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RCUES, Mumbai
Enabling better cities...

Urban Environ Vision

Information Bulletin



RCUES

Regional Centre for Urban & Environmental Studies
All India Institute of Local Self-Government, Mumbai

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Urban Environ Vision aims to take its readers through the journey of RCUES, Mumbai while providing encouragement and inspiration. It offers a platform to display the efforts undertaken by RCUES, Mumbai and showcase its achievements.

Innovations & Best Practices in Urban Governance

4th & 5th January 2017, Agartala, Tripura



In this programme, participants obtained extensive information on urban reforms, municipal administration, e governance. Participants can apply this knowledge to make the service delivery more effective.

Introduction

“A Good Governance is a key to nation's progress” as described by our Hon'ble Prime Minister Mr. Narendra Modi ji, it marks the importance of the subject as well as its impact on current governance system of the India.

While leading with the vision to make the Indian cities competent enough at global scale, the strategies for good governance systems will act as a base for better implementation processes, increasing the ease of business and formulating common but well thought of path for the cities to progress. Transparency, citizen's involvement, E Governance can be seen as the three pillars of the good governance. Stating this, it can be easily related with the functioning of the urban local bodies helping them for effective execution & service delivery.

The subject gets complex with the setting up a proper process to make things simpler. There are various issues and challenges for implementing solutions for good governance. Issues like need of accountability, transparency, issue of policy paralysis and effectiveness and issues like that of bureaucracy and static attitude. These can be solved by having a larger exposure to the subject and good practices all over the world. Thus the workshop will try to bring in various aspects of the good governance along with the exposure to the good practices for creating the dais exploring sharing

ideas to be implemented for good governance practices. Against this background, the Regional Centre for Urban and Environmental Studies (RCUES) of the All India Institute of Local Self Government (AIILSG), Mumbai has organized a specialized training programme on “Innovations & Best Practices in Urban Governance” on 4th & 5th January 2017 at Agartala, Tripura. This programme was fully supported by Ministry of Urban Development, Government of India.

Key Objective

The key objective of the training programme was to enhance the capacities of municipal functionaries for effective implementation of reforms under urban governance and share information and best practices in urban governance.

Participation

The total 63 participants comprising of Mayor, Dy. Mayor, members of Mayor In Council, Municipal Commissioner and concerned officials attended the programme.

Inauguration

The training programme began with the welcome address by Ms. Utkarsha Kavadi, Director, RCUES, AIILSG, Mumbai. She welcomed dignitaries on the dais by offering flower bouquets and welcoming all participants attending the programme.

Dr. Prafulljit Sinha, Hon'ble Mayor of Agartala inaugurated the training programme. During his inaugural address, he appreciated the efforts taken by RCUES, Mumbai to organise this programme in Agartala, Tripura state and wished success to the programme.

Technical Sessions

The inaugural session was followed by the technical sessions. Mr. T. C. Benjamin, IAS (Retd.), Chairman, State Expert Appraisal Committee, MoEF, Maharashtra conducted this session. He gave the Participants an understanding of the governance process of various important municipalities acts and the various divisions of administration. He enlightened



Mr. T.C. Benjamin, IAS (Retd.), Chairman, State Expert Appraisal Committee, MoEF addressing the participants

participants about water supply facility, the resource crunch it faces, metering, plugging leakages, water harvesting, energy saving, energy audit, planning and also the importance of sanitation improvement, underground drainage, STPs, location of STPs, public health, campaigns and nuisance detection squads. He further explained with real life example about the municipal solid waste management requirements, dumping site location, need of segregation of waste, recycling of waste and various other factors relating to all activities. He also discussed the emergency services, importance of urban planning, effect of FSI on urban services, duties of a municipal administrator and the importance of collecting and collating the data for taking the right decision for the issues and using out of the box thinking approach for problem solving. He concluded his session by sharing examples of infrastructure problems occurring in India as well as in abroad and the best practices adopted to overcome the issues.



Mr. Jairaj Phatak, IAS (Retd.), Advisor, Urban Issues addressing the participants

Dr. Jairaj. M. Phatak is a retired IAS Officer and advisor on urban issues took the session on urban issues. He shared his various valuable experience with the participants and had an interactive session with them. His knowledge as a former Commissioner of MCGM, Mumbai brought forward the various facets of urban development and the problems faced during his tenure.

Dr. Milind Ramteke, IAS, Municipal Commissioner, Agartala Municipal Corporation took the session on E Governance. He explained the city profile in brief and depicted E Governance portal developed by Agratala Municipal Corporation. He explained the significant role of E Governance in effective service delivery to the citizen. Property taxes and other taxes are paid through online system. He concluded by explaining how AMC is trying to develop software to observe the attendance of employees through E Governance system.

Ms. Utkarsha Kavadi, Director, RCUES, AILSG, Mumbai explained overall sanitation status in other states viz Maharashtra, Gujarat etc. by highlighting the efforts taken by Government of Maharashtra to make the cities Open Defecation Free. She also explained about the Performance Assessment System (PAS) project funded by BMGF which gives technical support to the cities. PAS is an online portal that gives username & password to cities. Cities have to fill up their required data in their online checklist pertaining to water supply, sewerage, storm water & solid waste management. She concluded by explaining the system for preparation of City Sanitation Plans (CSPs) and Detailed Project Reports (DPRS) for their respective city.

The training programme was concluded by proposing vote of thanks to all experts and participants.

Augmentation of Resources at Municipal Level

17th & 18th January 2017, Guwahati, Assam



The key highlight of the programme was the presence of esteemed authorities who shared their on-ground experiences of working in the state of Assam and motivated the participants to work for resource augmentation in their respective ULBs.

Introduction

As per census 2011, Indian urban population is more than 53 million, accounting for about 43 per cent of India's total population. Twelfth Five Year Plan mainly focuses on policies which gives equal importance to small as well as big cities. In rapidly growing urban area there is a failure to achieve even moderate success in severe delivery. The problem of financing infrastructure needs in the cities becomes more relevant in the context of inclusive growth as there is a considerable dependence of the rural sector on urban development. With the urban sector contributing an overwhelming share of growth, an overall sustained growth for the economy places a lot more demand in the performance of the cities. As per census 2011, Indian urban population is more than 53 million, accounting for about 43 per cent of India's total population. Twelfth Five Year Plan mainly focuses on policies which gives equal importance to small as well as big cities. In rapidly growing urban area there is a failure to achieve even moderate success in severe delivery. The problem of financing infrastructure needs in the cities becomes more relevant in the context of inclusive growth as there is a considerable dependence of the rural sector on urban development. With the urban sector contributing an overwhelming share of growth, an overall

sustained growth for the economy places a lot more demand in the performance of the cities. Thus with a view to enhance the capacities of municipal officials and non-officials towards resource mobilization it is necessary to strengthen the existing revenue and augment other sources of revenue at the city level. With this background the Regional Centre for Urban & Environmental Studies (RCUES) of the All India Institute of Local Self Government (AIILSG), Mumbai had organised a specialised training programme on "Augmentation of Resources at Municipal Level" from 17th to 18th January 2017 at Guwahati, Assam. This training programme was fully supported by Ministry of Urban Development (MoUD), Government of India (GoI)

Key Objective

The key objective of this training programme was to build capacities of ULBs in augmentation of resources at municipal level.

Participation

Total 35 participants comprising of Mayor, Chairpersons & vice Chairpersons of TCs, Municipal Secretary, Ward Commissioner (Elected Representatives) of TCs, Assistant Engineers, Tax collectors, Accountants & Sanitary Inspectors from Guwahati, Rangia, Titabor, Sarthebari, Palasbari, Chaper & Gossaigoan from Assam State.

Inauguration

Ms. Amruta Paranjape, Research Associate, RCUES of AIILSG, Mumbai welcomed participants in the programme. She began the programme with brief introduction on activities undertaken by RCUES, Mumbai. She further added the objective of the programme. This training programme was inaugurated by Mr. Mrigen Sarania, Hon'ble Mayor, Guwahati Municipal Corporation by lighting the lamp. He in his inaugural address, talked on city profile of Guwahati. It is a major port on the banks of Brahmaputra, the capital of Assam and the urban hub of the North East. Further he added that the main industries included petrochemicals & tea & Assam is one of the world's prime producing regions of tourism and regional logistics. He concluded by wishing a



Mr. Mrigen Sarania, Hon'ble Mayor, Guwahati Municipal Corporation inaugurating

great success to the programme.

Mr. S. B. Medhi, IAS, Former Chief Secretary, Government of Assam & Special Representative of National Human Rights Commission, New Delhi, Government of India in his special address, talked on challenges and urban issues that are



Mr. S.B. Medhi, IAS (Retd.), former Chief Secretary, Government of Assam & Special Representative of NHRC, New Delhi, GOI

facing by cities in Assam state. He pointed out that, rapid urban growth, rise of big cities; high urban poverty level, inadequate basic services and environmental degradation are the key issues. He also advised representatives of ULBS of Assam state to make efforts to minimise urban challenges by adopting stakeholder's partnership & formulation of city

development strategies.

Mr. Mridul Kumar Mahanta, Director, Municipal Administration, Assam & Mission Director, Assam State Urban Livelihood Mission Society has presented special



Mr. Mridul Kumar Mahanta, Director, Municipal Administration, Assam & Mission Director, Assam State Urban Livelihood Mission Society presented a special address

address to the participants He briefed about the SBM progress of their state. He also encouraged participants to attend more training programmes and exchange ideas across the states.

Ms. Utkarsha Kavadi, Director, RCUES, AILSG, Mumbai



Ms. Utkarsha Kavadi, Director, RCUES of AILSG, Mumbai sharing her views on SLB in urban water & sanitation

explained importance of capacity building programmes. RCUES, Mumbai conducted the capacity building programmes on various topics which would help participants to build a grasp of the subject and knowledge can be utilised in effective implementation.

The inaugural session was followed by Icebreaker session. This was taken with intent to encourage warm up & team building amongst the participants.

Technical Sessions



Mr. P.C. Pisolkar, Retd. Municipal Chief Auditor, Municipal Corporation of Greater Mumbai (MCGM) discussing

Mr. P.C. Pisolkar, Retd. Municipal Chief Auditor, Municipal Corporation of Greater Mumbai (MCGM) delivered a lecture on "Good Governance & Reform Agenda in Urban Sector" and 'Augmentation of Municipal Resources". He talked on concept of Good Governance and its role in effective service delivery. He concluded by focusing on Municipal Information System (MIS) & its significance by referring cases at city level.

Dr. S. B. Medhi, IAS, Former Chief Secretary, Government of Assam & Special Representative of National Human Rights Commission, New Delhi, Government of India took the session on "Enhancing Urban Infrastructure in Urban Local Bodies". He discussed on urban reforms. He discussed the reforms at the state level and how to achieve its given targets. The participants related to the sessions and interacted with him to gain further understanding from him.

Ms. Utkarsha Kavadi, Director, RCUES, AIILSG, Mumbai explained overall sanitation status in other states viz.

Maharashtra, Gujarat etc. by highlighting the efforts taken by Government of Maharashtra to make the cities Open Defecation Free. She also explained Service Level Benchmarks (SLBs) on water supply, sanitation, solid waste and storm water drainage by explaining their indicators.



Mr. Abhijit Boruah, Dy. Commissioner, DC Zone, Guwahati Municipal Corporations discussing on Municipal Taxation of Assam State

Mr. Abhijit Boruah, Deputy Commissioner, DC Zone, Guwahati Municipal Corporation discussed on Municipal Taxation – Resource Application & Cost Recovery. He spoke current position of urban local bodies of Assam State, their financial status. He ended the session by explaining municipal recovery.



Mr. K. M. Korti, Asst. Engineer, Sewerage – Operation & Maintenance, Municipal Corporation of Greater Mumbai (MCGM) addressing the participants

Mr. K. M. Korti, Retd. Asst. Engineer, Sewerage (Operation & Maintenance), Municipal Corporation of Greater Mumbai (MCGM) delivered a lecture on "Augmentation of Resources in Waste Water Management". He presented a case of RCF, Trombay where through sewerage treatment plant 22.75 MLD of sewerage treated and 15 MLD treated water generated.

Group Work

The group exercise was taken after discussion with the

participants. The aim of the group exercise was to get the insight of the subjects covered during the programme and effective use of applications at work place.

Subsequently, the extensive discussions with the participants about the issues, theme areas were decided and participants were asked to develop probable solutions on those issues. Each group discussed amongst themselves and came with the probable solutions.

The programme was concluded by vote of thanks.



Water Supply Management, 24X7 Water Supply, Leak Detection, Waste Water Management : Reuse & Recycling in Urban Areas

20th & 21st January 2017, Dibrugarh, Assam



The key highlight of the programme was the active involvement of the participating ULB officials in learning about effective ways of 24 x 7 water supply and waste water management system and the role of good governance in the context of their respective ULBs.

Introduction

A massive urban transformation is accompanying India's rapid economic growth, posing unprecedented challenges to India's growing cities and towns particularly in the provision of infrastructure such as water, sanitation and sewerage. One of the major challenges in every Urban Local Body is improving the efficiency of Urban Water Supply and Sanitation Services (UWSS). In this regard, these rapidly developing cities and towns also need huge capital and O&M investment in urban infrastructure, as highlighted by various Finance Commissions and expert bodies. Effective 'supply management' and 'demand management' is evident in a few cities in India which have implemented 24x7 water supply services. Along with water supply management, it is also very essential to address the issues related to adequate waste water management facilities to prevent environmental degradation. Achieving good services of water supply and sanitation requires the roles and responsibilities of the various stakeholders directly involved in service delivery, focusing on processes that will deliver sustainable, efficient and affordable services to the citizens.

Against this background the Regional Centre for Urban and Environmental Studies (RCUES) of the All India Institute of Local Self Government (AIILSG), Mumbai organized a Regional Specialized Training Programme on 'Water Supply Management, 24X7 Water Supply, Leak Detection, Waste Water Management : Reuse and Recycling in Urban Areas' on 20th and 21st January, 2017 at Dibrugarh, Assam. The programme was fully supported by Ministry of Urban Development (MoUD), Government of India (GoI).

Key Objective

To provide guidance in managing water supply services efficiently and discuss options for waste water management.

Participation

Total 17 participants participated comprising of, Chairpersons, Vice – Chairpersons, Ward Commissioner (Elected Representatives) Assistant Engineers & Sanitary Inspectors.

Inauguration

Ms. Shweta Nagarkar, Research Associate, RCUES of AIILSG, Mumbai welcomed participants of Municipal Boards and Town Committees of Assam state. In an introductory session she highlighted on the activities conducted by RCUES of AIILSG, Mumbai in training & research areas with the support by MOUD, Government of India. Giving a brief highlight of the aim and objectives designed particularly for this training programme she informed about the programme coverage & activities. Two days programme was followed by presentations, group work, participatory activities & site visits.

The training programme started with an ice- breaker session. Participants introduced themselves through informal discussion among the group. Interaction between the participants led to a fruitful discussion about the current scenario of infrastructure facilities and service delivery in Dibrugarh city and surrounding municipal boards.

Technical Sessions

Mr. P.C. Pisolkar, Retd. Municipal Chief Auditor, Municipal



Mr. P.C. Pisolkar, Retd. Municipal Chief Auditor, Municipal Corporation of Greater Mumbai discussing on good governance

Corporation of Greater Mumbai (MCGM) delivered a lecture on 'Introduction to AMRUT' & Financial Aspects in 24x7 Water Supply Management. He briefly discussed AMRUT mission mandates along with the set of eleven reforms which are implemented by mission cities of India. He said that the main objective is to upgrade living standard of the citizens & ensuring clean and sustainable environment. He further focused on 24x7 water supply by citing the examples of Malkapur and Surat cities 24x7 water supply management of Maharashtra and Gujarat state covering financial aspect and monitoring system of the project.

Mrs. Maleka Ansari, Research Officer, RCUES of AIILSG, Mumbai delivered a lecture on 'Towards Better Sanitation Facilities: Swachh Bharat Mission (SBM)'. While discussing with the participants it was observed that the baseline survey for SBM was in progress in Assam and implementation of SBM had not yet started. She talked on main objective of SBM to eliminate open defecation, behavioral changes regarding healthy sanitation practices and their sustainability. She briefly explained the guidelines of SBM & also highlighted its progress in other states.

Mr. Krishnaji Korti, Retd. Asst. Engineer, Sewerage – Operation & Maintenance, Municipal Corporation of Greater Mumbai (MCGM) delivered a lecture on 'Key Components of Waste Water Management (Generation, Treatment & Reuse)' & 'Issues

and Challenges of Waste Water Management'. He explained the importance of sewage treatment by explaining its purpose to stabilize the organic matter, so that it can be disposed of safely and to convert the sewage water into an effluent of an acceptable standard of purity. This treated sewage could then be discharged in water bodies thereby reducing environmental degradation.



Mr. Krishnaji Korti, Retd. Asst. Engineer, Sewerage – Operation & Maintenance, Municipal Corporation of Greater Mumbai (MCGM) addressing the participants

He discussed on the challenges concerning social, administrative, financial and technical issues giving maintenance, safety and technology options for ULBs in waste water management. He also explained the various reasons for failure of sewerage system and methods to avoid the same.

In his next session, he presented a case study of Municipal Corporation of Greater Mumbai (MCGM) selling raw sewerage to M/S RCF at the rate of Rs.0.6 per cubic meter generating revenue to the corporation which is expected to rise in the near future. This kind of solution is adopted for the first time in the history of MCGM. He also opened possibilities of small ULBs coming together to operate a centralized waste water plant.

He also spoke on 'Innovative ideas on Septage Management' & 'Augmenting of Municipal Revenue'. There has been no focus on septage management in Dibrugarh and surrounding districts of Assam. Participatory ULBs raised several questions about methods of septage management, its

operation and maintainance and its feasibility in smaller cities.

Group Work

In this session, three groups were formed comprising 4 to 5 participants from different ULBs. On the basis of a theme given to them, each group had to develop an action plan for augmenting resources in waste water management and upgradation of financial base at the ULB level by involving municipal officials, other state holders, citizen engagement and possibilities of public private participation. Each group presented their action plan incorporating augmentation of resources at municipal level for waste water management. At the end of the presentation it has been concluded that participants were aware about the importance of waste water management and were positive

about the idea of its implementation in their respective municipal boards and town committees. Activities performed during the group work and presentation was evaluated by resource faculties. The best performing group was awarded a token of appreciation.

Interactive Session

An interactive session was also conducted between technical sessions as an energy booster to the participants and facilitating inter ULB communication for exchange of ideas.

Mrs. Maleka Ansari concluded the training programme with a vote of thanks to the resource persons, participants & ULBs of Assam for their valuable support to make the training programme a grand success.



Orientation of Atal Mission for Rejuvenation & Urban Transformation (AMRUT)

23rd & 24th January 2017, Mumbai, Maharashtra



The key highlight of this programme was group work conducted during the programme. The group work made participants understand SLIP document preparation. This exercise would certainly help participants preparing SLIP of their cities.

Introduction

Managing efficient urbanization is critical for ensuring that India remains on high growth trajectory and such a growth is sustainable as well as inclusive. Cities as agencies through which development objectives can be met was realized post the 74th Constitutional Amendment and with the launch of Jawaharlal Nehru National Urban Renewal Mission (JNNURM). As the structural transformation of Indian economy is underway which essentially means inter alia a significant shift in its occupational structure in favor of non-farm employment, managing Indian urban space has emerged as a key priority area for all the stakeholders, to make the cities as engines of economic growth. The intent of 74th Constitutional Amendment Act can be realized only through the implementation of certain governance, institutional, financial and administrative reforms which will pave the way for enhancing service delivery and effective local governance. All of this will be realized with effective capacity building of the stakeholders involved in achieving the same. Local governments have to be enabled to respond to challenges faced in the wake of increasing impetus being given to the urban sector. “The Government of India, under Atal Mission for Rejuvenation and Urban Transformation (AMRUT), is aiming to improve the existing basic

infrastructure services like extending clean drinking water supply, improving sewerage networks, developing septage management, laying of storm water drains, improving public transport services and creating green public spaces like parks etc. with special emphasis on creating healthy open spaces for children focusing to transform 500 cities and towns”.

In view of above, Regional Centre for Urban & Environmental Studies (RCUES) of All India Institute of Local Self Government (AIILSG), Mumbai had organized the orientation on “Orientation on Atal Mission for Rejuvenation & Urban Transformation (AMRUT) on 23rd & 24th January 2017 in Mumbai, Maharashtra. This training programme was fully supported by Ministry of Urban Development, (MoUD), Government of India (GoI)

Key Objective

The key objective of this programme was to provide a guidance in implementation of Atal Mission for Rejuvenation & Transformation (AMRUT).

Participation

Total 20 participants participated comprising of elected representatives & concerned Jr. & Sr. Engineers from Maharashtra & Gujarat

Technical Sessions

The session on “Objectives and Guidelines of AMRUT” was taken by Mr Atul Khare, Research Associate, RCUES, AIILSG Mumbai. He made the participants understand the trend and rate of urbanization and the various effects it has had over our cities and people. An understanding about the status of basic services and infrastructure in India and their key issues and gaps in facility provision was discussed by him. He explained the interdependence of livelihood of people and green spaces, health, education transportation, sanitation, environment and resources with identification of service level gaps and understanding the urgency in dealing with quality of life issues in our cities. Giving a brief perspective on AMRUT, he elaborated its thrust areas and the planning required achieving it with examples of innovation and Maharashtra

Government's initiative on phase wise transformation from intermitted to continuous water supply. He gave examples of performance improvement plans and measures taken all over the country for overcoming the gaps and quality of life improvement.



Mr. T.C. Benjamin, IAS (Retd.), Chairman, State Expert Appraisal Committee, MoEF, Maharashtra

Mr. T. C. Benjamin, IAS (Retd.), Chairman, State Expert Appraisal Committee, MoEF, Maharashtra conducted a session on "Urban Management: Key Challenges and Innovative Solutions". He gave the Participants an understanding of the governance process and the various important municipalities act and the various division of administration. Speaking on the Urban Management based on the AMRUT Thrust areas, he talked on the need of non-motorised transport(NMT) in urban cities. He gave the participants an overall insight of transportation planning and how they can collaborate with planners for better NMT options. He enlightened participants about water supply facility, the resource crunch it faces, metering, plugging leakages, water harvesting, energy saving, energy audit, planning and also the importance of sanitation improvement, underground drainage, STPs, location of STPs, public health, campaigns and nuisance detection squads. He further explained with real life example about the municipal solid waste management requirements, dumping site location, need of segregation of waste, recycling of waste and various other factors relating to all activities. He also discussed the emergency services, importance of urban planning, and effects of FSI on urban services, duties of a municipal administrator and the importance of collecting

and collating the data for taking the right decision for the issues and using out of the box thinking approach for problem solving. He concluded his session by sharing case examples of infrastructure problems occurring in India as well as in abroad and the best practices adopted to overcome the issues.



Dr. Jairaj Phatak, IAS (Retd.), Advisor on Urban Issues addressing the participants

The next session was conducted by Dr. Jairaj. Phatak on "The rational outcomes of urban reforms Under AMRUT mission". He shared his various valuable experiences with the participants and had an interactive session with them. His knowledge as the Ex. Commissioner of MCGM brought forward the various facets of urban development and the problems faced during his tenure. He discussed the functions of MCGM relating it with the functions of AMRUT. He discussed the reforms at the state level and how to achieve it's given targets. The participants related to the sessions and interacted with him to gain further understanding from him. He also talked on roles and responsibilities of a Municipal Commissioner and how their decisions and deliberations relating to service provisions can lead to an efficient urban management. With this, he concluded by discussing the roles and responsibilities of all participants and how they can bring about changes in their areas.

Mr. Paresh Chhajed, Research Scholar, IIT, Mumbai conducted a session on "Preparing and Updating of SLIPs and SAAPs". He introduced the participants about AMRUT and its reforms. Participants got to understand the concepts of SLIP and its parameters from infrastructure development

to service delivery. The session made the participants aware about SLIP and SAAP and the required service level benchmarks. Giving examples of PAS Project in Ahmedabad, he enlightened the participants about the use of service level benchmarking for assessment of existing service level gap. Thus he explained the selection of actions/projects for service level improvement by using prioritization, financial resource planning and mobilization and then comparing scenarios in detail.

He also took session on “Getting Familiarised with your SAAP and SLIP Opportunities and Coverage with other schemes” where he detailed out each of the headings under SLIP by sharing examples and observations from SLIPs prepared in 2016. He tried to make the participants understand the gap between the prepared SLIP document and the expected outcomes. The principles of AMRUT as explained in the previous session were explained through already prepared SLIP and correct methodology for doing so. He also briefed the participants about the process of selection of projects



Mr. Pares Chhajed, Research Scholar, IIT, Mumbai addressing the participants

for SAAP. Thus he concluded by giving the importance of structured building up of the project and its presentation in SLIP.



Group Work

A group work was conducted for the participants where participants were made to examine the previously prepared SLIP documents of different ULBs. Based on their outlook of the SLIP Document, they were asked to comment on it, find the positive and negative points and suggest improvements to it. The discussions and debates about the SLIP document thus led to a proper understanding in the document preparation process and also the requirements of it. A group work was conducted for the participants where participants were made to examine the previously prepared SLIP documents of different ULBs.

Dr. Ajit Salvi, Assistant Engineer, MCGM, Mumbai talked on the present condition, availability, and requirement of resources and infrastructure and how human activities are constantly degrading them, thus requiring thorough newer participatory approach for infrastructure and resource management. He discussed the present sanitation conditions and its effects thus highlighting the requirement of constant maintenance of sewer lines and constant evaluation of STPs and water treatment plants for efficiency and justified use of financial resource. He also explained how ignorance of people at household level or community level in cleaning of drains as well as lack of knowledge towards the sewer system lead to increase in problems faced at every

increasing level of authority. He thus enlightened the participants about the STPs maintenance and working, and solving real time problems faced during work. All points highlighted were discussed in relation to AMRUT, i.e. how to improve the main thrust areas of the mission.

The final session of the programme was taken by Mr. Rishi Aggarwal, Environmentalist & Founder of Walking Projects, Mumbai. He explained the prominence of non – motorised transport. He further added that, due to tremendous increase in vehicles every year, pollution increases that leads to health issues. He cited ample examples across countries to promote more use of bicycles, public transport to keep the city pollution free.

The training programme was concluded with a vote of thanks by Mrs. Neha Hardikar to all experts and participants.



Dr. Ajit Salvi, Assistant Engineer, MCGM, Mumbai, addressing the participants

Municipal Service Delivery & Service Level Benchmarking at City Level

30th January 2017, Nagpur, Maharashtra



This Seminar was the platform for all stakeholders understanding the status of service level benchmarks, strategy to achieve benchmarks as per the framework. Participants obtained insight on new on line modules such SAN Benchmark, PAS module etc. in achieving service level benchmarks.

Introduction

In every sector, there are few key performance indicators that are understood by most stakeholders in that sector. Similarly, in the urban sector too there have been a number of performance indicators related to urban management and service delivery that have been defined, measured and reported. However, most initiatives in performance management so far have been observed to have some key limitations, viz. a) Different sets of performance indicators have been defined under different initiatives b) Even for the same performance indicator, the definition may vary or the assessment method may vary, thus inhibiting inter-city or intra-city comparisons c) Most measurement exercises have been externally driven (by agencies external to the agency responsible for delivery against those performance parameters), and therefore the key issue of ownership of performance reports d) Most performance measurement initiatives have been one-off exercises and not been institutionalized, limiting the benefits of monitoring trends in performance over time e) The process of performance measurement has not been taken further into Performance Management (Refer to illustration A) All of the above means

that systems for measuring performance and taking further action on them have not been institutionalized in urban agencies. It is therefore important that the basic minimum standard set of performance parameters are commonly understood and used by all stakeholders. On this background, the Regional Centre for Urban & Environmental Studies (RCUES) of All India Institute of Local Self Government (AIILSG), Mumbai conducted a Seminar on “Municipal Service Delivery & Service Level Benchmarking at City Level” on 30th January 2017 at Nagpur, Maharashtra. This Seminar was fully supported by Ministry of Urban Development (MoUD), Government of India (GoI).

Key Objective

The Seminar intends to provide a platform for all stakeholders to discuss the status of service level benchmarks & develop strategies to achieve service level benchmarks as per the framework.

Participation

Total 33 participants participated in the Seminar comprising of elected representatives, concerned engineers, representatives of NGOs and other stakeholders attended this Seminar.

Technical Sessions

Session 1: Setting the Background

The first session of the seminar was conducted by Ms. Divyanka Dhok, Research Associate, RCUES AIILSG, Mumbai on “Introduction to SLB”. She introduced the participants towards the need of service level benchmarking and its four major sector viz. water supply, waste water, solid waste management and storm water drainage. 28 indicators for these were explained to the participants making them understand the benefits of achieving the benchmarks and achieving incentive funds for the same.

The second session on “Online SLB PAS Module” was taken by Ms. Naznin Lalani, Urban Planner and Research Associate, CEPT and AIILSG. She explained the functions of the



Ms. Naznin Lalani, Urban Planner and Research Associate, CEPT and AILSG addressing the participants

Performance Assessment System (PAS) website and how ULBs could use it for their Service Level Benchmarking. She explained how upon online data entry in site, a ULB could view its state and city profile and can get it validated. She explained how the assessment done could be used for performance measurement, management and improvement with the help of various tools like interactive dashboard, Sani Plan, SaniTab and IFSM tools. She concluded the session stating how PAS could be linked to the new programmes of Government of India and thus garnering popularity among government agencies, financial institutions, regulators and researchers.

Session 2: Performance Improvement

Ms. Pallavi Mukane, Environmental Planner, Research Associate, PAS Project, CEPT & AILSG, Mumbai took a session on "SAN benchmarking". She explained the PAS project foundation and its components and how it helps MoUD's initiative of service level benchmarking. She also described the SLB+ framework development by PAS which included additional criteria as well as indicators for urban utilities management. Thus she explained the concept of development of SAN benchmarking. She explained the advantages of SAN benchmarking over service level benchmarking as it includes all sanitation service delivery as well as onsite sanitation. Thus she concluded by enlightening



Ms. Pallavi Mukane, Environmental Planner and Research Associate, CEPT and AILSG addressing the participants

the participants about the SAN benchmarking indicators in detail with its advantages and applications.

The next session was conducted by Mr. Paresh Chhajad on "Tools for Performance Improvement Planning". He explained the tools developed by PAS for better service delivery assessment, their objectives, approaches to these tools and their components in detail. He explained Sani tab, Sani plan and IFSM tool in detail. He enlightened the participants about Sani plan, its performance assessment,



Mr. Paresh Chhajad, Research Scholar, IIT, Mumbai addressing the participants

based in which action planning and financial planning decision are taken and its applications. Similarly regarding Sani tab, he made the participants understand about its features, need, questionnaire, for ODF + IFSM, training module for surveyors, property level sanitation survey, key survey results and its dashboard. Furthermore, he discussed the IFSM toolkit, its need in storage management, objective of tools, 5 modules of assessment and in the end, a video to explain Sani plan and IFSM toolkit.

Session 3: Information System Improvement

Ms. Pallavi Mukane Environmental Planner, Research Associate, PAS Project, CEPT & AILSG, Mumbai conducted a session on “Information System Improvement: Kulgaon Badlapur Municipal Corporation”. She gave a brief on Kulgaon Badlapur Municipal Corporation, its reliability analysis, data formats for water supply, sewerage management, storm water drainage, on-site sanitation and solid waste management. She then gave the examples of formats of collection efficiency of sewage network, septage, solid waste management and others. Thus, she concluded the session with a way forward to understanding the information system required in municipal bodies emphasizing on need of ISI system into monthly and yearly monitoring of the ULB's work.

Session 4: Ground Level Application and Experience

A session on “Crowd Sourcing” was taken by Ms. Naznin Lalani, Urban Planner and Research Associate, CEPT and AILSG. This session was based on citizen's perspective on services provided to them. It showed how through a simple questionnaire the service level benchmarking could be done. She discussed the questions that could be asked and the topics to be covered in it. Thus based on this citizen survey, analysis of access to toilets, disposal system, need of public toilet, solid waste management services and frequency of cleaning services could be done. Hence she made the participants understand how based on this citizen feedback and analysis, city wise ranking of priorities to make city clean could be made.

Mr. Rahul Bagdiya, Co – Founder & Director of Pmanifold Business Solutions, Nagpur conducted a session on “SLB Connect – Case of PCMC”. This session began with



Mr. Rahul Bagdiya, Co – founder & Director of Pmanifold Business Solutions, Nagpur addressing the participants

understand of a good SLB design and understanding urban management or organizational setup. He explained the reasons for including customers in SLB and how their forced behavior in service leads to multiple losses to utility, thus needing more study in customer behavioral issues. Giving example of Pimpri Chinchwad, he explained the World Bank project for water and sanitation using SLB connect which focuses on days acquiring from customers. This gave them a chance to compare customer's perspective against Government SLB on a few focused areas. Thus because of strong database, the project could use technology to gather actual inputs from customers. Giving e.g. of PCMC Sarthi project, he explained how constant survey and updating of records helped them in providing better services to the people.

Mr. Nakul Dev, Project Associate, Equi- City Project AILSG, Nagpur conducted a session on “Integrated efforts in SLB – Nagpur”. This session began with a brief to equi-city, its objectives, introduction to SLB, and SLB as a part of performance improvement system. He gave a brief of Nagpur city's profile and on sewerage and sanitation. He elaborated the areas of improvement identified for water, SWM, storm water drainage and thus concluded his session with the key learnings.

After the extensive discussions on various facets of service level benchmarks, the Seminar was concluded with a vote thanks to all eminent subject experts and participants.

***Brief on Research / Case Studies
conducted by RCUES, Mumbai***

Resource Material on Water Supply Management

Water is basic need of human being. Water is essential for human life, development and environment, but it is a finite and vulnerable source which has quantitative limitations & quantitative vulnerability. Water is the source of the life and development on earth. Water of course, is the elixir of life, yet rapid population growth, urbanization and industrialization, the impact of climate change and geographical and seasonal variability, make meeting the present and future needs for this most essential of elements a challenging one. Water scarcity is becoming a global issue broadly due to increasing population, economic growth and climate change.

Although our earth is called 'Blue planet' as 70% of the earth is covered by water, yet only 2.5% of the world's water is fresh, while 97.5% is saline being oceans. Of this small percentage of freshwater, only 0.3% of this freshwater is available from rivers, lake and reservoir, 30% from the groundwater, while the rest is stored in distant glaciers, ice sheets, mountainous areas, places that we can hardly access.

Water is probably the single largest natural resource under severe stress in India. Home to 17% of the world population, India accounts for just 4% of the global fresh water resources. With an increasing population & fast growing economy the demand of water is increasing. There are 7935 towns (as per census 2011) in India and the number is rising with many big villages are emerging as towns. According to the census 2011, the urban population of India is 377 million, representing nearly 31% of the total population.

The provision of clean drinking water has been given priority in the constitution of India, with Article 47 conferring the duty of providing clean drinking water and improving public health standards to the state. The health burden of

poor water quality is enormous. It is estimated that around 37.7 million Indians are affected by waterborne diseases annually, 1.5 million children are estimated to die of diarrhoea alone and 73 million working days are lost due to water base disease each year.

Hence it is necessary that available water resources shall be used judiciously. This 'Resource Material on Water Supply Management' highlights Global and national Water Scenario. It briefly covers water supply management in urban areas with water policies & planning strategies, challenges in water sectors in India and importance of water supply management. To address issues of non revenue water and to improve overall efficiency of water supply system, concept of PLC & SCADA and 24x7 water supply are also included in the resource material. Considering health related issues due to unclean water, efforts are made to include planning for security of drinking water and Action Planning for improving quality of drinking water. It is necessary that the water supply schemes shall be self sustainable hence cost recovery aspect is very much important but at the same time water cannot be sold as a commodity, keeping in mind emotional issues of the public. Hence Socio-Economic aspects of water supply management are also covered in brief. This resource material will be useful to policy makers, system designers, implementing agencies & site engineers to make water supply management efficient & effective.

Good Practices in Water Supply and Water Reuse/Recycle

Government of India with an aim to provide Safe Drinking Water to the citizens and sustainability of water resources, initiated various drives, made policies and adequate budgetary provisions since last three decades. Inspite of this, access to Safe Drinking water remains a challenge.

In August 2013, the AILSG, Mumbai was empaneled by MoUD, GoI for providing technical support to the cities/towns of states/Urban Local Bodies (ULBs) in the field of Water Supply and Sanitation, Sewerage and Drainage Systems.

AILSG Studies/Programmes ensures capacity Building through cross learning and effective knowledge related to planning, governance and sustainability of urban reforms and infrastructure projects in various cities/ULBs in India.

AILSG initiatives provide a platform for deliberation and knowledge exchange for Indian cities and towns as well as professionals working in the urban domain. Sharing of good practices is one of the most important means of knowledge exchange.

In the present documentation, the RCUES, AILSG, Mumbai has compiled Good Practices in Water Supply and Water Reuse/Recycle from small Towns/cities/ULBs in Maharashtra, Gujarat, Rajasthan states from Western and Eastern Region of India.

For Good Practices in Water Supply, while selecting the towns/cities it was kept in mind that some of the places are from extreme water scare regions, drought prone areas. The documentation not only restricted to duration and coverage of water supply but also includes aspects of measures taken to restore water supply in flooding disasters occurred in the past in some cities, planning, practices, innovative

approaches in improving the water supply, water quality, conservation of power etc.

For Good Practices-Water Reuse/Recycle, places have been selected from the low waste water generation in small places to large waste water generation in big towns.

Further the documentation also focuses on, low cost options adopted, involvement of community participation right from the inception of the projects, innovative approaches followed in Operation and Maintenance activities and System Improvement, Rain Water Harvesting, Energy Recovery, Cost Recovery and Sustainability of Schemes in both Water Supply and Water Reuse/Recycle documented in this volume.

We hope that, these Good Practices will be helpful to other towns/cities/ULBs elsewhere, in crafting their own solutions for the specific local circumstances.

Good Practices in Solid Waste Management

In today's age of rapid urbanization, exchange of information and inter communication among cities are becoming increasingly important tools for improving urban service delivery and governance. With increasing population and demand for infrastructure, cities across India are facing severe challenges in urban management and service delivery. Management of solid waste has become a grave concern for the rapidly expanding urban fabric of India. Further, municipalities have not yet fully recognized the important stakeholders of waste management like NGOs/CBOs and private formal and informal sector which can be involved during the planning, implementation and monitoring for effective waste management.

With the launch of Swachh Bharat mission in 2014, the cities have shown dedicated efforts increasing their own capacities as well as delivery of services towards the realization of this goal. Multiple efforts have also been made towards the promotion of this mission through various awareness activities for the citizens undertaken by the cities. This has been achieved through various good practices undertaken by the ULBs as per their capacities with the aid of Central and State Government. Few cities have been pioneers in managing and treating waste, working towards the goal of clean India even before the launch of Swachh Bharat mission. Thus, cities have become change makers by adopting new practices for better management in solid waste thereby paving way for other cities to follow. Such interventions are essential to improving the quality of their cities and to reducing adverse health and environmental impacts. These good practices need to be captured and shared across the country as an enhanced learning experience for effective implementation of the mission. Our experience of working

with Urban Local Bodies have shown that timely documentation of good practices is an effective way of cross sharing, peer learning as well as lauding the efforts taken by cities to improve the quality of life in their communities. Such documentation also proves to be a motivator for underperforming cities to learn and undertake suitable actions in their respective areas.

With this background, an effort has been made by RCUES of AILSG, Mumbai to document good practices in initiatives undertaken in solid waste management adopted and practiced by ULBs for segregation, collection and transportation and treatment as well as overall management of municipal solid waste. It also strives to study examples of involvement of various stakeholders across the value chain for efficient service delivery. Only selected cases are included in this document based on the multi-dimensional efforts undertaken by ULBs along with their effective on-ground implementation. We intend to keep updating and adding to these good practices and hope that this document becomes a useful resource for practitioners, managers as well as officials who strive for improving solid waste management in Indian cities.

Good Practices in Sanitation and ODF Cities

Open defecation refers to the practice whereby people go out in fields, bushes, forests, open bodies of water, or other open spaces rather than using the toilet to defecate. Open defecation leads a vicious cycle of disease and poverty making sanitation and hygiene among the most important drivers of health, social and economic environments. India is the capital of open defecation, accounting for 47% of the practice in the world.

Open defecation in urban areas is driven by a number of reasons including, lack of space to build toilets in high-density settlements and tenants unwilling to invest in toilets where landlords do not provide them. Further even if toilets are built, a number of factors have been found to play an important role in determining the actual use of toilet. Sticking to toilet-using habit depends on aspects such as a good and well maintained, user friendly structure with privacy, has availability of water and awareness of the benefits of good sanitation. Lack of awareness has been one of the key factor as there are always people who refuse to believe in the benefits of using a toilet. Owning and using a toilet is always a secondary matter with low priority. Poor consideration of gender-based factors such as security concerns, extra charges for women, lack of attention to accessibility factors, have further led to reduced use of toilets among women.

With the roll out of the Swachh Bharat Mission (SBM) on October 2, 2014, a dedicated effort has been made to set tangible targets in the areas of sanitation with implementation strongly backed with a large-scale attempt to bring about behavioral change. Thus, in spite of people still practicing open defecation, the Government of India has made progress in reducing the practice.

Cities have made dedicated efforts in promoting the mission by providing incentive funding in addition to the central and state government subsidies to increase sanitation amenities

at the household level. Efforts have also been made to increase infrastructure capacities at the city level along with facilities for their operation and maintenance. The role of citizens and private sector participation has been realized and various examples are seen around the country where efforts were taken to make their cities open defecation free. It is important to document such efforts by the cities as they are an effective method of knowledge sharing and peer learning and also to motivate cities to push them towards the goal of clean and hygienic cities.

With this background, an effort has been made by RCUES of AILSG, Mumbai to document good practices in initiatives undertaken in sanitation and open defecation free cities. Only selected cases are included in this document based on the multi-dimensional efforts undertaken by ULBs along with their effective on-ground implementation. We intend to keep updating and adding to these good practices and hope that this document becomes a useful resource for practitioners, managers as well as officials who strive for improving the status of sanitation in Indian cities.

Resource Material on Solid Waste Management

Like other developing countries in India, also the common man's perception about solid waste management suffer “not in my backyard” syndrome and leave waste to be taken care by urban local municipal bodies only. There is complete lack of at-source segregation and management of solid waste. Thus it becomes really difficult to manage burgeoning waste without active participation of the people. It is also important to develop and implement an integrated solid waste management approach taking advantages of existing unorganized sector (rag-pickers) for its cost effective and sustainable management. There is urgent need to promote such disposal techniques which have option for resource recovery as well as energy generation. Awareness towards safe disposal of waste, public–private partnership, and selection of appropriate technology according to waste characteristics is important.

Solid waste management is an obligatory function of the urban local bodies, this service has been poorly performed by most of them resulting in problems of public health, sanitation, and environmental degradation. With rapid pace of urbanization, the situation is becoming more and more critical day-by-day. Infrastructure development is not in a position to keep pace with population growth owing to poor financial health of most of the urban local bodies. Lack of financial resources, limited institutional capacities, improper choice of technology, lack of public participation in solid waste management, etc., have made the service far from satisfactory.

With the launch of Swachh Bharat Mission in 2014, the cities have shown dedicated efforts in increasing delivery of services towards the realization of this goal. Multiple efforts have also been made towards promotion of this mission. Recently Ministry of Environment and Forest (MoEF)

notified Solid Waste Management Rules 2016 depicting clear roles and responsibility of every stakeholder in solid waste management value chain. This rules are mandatory to each and every stakeholder involved in solid waste management chain. With this background, Regional Centre of Urban and Environment Studies of All India Institute of Local Self Government, Mumbai, which is fully supported by Ministry of Urban Development, Government of India is launching a series of guidebook on solid waste management with the focus on SWM rules 2016.

“Resource material on Solid Waste Management” highlights the roles and responsibilities of waste generators and municipal authority with respect to waste minimization, source segregation, collection & transportation, treatment and safe disposal. This guidebook is divided into four series of guidebooks of solid waste management chain namely waste generation and segregation, collection and transportation, treatment and disposal.

Overall idea behind developing this guidebook is to help understand roles and responsibilities of waste generator and municipal authorities. Also this material helps on creating awareness among the waste generators for effective waste management.

Testimonials



Dr. Prafuljit Sinha, Hon'ble Mayor of Agartala Municipal Corporation, Tripura

"Today I am very happy to inaugurate this programme. RCUES has conducted training programme in Tripura state for the first time. I would be more interested in sending our elected representatives to attend RCUES training programmes in other states as well. I wish a great success to the programme."



Mr. D. Baruah, Municipal Secretary, Guwahati Municipal Corporation, Assam

"I attended this type of training for the first time. The subject coverage of the programme was very informative. Being a Municipal Secretary I will surely facilitate participation of elected representatives for future RCUES programmes."



Ms. Anita Sharma, Chairperson, Chabua Town Committee, Assam

"I like the arrangements of the training programmes & coverage. More such programmes in North Eastern states are essential in order to improve on the service delivery."



Mr. Rishi Aggarwal, Founder, Walking Projects, Mumbai, Maharashtra

"It was a nice experience associating with RCUES as a faculty. The modules developed by RCUES make it more interactive. I will be glad in associating with RCUES for future activities."



Mr. Deepak Chitnis, Dy. Engineer, Nagpur Municipal Corporation, Maharashtra

"The Seminar on Service Level Benchmarking was very much thought provoking. I got very useful inputs from subject experts on SAN Benchmarking. We can use this knowledge for implementing SLBs in our city."

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