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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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President, AIILSG, India

**Mr. Ranjit Chavan**

Director General, AIILSG, &  
Editor in-Chief

**Mr. Rajiv Agarwal, IAS (Retd.)**

Director, RCUES, AIILSG, &  
Editor

**Ms. Utkarsha Kavadi**



***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.***

## Regional Specialized Training Programme on 'Sustainability of Open Defecation Free Cities'

22<sup>nd</sup> & 23<sup>rd</sup> November, 2017 at Shirdi, Maharashtra.

*The key highlight of the programme was the dissemination of strategies to move towards ODF cities, interaction with ULBs to understand on ground challenges that cities face and provide solutions for the same.*

### Introduction

The 'Swachh Bharat Mission' was launched on October 2, 2014, with one of its stated objectives being the achievement of Open Defecation Free Status in all the 4,014 urban local bodies (ULBs) in India, by October 2019.

Evidences show that only construction of toilets does not suffice for preventing open defecation. It is essential to eliminate such practices from their roots. One of the biggest hurdles so far has been lack of awareness about need of toilets for improved health. For ensuring sustainability, demand based & systematic approach is necessary, instead of a top-down approach. Efforts should be made to bring the permanent change in behaviour which leads to demand and therefore use of toilets. These efforts are strengthened with behaviour change initiatives through active participation from municipal officials, citizens, NGOs, schools and corporates in order to ensure sustainability of open defecation free status.

Against this background, to facilitate the knowledge on sustainability of ODF cities, Regional Centre for Urban & Environmental Studies (RCUES) of All India Institute of Local Self Government (AIIILSG), Mumbai had organised a Regional Specialised Training Programme on 'Sustainability of Open Defecation Free Cities' at Shirdi, Maharashtra on 22<sup>nd</sup> & 23<sup>rd</sup> November, 2017. This training programme was fully supported by Ministry of Housing & Urban Affairs (MoHUA), Government of India (GoI).

### Key Objective

The key objective of the programme was to provide guidance in developing framework for making & sustaining cities ODF and moving towards ODF + and ++ cities.

### Participation

Forty-two participants comprising of elected representatives, chief executive officers & municipal engineers from Maharashtra & Gujarat attended this programme.



*Participants during the programme at Shirdi.*

### Inauguration

At the onset, the objective of the training programme was explained to the participants. As the States are now moving towards becoming ODF, the workshop was aimed at developing a framework for sustaining ODF cities and moving towards ODF + & ++ cities.

This training programme was inaugurated by Ms. Utkarsha Kavadi, Director of RCUES, AIIILSG, Mumbai along with Mr. Aasim Mansuri, Sr. Research Associate, CEPT University, Ahmedabad.

### Technical Sessions

Technical sessions commenced after inauguration. The first session on 'Sustaining ODF Cities and moving towards ODF +/++' was conducted by Ms. Utkarsha Kavadi, Director, RCUES, AIIILSG, Mumbai.



The session gave an overview of status of access to toilets and IHHL coverage in Maharashtra, Gujarat and Rajasthan. Since Maharashtra and Gujarat have already achieved the status of ODF States, the session focused more on steps that need to be undertaken to sustain the ODF status. ULB and state level interventions for the same were discussed.

Further, the case of Maharashtra and its journey of becoming ODF was presented. A detailed discussion on ODF sustainability guidelines of Maharashtra along with appropriate examples and its replicability in other States was undertaken. The state level framework of ODF+ / ++ cities was also discussed with an overview of the entire sanitation value chain. The session was followed by an interaction regarding the issues/challenges with the participants and a discussion on feasible solutions for the same based on their respective local context.



*Ms. Utkarsha Kavadi, Director, RCUES, AIILSG, Mumbai addressing the participants on 22<sup>nd</sup> November, 2017.*

The next session on 'Faecal Sludge & Septage Management' was taken by Mr. Aasim Mansuri, Sr. Research Associate, CEPT University, Ahmedabad.

He focused on importance of faecal sludge and septage management (FSSM) and discussed the National Policy on FSSM by Ministry of Housing and Urban Affairs (MoHUA), Government of India (GoI). He presented an overview of sanitation in Maharashtra by explaining the terms ODF + / ++ and their importance in achieving ODF sustainability. He further added that the Maharashtra State Government has rolled out septage management guidelines to help cities to move towards ODF+ and ++. He further explained FSSM efforts at city level by citing examples of Wai & Sinnar to become ODF+.

He also talked about efforts that need to be undertaken to achieve end-to-end FSSM solutions. He stressed on the need for awareness generation activities and developing material on FSSM for better dissemination of the concept.



*Mr. Aasim Mansuri, Sr. Research Associate, CEPT University, Ahmedabad addressing the participants on 22<sup>nd</sup> November, 2017*

'Moving towards ODF+ and ODF ++, Case Study of Shirdi' was delivered by Mr. Satish Dighe, Chief Officer, Shirdi Municipal Council. He spoke on deficit of infrastructure facilities in the city to keep it ODF sustainable. Shirdi being a centre for religious tourism, floating population exceeds city population. It is very challenging to facilitate the services during some specific religious festivals when the floating population goes upto 1 lakh. However, Shirdi Municipal Council is taking necessary steps to keep the city ODF & sustainable.



*Mr. Satish Dighe, Chief Officer, Shirdi Municipal Council addressing the participants on 22<sup>nd</sup> November, 2017*

The next session 'IEC in sustaining ODF & moving towards ODF + / ++ cities' was taken by Ms. Mrudula Kelkar, Expert Trainer, Pune. She presented ODF sustainability approaches through finger-puppet show. This approach is greatly effective in generating awareness among people and bringing about transformation in the society. Communities can easily adopt various sustainability measures to keep their city clean & healthy after going through such IEC activities.



*Ms. Mrudula Kelkar, Expert Trainer, Pune addressing the participants on 22<sup>nd</sup> November, 2017*

## Group Work

The participants were divided into 5 groups. The theme "We will move towards ODF + / ++ Cities" was given to the participants. Each group had to develop framework / options on moving towards ODF + and ++ cities. The intention of the group work was to use applications of knowledge imparted through technical sessions.



*Participants doing group work during the Programme at Shirdi.*

Each group actively participated in sharing ideas to develop the framework after extensive interaction across the group. Each group presented their work. The group work essentially helped participants to get a wide range of ideas across multiple groups, preparing them to deal with on-ground challenges.

## Site Visit

The site visit was conducted at Sinnar to witness the good practices on ODF sustainability. Mr. Vyankatesh Durvas, Chief Officer of Sinnar Municipal Council welcomed participants. He briefly explained the process of making Sinnar ODF & its sustainability measures in collaboration with Centre for Environmental Planning & Technology (CEPT) Ahmedabad. The Sinnar team showed the participants two sites to assess its sustainability in Sinnar city.

The first site, the community toilets were constructed as an operative sustainability measure. Initially, community did not have toilets and people use to defecate in the open. Sinnar Municipal Council initiated efforts for toilet construction for the people and to improve sanitation. The next site which was in close proximity to the temple area was used for Open defecation. The Sinnar Municipal Council efforts stopped open defecation on the open space. This open space has now been allocated for agriculture.



*Participants during site visit at Sinnar.*

## Conclusion

At the end of the training programme, feedback was taken from the participants. The programme was concluded by presenting a vote of thanks and issuance of certificates to the participants.

## Regional Specialized Training Programme on 'Solid Waste Management with a focus on 100% Segregation of Solid Waste'

29<sup>th</sup> & 30<sup>th</sup> November, 2017 at Ajmer, Rajasthan

*The key highlight of the programme was to acquaint participants with SWM Rules 2016 with a focus on 100% segregation and various technologies for processing dry and wet waste and their application at city level.*

### Introduction

Regional Centre for Urban & Environmental Studies (RCUES) of All India Institute of Local Self Government (AIILSG), Mumbai organized Regional Specialized Training Programme on 'Solid Waste Management with a focus on 100% Segregation of Solid Waste' at Ajmer, Rajasthan on 29<sup>th</sup> & 30<sup>th</sup> November, 2017. This programme was fully supported by Ministry of Housing & Urban Affairs, Government of India.

### Key Objective

To expedite the process of achieving goals of effective solid waste management in India with a focus on 100% segregation of waste at source, as envisaged in Swachh Bharat Mission, Urban & Solid Waste Management Rules, 2016.

### Participation

There was active participation from various urban local bodies from the western region. 34 participants from Maharashtra, Gujarat, Rajasthan and Goa, comprising elected representatives, municipal commissioners, chief executive officers, executive engineers and sanitary inspectors attended this programme.



Participants during the programme at Ajmer.

### Inauguration

In the introductory session, Mrs. Maleka Ansari, Research Officer, RCUES of AIILSG, Mumbai welcomed the participants. She highlighted upon the activities conducted by RCUES of AIILSG, Mumbai in the training & research area. She also discussed the agenda in the two days training programme which included presentations, group work, participatory activities & site visits.

The Specialised Training Programme was inaugurated by Mr. Kailash Chandra Sharma, RAS, Additional Collector, Ajmer District, Rajasthan in presence of Mr. Jamadar Rajekhan Kadar Khan, President of Murgud Municipal Council of Kolhapur District, Maharashtra & Mr. Kamlesh Doshi, Chairman, Pratapgarh Municipal Council, Rajasthan by lighting the inaugural lamp.



Mr. Kailash Chandra Sharma, RAS, Additional Collector, Ajmer District, addressing the participants on 29<sup>th</sup> November, 2017.

In the keynote address, Mr. Sharma stressed on the effective implementation of SWM. He elaborated on the status of Rajasthan in context of solid waste management with a special focus on segregation.



He also cited the SWM activities that were being undertaken as a part of smart city project in Ajmer. He directed participants towards segregation of solid waste and implementation of three R, reuse, recycle and reduce.

Mr. Jamadar Rajekhan Kadar Khan, alluded to the work completed under Swachh Bharat Mission (SBM) cleanliness drive in Murgud town. He focused on significance of people's participation in achieving 100% segregation of solid waste management, at source. He stressed it can only be done if the citizens are oriented to adopt such a practice as their civic duty.



*Mr. Jamadar Rajekhan Kadar Khan, President, Murgud Municipal Council, addressing the participants on 29<sup>th</sup> November, 2017.*

Mr. Kamlesh Doshi, Chairman of Pratapgarh Municipal Council, emphasized on the effective implementation of solid waste management. He elaborated on the pros and cons faced by Pratapgarh in the implementing solid waste management by focusing segregation process.

All the dignitaries on the dais extended their greetings for the success of the two days training programme. Mr. Vinod Paliwal, Regional Director, AILSG, Jodhpur expressed a vote of thanks at the end of inaugural session.

## Technical Sessions

Dr. Yashesh Anantani, former Executive Director, City Managers Association Gujarat, delivered a lecture on 'Solid Waste Management (SWM) Rules 2016 & Legal Framework for SWM with a focus on Segregation of Solid Waste' & 'Segregation and Recycling'.



*Dr. Yashesh Anantani, former Executive Director, City Managers Association Gujarat, addressing the participants on 29<sup>th</sup> November, 2017 at Ajmer.*

He cited that the government has revamped the Municipal Solid Waste Rules, 2000 along with some major changes to formulate the SWM Rules, 2016. Some of these changes were:

- SWM services has been extended to area beyond Municipal boundaries and extend to urban agglomerations, census towns, notified industrial townships, areas under the control of Indian Railways, airports, airbase, Port and harbour, defence establishments, special economic zones, State and Central government organizations, places of pilgrims, religious & historical importance.
- The new rules have mandated the source segregation of waste in order to channelize the waste to wealth by recovery, reuse and recycle.
- Segregation at source has been made mandatory on every unit which generates solid waste and it is not just the responsibility of ULB.
- Manual handling of waste has been prohibited. However, in certain cases, it may be carried out under proper precautions with due care for health & safety of workers.
- Integration of waste pickers/ ragpickers and waste dealers/ Kabadiwalas in the formal system to be done by State Governments and Self Help Groups.

In his second session, he presented a case study of Tirunelveli model which took cue from the SWM Rule 2016. He also discussed briefly on SWM technologies including composting, vermicomposting, Nisargruna bio-gas plant, etc. He also discussed on the recent practice of using recycled plastic in road construction.



Mrs. Yamini Parekh, Senior Coordinator, SEWA, Ahmedabad presented on 'Role of waste pickers & their value addition in segregation processes'. She briefly discussed about the integration of informal sector, mainly rag pickers by channelizing SEWA organization, Ahmedabad. She noted that the SWM Rules, 2016 recognized the major role the informal sector play in SWM process and made provisions to improve their working conditions and healthcare system.



*Mrs. Yamini Parekh, Senior Coordinator, SEWA, Ahmedabad, addressing the participants on 29<sup>th</sup> November, 2017.*

Mr. Kamlesh Doshi, Chairman, Pratapgarh Municipal Council, Rajasthan presented a case study on 'Support Clean India Campaign' implemented by Pratapgarh Municipal Council. He shared his experiences of SWM Campaign implementation. He noted that achieving 100% segregation required not only efforts by the ULBs, but also needed support of NGOs to reach out to people and generate awareness.

With the help of SRUJAN sevasanstha, the awareness campaign was launched by conducting chowk sabha, bachat Gat meeting, integration of NGOs & CBOs, markets, shopkeepers. Elected representatives also worked towards achieving cleanliness in their respective wards. Mr. Doshi declared that with dedicated efforts of the government, NGOs and the people, Pratapgarh has successfully achieved 100% segregation of solid waste.



*Participants sharing their views during ULBs presentation.*

## Field Visit

A field visit was conducted in the post lunch session, at Maharana Pratap Smarak, near ward number 60, Ajmer. The Municipal Corporation of Ajmer has initiated a pre-segregation survey in ward no. 60 with the help of ICLEI South Asia, Ajmer. Mr. Rahul Rathi, Sr. Coordinator, ICLEI South Asia, Ajmer informed the participants about the survey process. Their team visited every household, shops, industrial unit, and establishment, gathering data about solid waste and its disposal at macro level. The team also worked on route mapping for collection and transportation of solid waste. Further he also remarked about the preparation of segregation plan and its implementation at pilot level.



*Pre-segregation Survey in Ward No.60 conducted by ICLEI, South Asia.*

On the second day, 30<sup>th</sup> November, 2017, Mr. Rathi presented a pilot study conducted by ICLEI South Asia at Kishangarh Municipal area, near Ajmer, Rajasthan under PROMISE (Promotion of Inclusive, Sustainable Growth and Diversity) to strengthen Local Governments. He noted that the process for effective solid waste management included collection, storage, transportation, material recovery center, recycling and final disposal of non-biodegradable & non-recyclable waste.

Mr. Rathi emphasized on the advantages of segregation for the pilot study:

- ⊙ Segregation helped in reduction of waste sent to the trenching ground.
- ⊙ Segregation helped in the revenue generation through the sale of recyclables.
- ⊙ Disposal of Waste
  - ⊙ Dry Waste was sent to the trenching ground.
  - ⊙ Wet Waste was sent to the composting facility.

- ⊙ Recyclables were stored and then sold for revenue generation.
- ⊙ The green fodder and left out rotis were handled over to the Gaushaala.
- ⊙ Segregation of waste set an example for the whole Kishangarh city.
- ⊙ Both the wards got cleaned from the 100% coverage and also the awareness came through the different IEC Activities.



*Mr. Rahul Rath, Sr. Coordinator, ICLEI South Asia, Ajmer, presenting SWM case study implemented in Kishangarh by their organization.*

Mr. Rath also discussed the initiatives taken by Ajmer Municipal Corporation for SWM by pointing the following actions.

- ⊙ Sound system over the vehicles to get the people ready for the door to door waste collection process.
- ⊙ Implemented different type of IEC Activities as vehicle rally, walking rally for cleanliness of Ajmer city, IEC through posters, essay competition in schools, drawing competition, training workshop, medical check-up card issued for the sanitary labours.
- ⊙ Ajmer 311 & Smart City 311 mobile applications have been launched in the city for the citizens, councilors and anyone else for filing their complaints by clicking and uploading the picture of the problems related to civic amenities.
- ⊙ Preparation of City Sanitation Plan for Ajmer to implement recommendations under NUSP.
- ⊙ Ajmer Municipal Corporation floated tenders (for the financial year 2016-17) inviting bids for design, construction, operation and maintenance of processing and engineered sanitary landfill site.

Mr. Ramesh Yadawar, Senior Programme Officer, PRIA (Participatory Research in Asia) Organization, Ajmer presented two case studies on SWM in which innovative ideas and actions taken place for effective solid waste management e.g. Pune in Maharashtra and Muzzaffarpur in Bihar.

## Group Work

In the concluding session, 4 groups were formed. On the basis of a case given to them, each group had to develop action plan for achieving 100% segregation in solid waste management process. Each group comprised 5 to 6 participants from different ULBs. With extensive discussions amongst the members of the group, each group developed a framework for achieving 100% segregation of solid waste in solid waste management process. Thereafter, each group presented their action plan and role played as ULB authorities, deliberative representatives, NGOs representatives, stakeholders, etc.

In evaluation of the groups, it was observed that, all the participants took initiative and gave valuable inputs. The performance of the groups were assessed by our two experts Mr. Rahul Rath and Mr. Ramesh Yadawar. The best performing group was rewarded by token of appreciation.



*Participants doing group work during the Programme at Ajmer.*

## Conclusion

Mrs. Maleka Ansari concluded the training programme with a vote of thanks for the guests, resource persons and participants and presented certificates to the participants.

## Building Capacities for Open Defecation Free Cities (ODF) / Fecal Sludge & Septage Management (FSSM) for ULBs in the State of Rajasthan under Sanitation Capacity Building Platform (SCBP)

*The project deals with various consultancy services towards building capacities of cities and other stakeholders working in urban sanitation to ensure improved delivery of sanitation services through decentralised approach.*

### Project Brief

All India Institute of Local Self-Government(AIILSG) in coordination with National Institute of Urban Affairs (NIUA) under its Sanitation Capacity Building Platform (SCBP) project is supporting with the State of Rajasthan for building capacities for Open Defecation Free cities (ODF) and Fecal Sludge and Septage Management (FSSM).

The purpose is capacity building of ULB officials / Executive Officers / Commissioners / Elected Representatives to orient them to the concept of FSSM and its implementation in their respective cities.

### Activities done so far

- ⊙ 3 workshops for building capacities to make cities ODF, namely -
  - ⊙ 31<sup>st</sup> October, 2017 at Jaipur, Rajasthan.
  - ⊙ 2<sup>nd</sup> November, 2017 at Kota, Rajasthan.
  - ⊙ 16<sup>th</sup> November, 2017 at Udaipur, Rajasthan.
- ⊙ 2 workshops for building capacities for FSSM.
- ⊙ Assessment for selection of ULBs for FSSM DPR preparation.

### Participation in ODF Workshops

72 challenging cities [which have very low Individual Household Latrine (IHHL) construction as against targets] were invited for ODF workshops in Jaipur, Udaipur and Kota based on their geographical location. Total 127 participants comprising of Engineers / Commissioners / Executive Officers / Elected Representatives of challenging cities attended these workshops.

### Summary

The purpose of these workshops was to support the work done by ULBs, to provide a learning opportunity to municipal officials and to the elected representatives, to learn from best practices and experience on how to make cities ODF by this year end as per the state's target. The workshops were conducted in a participatory manner to provide an opportunity for cross learning and identification of common challenges and possible solutions from peer learning, sharing, discussions and joint planning. Challenges of participating cities were discussed and through examples of work done in cities of Maharashtra, probable solutions for the challenges were identified. By the end of the workshops, participants prepared action plans which could be implemented in their respective cities to achieve and sustain the status of ODF.





## Performance Assessment System (PAS) Service Level Benchmarking

*The project deals with Performance Assessment of Urban Local Bodies. Performance assessment helps the ULBs to identify areas of well performing and poorly performing areas in the Water Supply, Sanitation and Solid Waste Management sectors.*

### Project Overview

Performance Assessment System (PAS) is an action research programme, initiated by the Center for Environmental Planning and Technology (CEPT) University, Ahmedabad and in this programme All India Institute of Local Self-Government (AIILSG), Mumbai along with CEPT University provides technical support to ULBs. Since 2009, PAS has supported development of tools, methods and processes for performance assessment and improvement in delivery of urban water and sanitation services. Implementation of the PAS online module, which began with the states of Gujarat and Maharashtra has now been extended to Telangana, Chhattisgarh, Assam and Jharkhand, covering 900+ cities of India.

AIILSG, Mumbai along with CEPT University gives technical support to State of Maharashtra and hand-holding support to selected cities for ODF and moving towards ODF++ and also the activities of the PAS project for Urban Water Supply and Sanitation is looked by AIILSG, Mumbai in Maharashtra.

Service Level Benchmarks (SLB) Initiative of Ministry of Housing and Urban Affairs, Government of India was launched in 2009 to measure the service delivery of urban basic services. SLB Initiative focuses on;

- Collation of standardized indicators.
- Implementation of Management Information Systems (MIS) at city and state level to support provision of this data.
- Development of Performance Improvement Plans.
- Address both internal monitoring for decision making and reporting to higher levels of government.

Service Level Benchmarks are basis to measure service delivery outcomes for;

- Swachh Bharat Mission – Thrust on elimination of open defecation and cleanliness
- Atal Mission for Rejuvenation and Urban Transformation (AMRUT) – To achieve benchmark of universal coverage of water supply and sanitation
- Smart cities – Promote cities that provide core infrastructure and give a decent quality of life to its citizens.

Recognizing the growing importance of improving efficiency in delivery of basic civic services in (1) Water Supply, (2) Sewerage, (3) Solid Waste Management, and (4) Storm Water Drainage - in Indian ULBs, GoI has launched a series of initiatives aimed at enabling ULBs to meet the unprecedented challenges that they face today. As a part of the on-going endeavor to facilitate critical reforms in the urban sector, the Ministry of Housing and Urban Affairs, Government of India has now adopted National Benchmarking in these Four Key Sectors.

AIILSG is giving technical support to State of Maharashtra for 8 years now, for financial year 2016-17, total of 384 cities have taken up the exercise of publishing service level benchmarks using PAS Portal. Out of 384 cities, 26 are Municipal Corporations, 12 are Class A cities, 60 are Class B cities, 157 are Class C cities and remaining 129 are Nagar Panchayats.



## Preparation of Detail Project Report (DPR) for all Cities of Nagpur Division

*The project deals with preparing Solid Waste Management Detailed Project Report for all cities of Nagpur Division, in keeping with the Swachh Maharashtra Mission.*

### Project Overview

Swachh Bharat Mission is a flagship project by Government of India. It was launched on 2<sup>nd</sup> October 2014 with a mission to make our cities open defecation free and efficient in solid waste management. Since the inception of the mission Government of Maharashtra has taken dedicated efforts in making their cities clean and hygienic.

On 1<sup>st</sup> October, 2017, Government of Maharashtra achieved the goal of attaining open defecation free status and now definitive steps are being taken to improve solid waste management across the state.

RCUES of AILSG, Mumbai has been supporting Government of Maharashtra in making Detail Project Report (DPR) for SWM of all cities of Nagpur Division. These DPRs are being prepared for the span of 20 years. Taking a holistic approach to the mission and the guidelines laid down

by the State of Maharashtra, strategies are being prepared right from segregated collection of waste at household level to adequate treatment and disposal of waste at city level.

Strategies for wet waste processing has been selected such that they are viable to cities of all scales, which has low operation and maintenance cost like composting, bio-methanation. Further, tapping the market potential of recyclable dry waste, strategies have been developed to increase the revenue base of urban local bodies.

These Solid Waste Management Detail Project Reports will help the cities of Maharashtra to move towards the goal set by Government of India for clean and hygienic cities by 2019.



## Testimonials

**Mr. Eknath K. Sankhe, Executive Engineer, Municipal Corporation Greater Mumbai, Maharashtra**

*“Interaction with experts and other ULBs brought forth several on-ground challenges and helped in finding practical solutions for them.”*

**Mr. Sanjay Hirabhai Rathod,, Addl. Assistant Engineer, Bhavnagar Municipal Corporation, Gujarat**

*“Mr. Rahul Rathi’s presentation on Case Study of Ajmer and Kishangarh will serve as excellent example for similar efforts that we will adopt in our city.”*

**Mrs. Doris Joaquim Teixeira, Municipal Councillor, Margao Municipal Council, Goa**

*“This programme has been well planned based on the coverage of the subject, presentations and field visit. Participation in group work brought about brainstorming of creative ideas and valuable inputs from officers of various ULBs.”*

**Mr. Abdul Sattar, Dy. Chief Officer, Achalpur Municipal Council, Maharashtra**

*“Case Study on ‘Support Clean India Campaign’ implemented by Pratapgarh Municipal Council was beneficial. I feel the techniques of segregation I learned will enable me to enhance my performance in the future.”*

**Ms. Rohini Mungulmare, Chairperson, Sakoli Municipal Council, Maharashtra.**

*“I enjoyed the group work and it will be certainly beneficial to consider and replicate the ideas I got to know from other ULBs. I also congratulate RCUES team for very well organised training programme.”*

**Mr. Vijay Deshmukh, Chief Officer, Tiroda Municipal Council, Maharashtra.**

*“The programme reiterated the need of sustaining our ODF status and shared lot of good examples to be replicated in other cities. Achieving ODF+ status is our next target. Thanks for sharing ideas on how to become ODF+.”*

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*Member*

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Mumbai.

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*Member*

Director-General,  
All India Institute of  
Local Self-Government,  
Mumbai.

### **Ms. Utkarsha Kavadi**

*Member-Secretary*

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

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**Regional Centre for Urban and Environmental Studies  
All India Institute of Local Self Government, Mumbai**

M. N. Roy Human Development Campus, Plot No.6, 'F' Block,  
Bandra Kurla Complex, Opp. Govt. Colony Bldg. No. 326,  
Near Uttar Bhartiya Sangh, TPS Road No. 12,  
Bandra (E), Mumbai – 400051.

Tel. No. : (022) 26571713 / 14 / 61805600

Fax No.: 61805666

Email.: [rcuesdirector@gmail.com](mailto:rcuesdirector@gmail.com) ; [rcuestraining@gmail.com](mailto:rcuestraining@gmail.com)

Website: [www.aiilsg.org/rcues](http://www.aiilsg.org/rcues)