge opportunity to link livelihood creation for urban poor, especially for women (eligible under the NULM), and sanitation workers who are the most stigmatized and excluded populations of the country.

and UMC are developing a strategy and an action plan for the State of Maharashtra.



In order to understand the current situation of implementation of the convergence guidelines and to explore future possibilities, a few cities were selected from the 6 divisions of Maharashtra. UMC's team met and interacted with city officials including the Executive officer, NULM team, SBM team, sanitation workers, and with SHG/ALF/CLF/ members in the city. The team also visited the sanitation facilities and interacted with the workers engaged. The overall intent was to assess the willingness and capacities of SHGs, other federations and ULBs.



Drawing from the principles of DAY-NULM and SBM-U's convergence guidelines, Centre for Environmental Planning and Technology (CEPT)

The National Policy on Faecal Sludge and Septage Management (FSSM) highlights a need to build a cadre of skilled workers for construction, operation and maintenance under FSSM technologies. As an effort to fill the skill gap in the FSSM sector, UMC in collaboration with DAY-NULM and SCGJ developed qualifications in the sector and got them NSQF aligned.



# Vulnerability Scoping Study: Air Pollution and Tourism in Ahmedabad

Ahmedabad (India)

## Vulnerability Scope Study: Air Pollution And Tourism In Ahmedabad

Air pollution is a global environmental health threat, contributing to an estimated 3-7 million deaths per year globally. An area that has received less attention is how air pollution may impact on the broader liveability of a city and its ability to attract both workers and visitors. The University of Birmingham collaborated with UMC and All India Disaster Mitigation Institute (AIDMI) to undertake the study which focused on exploring air pollution exposure in the city with a particular focus on air pollution in old Ahmedabad (also known as the walled city of Ahmedabad) the centre of the World Heritage site. The ASAAP-India vulnerability scoping studies explored the vulnerability of tourism to air pollution. Whilst the direct effects of AQ upon human health is relatively well understood, the economic impacts of air pollution are less explored.

Studying such a location illuminated some of the challenges faced by urban governments in managing air quality in areas where tourists frequent as well as the possible impact on the local tourist economy. The study also probed perceptions of residents of Ahmedabad regarding air pollution. Data gathered during this study indicated that average air pollution levels across all locations regularly exceed WHO guideline amounts. Survey findings suggested that city residents are aware of their inherent vulnerability to air pollution, perceiving their vulnerability on a scale of 1-5 at an average of 3.58/5 (five indicating extreme levels of vulnerability). This study underscored that good air quality in urban environments may have an influence on the attractiveness of tourist destinations and ultimately tourist choice.





Centralized Sludge Treatment Plant – Sunai Udang, Malacca

## Training of UMC teams on FSSM and SWM in Malaysia and Sri Lanka

UMC believes in staying ahead of times and always being prepared for providing innovative urban management solutions. UMC values constant learning and enhancing their skills by the way of peer-to-peer learnings and collaborative approaches. Keeping that in mind, UMC had planned to build the capacity of their employees through co-learning by visiting Malaysia and Sri Lanka.

As faecal sludge and septage management is crucial for Indian cities, UMC planned a 4-day visit to Malaysia in order to understand the faecal sludge management practices followed by Malaysian government.

The first 2 days were spent training at Indah Water konsortium, Malaysia which was followed by a site visit to Malacca city, where the employees learnt various aspects of governing and operative frameworks including various occupational health hazards and relevant legislative framework to tackle such hazards. The mode of training was a mixture of classroom sessions, hands on



Visit at desludging service centre - Malacca



Geobag for fecal sludge drying - Malacca

exercises, site visits and meetings which was very helpful for them as nothing ever becomes real until it is experienced.





Being committed to growth and learning are contagious and UMC believes in constantly working on themselves and always looking for new skills to acquire and being better versions of themselves. UMC organised a 3-day exposure visit to Sri Lanka to better understand the good practices for solid waste management (SWM) in October 2019. This visit was organized with the help of Federation of Sri Lankan Local Government Authorities (FSLGA).

The purpose of this visit was to understand various initiatives that have been taken by the Sri Lankan local governments to effectively manage solid waste and making cities clean and green. UMC's team visited 3 different cities having different population size to understand the initiatives taken for small, medium and large scaled cities in Sri Lanka.



The major takeaways for the team which they think would work on Indian cities were–

- Strengthen governance system
- Improving regulatory systems
- Capacity building of municipal officials on the technical know-how





Manvita Baradi, founding director UMC moderating the panel discussion on strengthening municipal management

## ICMA Regional Conference Hosted by UMC In Jaipur, February 2020

Under CMAR-ICMA-UMC partnership in February 2019, a 2- day ICMA regional conference was organised in Jaipur, India from 13th- 14th February 2020 which witnessed participation from 27 ICMA member cities along with key administrative officials (current and ex-officio) for Government of Rajasthan, Water Sanitation and Hygiene (WASH) Specialists, Heritage Experts, Urban Management Experts and officials from various ULB of Rajasthan. The conference was facilitated by UMC under the MISAAL program.

The focus of the conference was to help local leaders and their communities tackle gnarly issues and to inform and educate around key topics surrounding local government. The event unlocked presentations that delivered actionable tactics to solve greatest urban challenges.

The first day started with the annual ICMA committee meeting which was followed by a panel discussion on strengthening the municipal management. The panelists were bureaucrats from India, City Managers from the US and it was moderated by the Director, UMC. The solutions offered by the panellist revolved around building layers of competencies and capabilities at the ULBs, human resource scarcity, sensitization and capacity building of office bearers in order to develop a sense of ownership amongst them. The discussion on capacity building further explored three major sections to work upon -

- (a) technical knowledge for technical teams,
- (b) sensitization on community approach and

(c) sensitization on management of finance and cost recovery.

Later, Mr. Vijay Pal Singh, (IAS) Municipal Commissioner of Jaipur, welcomed a team of 32 ICMA delegates along with UMC team to Jaipur Municipal Corporation's office. He briefed the delegates about landscape, traditional values and challenges faced in delivery of municipal services in Jaipur. They were also given a brief summarisation of key operations, procedures, milestones, and achievements of JMC.



Panel discussion on improvement of WASH in cities and learnings for MISAAL

The discussions on day -2 of the conference were divided into two broad themes of sustaining the water, sanitation and hygiene in cities and capacity building for WASH improvement through key activities of MISAAL program. The challenges of open defecation, waste water management and effective solid waste management were discussed.



Meghna Malhotra, deputy director UMC discussing conference details with ICMA delegates



Launch of SOP for O&M of PT/CT, SLB Mapbook for Water and Sanitation in urban Rajasthan and 'What Works'- Few Leading Practices in Sanitation From Urban Rajasthan under MISAAL during ICMA conference

UMC presented Sanitation tools developed by them to map such challenges effectively. Such tools included public conveniences diagnostic and improvement tool, slum sanitation & household mapping tool, SWM vehicles and equipment gap assessment tool, and Municipal Integration Application (MiTRA). They were presented with the objective of providing technical support for scaling up of the tools in Rajasthan and assisting Jodhpur Municipal Corporation in identifying and mapping key WASH issues in the city. During the conference, UMC's team also briefed the participants about the initiatives taken by Odisha government for the maintenance of public toilets, MRF centres and community engagement for faecal sludge and septage management.

In the two-day conference, various technical sessions were conducted in order to facilitate



Cross learning exchanges between ICMA delegates and ULB officials from Rajasthan

cross learning between ICMA delegates and ULB officials from Rajasthan. These sessions provided the officials of both developing and developed countries a platform to discuss, understand and reflect upon the gaps in order to develop interventions ensuring sustainability. The participants learned and discussed best practices, implementation level challenges, preventive measures and tools & techniques to analyse and understand urban development from all across the world.



Marc A. Ott, executive director ICMA addressing the conference attendees



ICMA regional conference held at Jaipur in February 2020

“This year has been a landmark for us, we saw communities across the country become active in managing sanitation for their well-being.”



## Financial Statement

### Audited Statement of Accounts for the Financial Year 2019-20

(All Numbers in INR '000)

Equity and Liabilities	31st March 2020 (INR)	31st March 2019(INR)
Share Capital	0.20	0.20
Reserves and Surplus	2,66,152.70	1,74,888.65
Current Liabilities	1,65,911.04	22,639.65
<b>Total</b>	<b>4,32,063.94</b>	<b>1,97,528.40</b>

Assets	31st March 2020 (INR)	31st March 2019 (INR)
Tangible Assets	20,792.56	21,958.80
Non - Current Assets	2,176.00	2,176.00
Current Assets	4,09,095.38	1,73,393.60
<b>Total</b>	<b>4,32,063.94</b>	<b>1,97,528.40</b>

### Abridged Income and Expenses Account

Income	31st March 2020 (INR)	31st March 2019 (INR)
Revenue from Operation	4,429.28	8,501.90
Other Income	2,59,459.60	1,05,517.81
<b>Total</b>	<b>2,63,888.88</b>	<b>1,14,019.71</b>

Expenditure	31st March 2020 (INR)	31st March 2019 (INR)
Employee Benefit Expenses	82,910.79	60,547.54
Depreciation and Amortization	1,916.39	1,004.12
Other Expenses	82,266.95	26,102.95
<b>Total</b>	<b>1,67,094.13</b>	<b>87,654.61</b>
Excess of Income over Expenditure from continuing operation	96,794.75	26,365.10

## Abbreviations

AIDMI	All India Disaster Mitigation Institute
ALF	Area Level Federation
AMC	Ahmedabad Municipal Corporation
API	Application Programming Interface
AQ	Air Quality
ASAAP	A Systems Approach to Air Pollution
BC	Bank Correspondents
BCC	Behaviour Change Communication
CEPT	Centre of Environmental Planning and Technology
CIG	Common Interest Group
CLC	City Livelihoods Centre
CLF	City Level Federation
CMA	City Managers' Association
CMAG	City Managers' Association Gujarat
CMAR	City Managers' Association, Rajasthan
CMMU	City Mission Management Unit
CO	Community Organizers
CRD	Commissionerate of Rural Development
CRPs	Community Resource Persons
CT	Community Toilet
DAY- NULM	Deendayal Antyodaya Yojana -National Urban Livelihoods Mission
EDP	Entrepreneurship Development Programmes
EST & P	Employment Through Skills Training & Placement
FAQ	Frequently Asked Questions
FSLGA	Federation of Sri Lankan Local Government Authorities
FSM	Faecal Sludge Management
FSSM	Faecal Sludge and Septage Management
GeM	Government e Marketplace
HUDD	Housing & Urban Development Department (HUDD)
IAS	Indian Administrative Service
ICMA	International City/County Management Association
IEC	Information Education Communication
ISO	International Organization for Standardization

IT	Information Technology
JMC	Jaipur Municipal Corporation
KM	Knowledge Management
KYC	Know Your Customer
MFI	Micro Finance Institutions
MIS	Management information system
MISAAL	Moving Indian Towards Sanitation For All
MiTRA	Municipal Integration Application
MSC	MISAAL Settlement Committee
NARSS	National Annual Rural Sanitation Survey
NBFC	Non-Banking Financial Company
NCS	National Career Service
NIC	National Informatics Centre
NIESBUD	National Institute for Entrepreneurship and Small Business Development
NOS	National Occupational Standards
NPCI	National Payments Corporation of India
NSQF	National Skills Qualifications Framework
O&M	Operation and Maintenance
ODF	Open Defecation Free
PM SVANIDHI	Prime Minister Street Vendor's Atma Nirbhar Nidhi
PT	Public Toilet
PWM	Plastic Waste Management
QP	Qualification Pack
RFP	Request for Proposal
RO	Resource Organizations
RPL	Recognition of Prior Learning
SBM –G	Swachh Bharat Mission – Gramin
SBM	Swachh Bharat Mission
SCGJ	Skill Council for Green Jobs
SEP	Self Employment Program
SHG	Self Help Group
SLAC	State Level Advisory Committee
SLRM	Solid and Liquid Resource Management
SMC	Sambalpur Municipal Corporation
SMMU	State Mission Management Unit

SOP	Standard Operating Procedure
SPARK	Systematic Progressive Analytical Real Time Ranking
SSC	Staff Selection Commission
SSM	Shehri Sahabgita Manch
STP	Sewage Treatment Plant
SWM	Solid Waste Management
TPs	Training Providers
U.S. EPA	United States Environmental Protection Agency
UCD	Urban Community Development
UIDAI	Unique Identification Authority of India
ULB	Urban Local Body
U-LEARN	Urban Livelihood e-Learning and Resource Network
UMC	Urban Management Centre
UMP	Udaymi Mitra Portal
UNICEF	United Nations Children's Education Fund
USAID	United States Agency for International Development
WASH	Water, Sanitation and Hygiene
WHO	World Health Organization



Urban Management Centre  
A-202, GCP Business Centre  
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