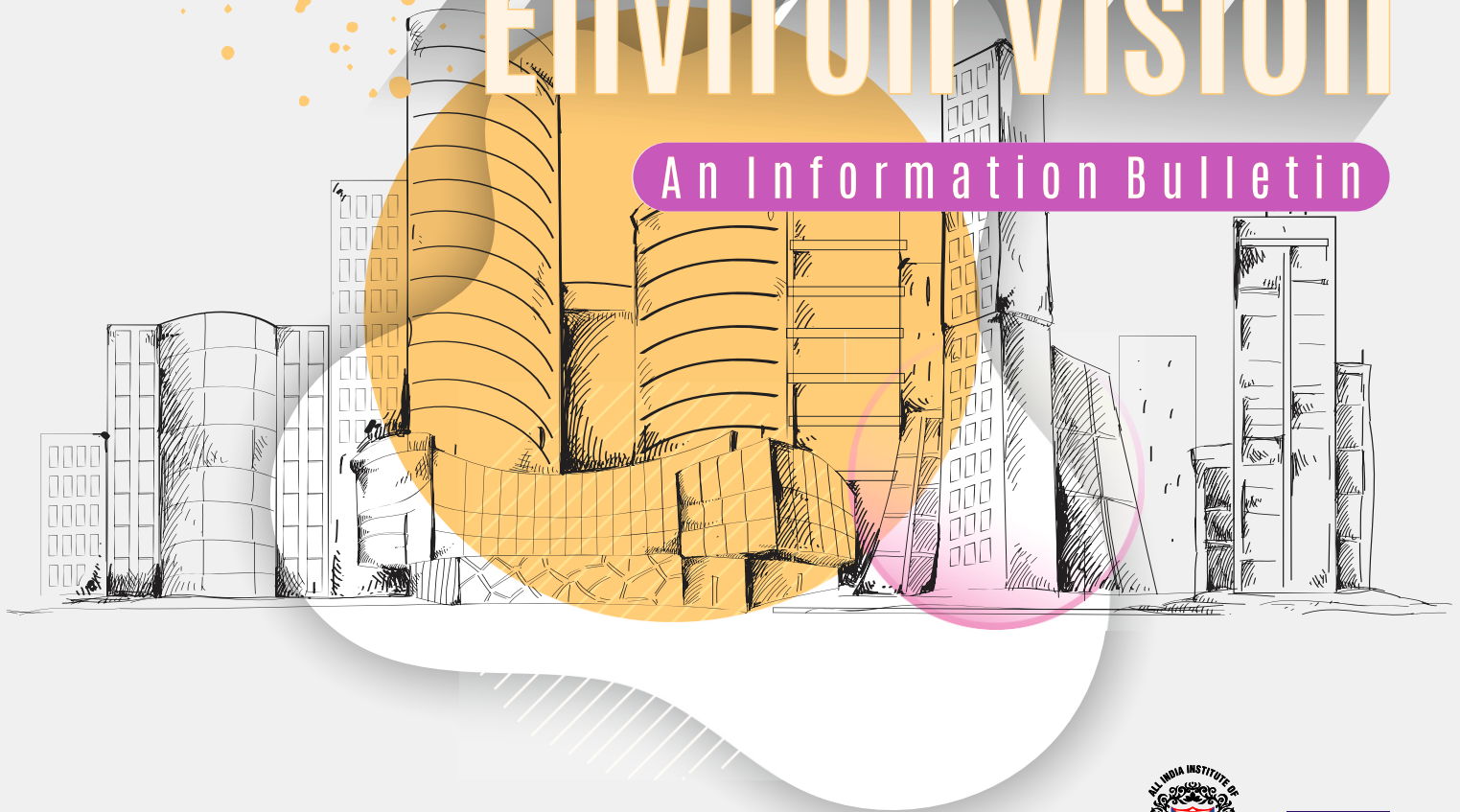


Vol - 20 No. 2 February 2025

RCUES, Mumbai
Enabling better cities...

Urban Environ Vision

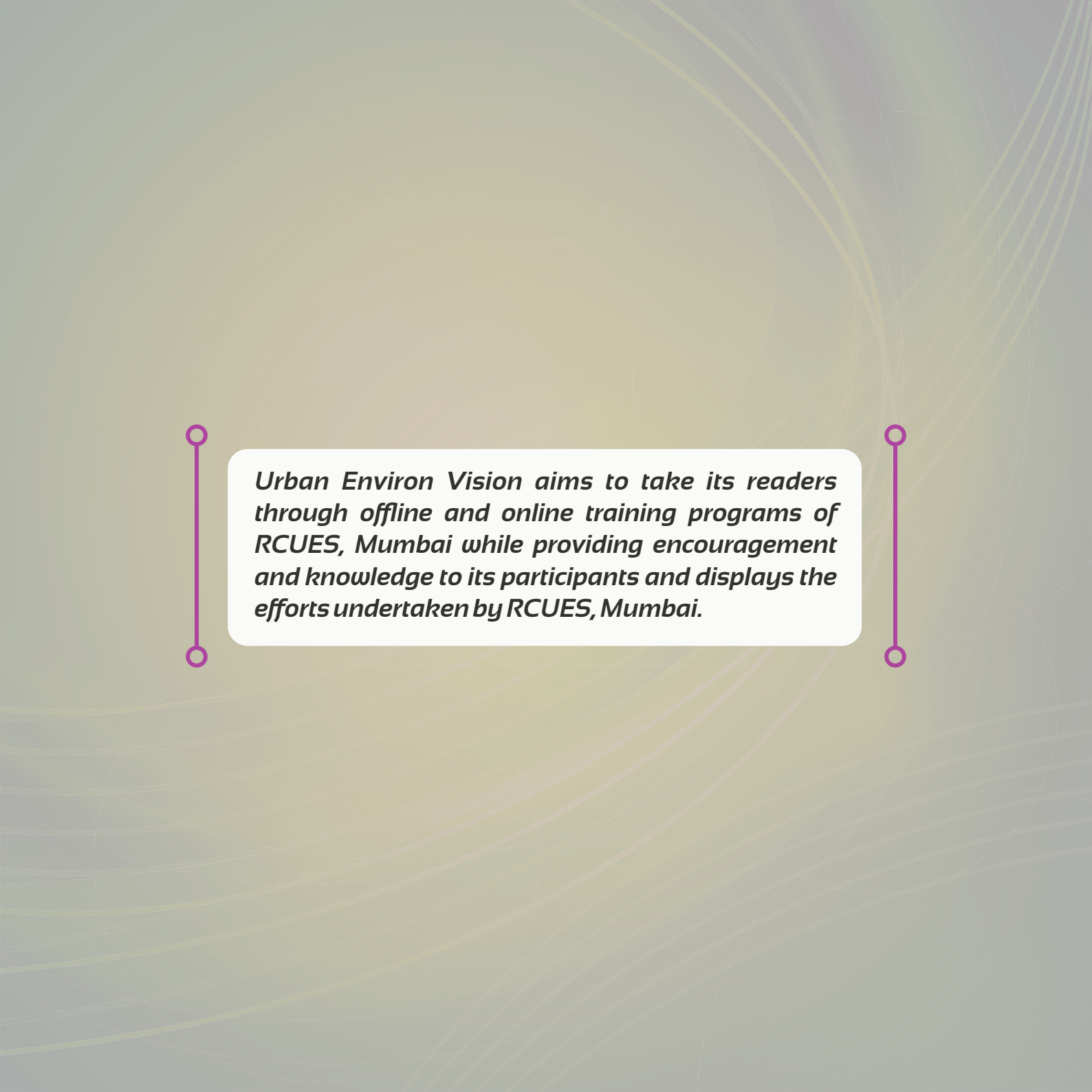
An Information Bulletin



RCUES
Mumbai

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

Established in the year 1968, supported by the Ministry of Housing and Urban Affairs, Government of India



Urban Environ Vision aims to take its readers through offline and online training programs of RCUES, Mumbai while providing encouragement and knowledge to its participants and displays the efforts undertaken by RCUES, Mumbai.

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Regional Specialized Web-Based Training Programs on Women & Sustainable Development Goals (SDGs)

01st February 2025
08th February 2025.

Key Highlights

The key highlights of these programs included expert sessions on SDGs, gender-sensitive governance, women's health, interactive discussions on inclusive policies, and knowledge sharing among diverse stakeholders.

BACKGROUND

The Sustainable Development Goals (SDGs) represent a global commitment to eradicating poverty, safeguarding the environment, and fostering peace and prosperity for all. Women's empowerment is fundamental to realizing these objectives, as it significantly contributes to sustainable development. However, in India, women encounter numerous obstacles that hinder their participation in the SDGs, including socio-economic disparities, discrimination, violence, ingrained cultural norms, and restricted access to quality education, healthcare, and proper nutrition. Tackling these challenges necessitates a collective and multidimensional effort from the government, civil society, and the private sector. It is essential to cultivate an environment that supports

women's potential and enhances their role in achieving the SDGs. Implementing targeted policies, educational programs, and empowerment initiatives is vital to ensuring that women in India are not only active participants but also beneficiaries of sustainable development, thereby enriching society. In response to this pressing need, the Regional Centre for Urban & Environmental Studies (RCUES) of All India Institute of Local Self Government (AIILSG), Mumbai, conducted two Regional Specialized Web Based Training Programs on 'Women and Sustainable Development Goals (SDGs)' on 1st and 8th February 2025. This initiative is being carried out with the support of the Ministry of Housing & Urban Affairs (MoHUA), Government of India (GoI).

KEY OBJECTIVE

The primary aim of the initiative was to empower women while actively involving men in cultivating an environment that supports their advancement, thereby accelerating progress toward achieving the SDGs. This inclusive approach fosters mutual respect, equality, and shared responsibility in sustainable development. Additionally, the program seeks to engage representatives from various states and union territories through online platforms, facilitating the exchange of peer learning experiences to strengthen collaborative efforts further.

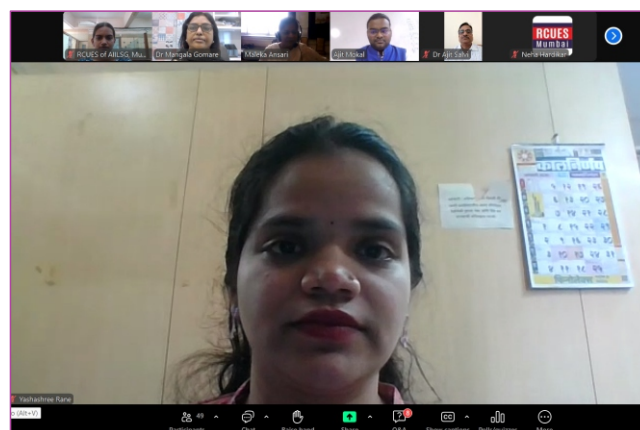
PARTICIPATION

Participants from Maharashtra and Dadra Nagar Haveli, Union Territory, attended the program. The group comprised municipal officials from key line departments such as Health, Sanitation, and Education; officials and functionaries from schemes like Swachh Bharat Mission (SBM), Deendayal Antyodaya Yojana – National Urban Livelihoods Mission (DAY-NULM), Pradhan Mantri Awas Yojana (PMAY), and Atal Mission for Rejuvenation and Urban Transformation (AMRUT); and representatives from NGOs, CBOs, and other concerned stakeholders. Additionally, the participants included healthcare professionals – Public Health Officers, and Executive Health Officers – ASHA workers, and community workers.

| Sr. No. | Date of the Web-Based Training Program | No. of Participants |
|---------|--|---------------------|
| 1 | 01 st February 2025 | 84 |
| 2 | 08 th February 2025 | 48 |
| | Total | 132 |

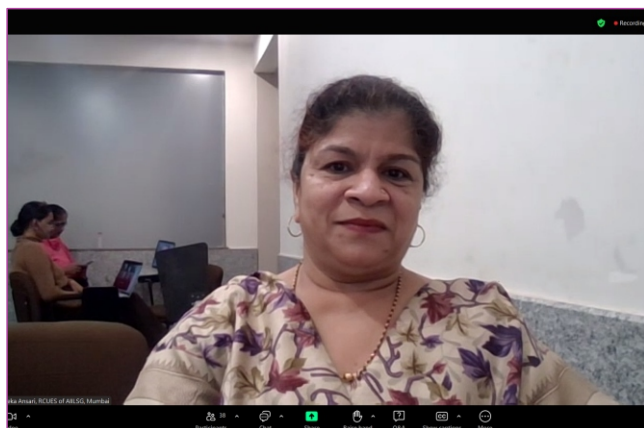
INTRODUCTION

On 1st February 2025, the training program commenced with an introduction delivered by Ms. Yashashree Rane, Jr. Research Officer, RCUES of AILSG, Mumbai. She extended a warm welcome to the esteemed dignitaries and all participants. In her address, she emphasized the well-structured approach of RCUES, Mumbai's training programs and their transformative impact on Urban Local Bodies (ULBs) across India. She also provided a clear overview of the training program, outlining its objectives and scope.



Ms. Yashashree Rane, Jr. Research Officer, RCUES, AILSG, Mumbai addressing the participants.

Similarly, on 8th February 2025, the program introduction was conducted by Ms. Maleka Ansari, Sr. Research Officer, RCUES of AILSG, Mumbai. She formally welcomed the participants and provided insights into the training program, highlighting its significance in strengthening urban governance and capacity building among ULB functionaries.



Ms. Maleka Ansari, Sr. Research Officer, RCUES, AIILSG, Mumbai addressing the participants.

INAUGURATION



Dr. Ajit Salvi, Director, RCUES of AIILSG, Mumbai addressing the participants.

Both these training programs were inaugurated by Dr. Ajit Salvi, Director, RCUES of AIILSG, Mumbai. In his address, Dr. Salvi

underscored the critical importance of online training initiatives, highlighting how digital platforms can significantly enhance education and capacity-building. He elaborated on the synergistic alignment between the SDGs and women's empowerment, stressing that skill development initiatives and robust health schemes are vital for advancing women's roles in society. Dr. Salvi emphasized that fostering an environment where women can thrive is essential for achieving broader sustainable development objectives.

TECHNICAL SESSIONS

Programs held on 1st and 8th February 2025, featured a series of insightful sessions that delved into the interplay between the SDGs and gender-sensitive governance, offering practical strategies to empower women and foster inclusivity. Both these programs included an in-depth session by Dr. Mangala Gomare, former Executive Health Officer of the Brihanmumbai Municipal Corporation (BMC), Mumbai, linking women's health and safety to SDG Goals 3 & 5 (Good Health and Well-being). She emphasized the vital roles that women play as caregivers, educators, and leaders, while also addressing systemic challenges such as gender-based violence, unequal healthcare access, and reproductive health issues. Dr. Gomare showcased successful government initiatives – such as the Janani Suraksha Yojana and the Pradhan Mantri Matru Vandana Yojana – that have significantly improved maternal and child health outcomes. Her presentation spurred discussions on the need for supportive policies and collaborative efforts between local governments and community organizations to enhance health services and safety measures for women and girls.

Promote universal access to quality STI/RTI services to at-risk and vulnerable populations: Strategies

TARGET 3-7

- Strengthen the strategic information on STI
- Improve collaboration with NHM on STI/RTI services provisions and reporting
- Maintain the existing model of Designated STI/RTI Clinics (DSRC) augmenting the role
- Strengthen and streamline private sector engagement on STI/RTI management
- Develop and implement integrated communication strategies
- Suitably update the STI/RTI management guidelines periodically
- Dovetail dual testing at HCTs centers
- Augment the laboratory capacities
- Promote active case findings facilitating early detections
- Strengthen the supply chain management

UNIVERSAL ACCESS TO SEXUAL AND REPRODUCTIVE CARE, FAMILY PLANNING AND EDUCATION

Dr. Mangala Gomare, former Executive Health Officer of the BMC, Mumbai addressing the participants.

On 8th February, Dr. Rama Shyam, Director, Sneha Foundation, Mumbai delivered a dynamic session focused on SDG Goal 5: Achieve Gender Equality and Empower All Women and Girls. Using the engaging narrative “Kahani Asha ki”, she illustrated the challenges of a woman named Asha – who juggled household responsibilities and studies while facing societal biases that favored her brother. This story effectively highlighted the persistent gender gaps in education, economic opportunities, and access to resources. Dr. Rama then discussed actionable strategies to bridge these divides, including promoting equal representation in decision-making, expanding access to education, and implementing gender-sensitive policies. She stressed the importance of adopting a gender-transformative approach in urban governance and encouraged community-driven

initiatives that improve access to financial resources and inclusive education, urging participants to reflect on their roles in this transformative process.

कहानी आशा की...

सुबह सुबह घर के सारे काम किस ने किये?
आशा ने अपना घर क्यों नहीं बसाया था?
आशा का घर किस के नाम पे था?
खेत किस के नाम पर थे?
आशा के पहचान पात्र क्यों नहीं बने थे?
बाजार में आशा का अनुभव कैसा रहा?
आशा को खेत के लिए बीज क्यों नहीं मिले?
आशा को कर्ज लेने के लिए, साहूकार के पास क्यों जाना पड़ा? बैंक से कर्ज क्यों नहीं मिला?
शहर से वापस आने के बाद आशा ने क्या क्या किया?

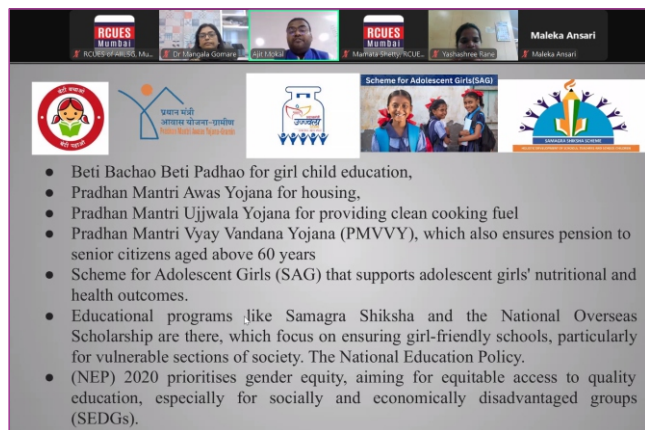
Dr. Rama Shyam, Director, Sneha Foundation, Mumbai addressing the participants.

Additionally, across both programs, Dr. Ajit Mokal, Assistant Professor, N. L. Dalmia College, Mumbai, and a respected gender expert led a thought-provoking session on integrating gender perspectives into all facets of governance. He defined gender mainstreaming as a strategic approach to ensure that the needs and aspirations of all genders are equally considered across policies, programs, and decision-making processes. Dr. Mokal highlighted key strategies to address gender disparities, such as improving access to education, healthcare, and livelihood opportunities. He cited initiatives like Beti Bachao Beti Padhao, Pradhan Mantri Ujjwala Yojana, and the Skill

India Mission as examples of effective programs that have bolstered women's empowerment. Moreover, he underscored the importance of vocational training and digital literacy – informed by schemes like the Pradhan Mantri Kaushal Vikas Yojana and the National Digital Literacy Mission – to enhance economic empowerment and bridge the digital divide. His comprehensive insights offered a clear roadmap for transforming governance and societal structures through inclusive practices. Collectively, these sessions provided participants with a robust framework for understanding and addressing gender disparities within the sustainable development agenda, inspiring them to adopt innovative practices and collaborate with diverse stakeholders to build more inclusive and equitable communities.

SUMMING UP

These training programs concluded with a vote of thanks from Ms. Rane, following the feedback and Q&A session. She acknowledged the collaborative effort that made the program a success, expressing gratitude to the trainers for their insightful sessions and to the participants for their enthusiastic engagement.



- Beti Bachao Beti Padhao for girl child education,
- Pradhan Mantri Awas Yojana for housing,
- Pradhan Mantri Ujjwala Yojana for providing clean cooking fuel
- Pradhan Mantri Vay Vandana Yojana (PMVVY), which also ensures pension to senior citizens aged above 60 years
- Scheme for Adolescent Girls (SAG) that supports adolescent girls' nutritional and health outcomes.
- Educational programs like Samagra Shiksha and the National Overseas Scholarship are there, which focus on ensuring girl-friendly schools, particularly for vulnerable sections of society. The National Education Policy.
- (NEP) 2020 prioritises gender equity, aiming for equitable access to quality education, especially for socially and economically disadvantaged groups (SEDGs).

Dr. Ajit Mokal, Assistant Professor, N. L. Dalmia College, Mumbai addressing the participants.

GLIMPSES OF THE SPECIALIZED WEB-BASED TRAINING PROGRAMS

Sampoorna Suraksha Strategy (SSS)

Target 3-7

Universal Access to Sexual and Reproductive Care, Family Planning and Education

NACO

Live Healthy & Safe Life

Reach out to Diverse Population

Access to NACP Facilities

Give Quality Care & Services

Treated with dignity

Support from Technology advances

The dual goal of:

- ✓ strengthening program efforts to reach the target of 95-95-95
- ✓ Expedite decline in new infections by providing 'at-risk' individuals access to combination HIV prevention services, along with comprehensive care services

Reduce Annual New Infections by 80%

Cover 'at-risk' HIV-negative through comprehensive prevention packages to keep them negatives

Drafting domains of women's empowerment is essential due to varied nature of empowerment.

These domains consist of

- economic,
- socio-cultural,
- familial/interpersonal,
- legal,
- political and
- psychological aspects.

By addressing intersectionality and acknowledging the role of collective action in driving empowerment, these domains facilitate the measurement of empowerment, accounting for both short-term and long-term outcomes.

भारत में SDG 1 के विषयों की एक झलक...

SUSTAINABLE DEVELOPMENT GOALS

1 NO POVERTY

END POVERTY IN ALL FORMS EVERYWHERE

GLOBALLY

NUMBER OF PEOPLE LIVING IN EXTREME POVERTY HAS DECLINED BY MORE THAN HALF SINCE 1990

BUT

767 MILLION PEOPLE STILL LIVE IN EXTREME POVERTY

IN INDIA

22% OF THE POPULATION LIVES IN POVERTY

FOR EVERY 100 PEOPLE IN INDIA

39% CHILDREN ARE STUNTED

29% CHILDREN ARE UNDERWEIGHT

ONLY 31 ARE INTERNET SUBSCRIBERS

73% PEOPLE ARE LITERATE

BUT 42 MILLION HOUSEHOLDS DO NOT HAVE AN ALTERNATE ADULT ABOVE THE AGE OF 25 YEARS

11% HOUSEHOLDS ARE HEADED BY WOMEN

58% HOUSEHOLDS DO NOT HAVE AN ALTERNATE ADULT ABOVE THE AGE OF 25 YEARS

SNEHA

Mamata Shetty...



Regional Specialized Web-Based Training Programs on **Soft Skills & Personality Enhancement for Municipal Officials / Front Line Workers**

05th February 2025

06th February 2025

Key Highlight

These programs focused on enhancing soft skills, digital literacy, health practices, and financial literacy to improve service delivery and workplace well-being.

BACKGROUND

Soft skills encompassing emotional intelligence, communication, collaboration, adaptability, and time management – are essential for fostering effective teamwork, problem-solving, and professional interactions. Mastering these skills strengthens relationships, enhances career growth, and supports personal development. Similarly, personality development, which focuses on confidence, empathy, and resilience, enables individuals to navigate challenges effectively and build meaningful connections. For municipal officials and frontline workers, these skills play a crucial role in improving public service delivery. Their responsibilities require frequent engagement with diverse communities, addressing complex issues, and operating in demanding environments, making communication, conflict resolution, and emotional intelligence indispensable.

Additionally, strengthening attributes like patience, resilience, and adaptability help manage stress, foster positive public interactions, and enhance service efficiency.

To cultivate a supportive and professional workplace culture, the RCUES of AILSG, Mumbai, successfully conducted two Regional Specialized Web-Based Training Programs on 'Soft Skills and Personality Enhancement for Municipal Officials / Front Line Workers' on 5th and 6th February 2025. This initiative was supported by the Ministry of Housing & Urban Affairs (MoHUA), Government of India (GoI), and it aimed to equip the participants with essential skills to enhance their service delivery, public engagement, and overall workplace effectiveness.

KEY OBJECTIVE

The training aimed to enhance communication, emotional intelligence, and teamwork among municipal officials and frontline workers, improving resilience and service delivery for better public engagement and workplace culture.

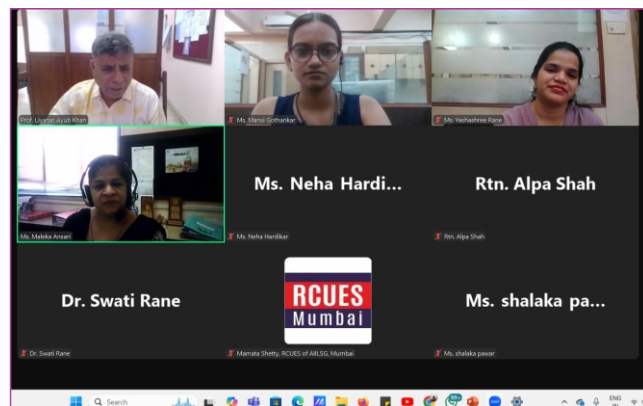
PARTICIPATION

In all, eighty-three participants consisting of Junior Overseers, SWM Workers, concerned Municipal Officials of SWM Department, Representatives of NGOs and CBOs attended these programs.

| Sr. No. | Date of the Web-Based Training Program | No. of Participants |
|---------|--|---------------------|
| 1 | 05 th February 2025 | 28 |
| 2 | 06 th February 2025 | 55 |
| | Total | 83 |

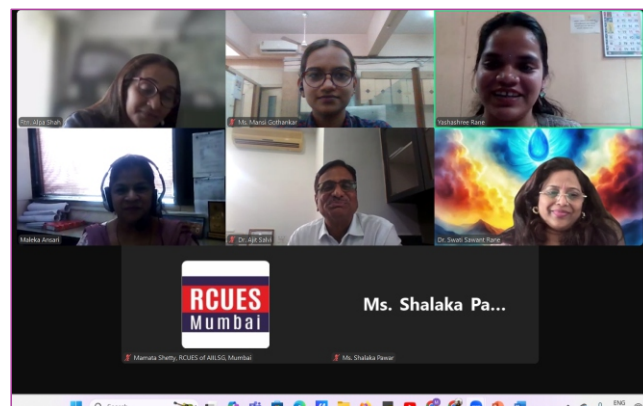
INTRODUCTION

On 5th February 2025, the training program commenced with an introduction by Ms. Maleka Ansari, Sr. Research Officer, RCUES of AILSG, Mumbai. She warmly welcomed the dignitaries and the participants, emphasizing RCUES, Mumbai's structured training approach and its transformative impact on the Urban Local Bodies (ULBs) across India. She provided an overview of the program, outlining its objectives of enhancing soft skills, workplace well-being, and financial literacy for effective urban governance.



Ms. Maleka Ansari, Sr. Research Officer, RCUES, AILSG, Mumbai addressing the participants.

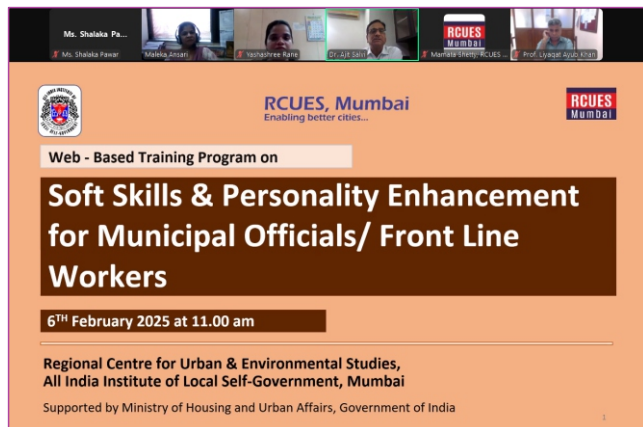
Similarly, on 6th February 2025, Ms. Yashashree Rane, Jr. Research Officer, RCUES of AILSG, Mumbai, formally welcomed the participants. She highlighted the program's significance in strengthening urban governance and capacity building among ULB functionaries, ensuring they are well-equipped to deliver efficient municipal services.



Ms. Yashashree Rane, Jr. Research Officer, RCUES, AILSG, Mumbai addressing the participants.

INAUGURATION

Both the training programs were inaugurated by Dr. Ajit Salvi, Director, RCUES of AILSG, Mumbai. In his address, Dr. Salvi emphasized the critical role of online training initiatives in enhancing the capabilities of ULBs. He highlighted the importance of skill development, focusing on digital literacy, AI applications, communication, and leadership as essential tools for modern governance.



Dr. Ajit Salvi, Director, RCUES of AILSG, Mumbai addressing the participants.

He underscored that continuous skill enhancement is vital for municipal officials and frontline workers to adapt to evolving urban challenges. By strengthening communication, financial literacy, and workplace well-being, they can enhance efficiency, service delivery, and public engagement, ultimately contributing to sustainable urban development.

TECHNICAL SESSIONS

These two online training programs, conducted on 5th and 6th February, combined theoretical foundations with practical applications, focusing on key skills required for municipal officials and frontline workers. The sessions were led by distinguished faculty members and industry experts, covering essential topics such as soft skills, hygiene and well-being, and financial literacy to enhance the efficiency and effectiveness of municipal governance.

The session 'Empowering Municipal Officials – Soft Skills and Personality Development for Effective Service Delivery', was delivered by Dr. Liyakat Khan, Senior Professor, Civics & Politics Department, Mumbai University. Dr. Khan emphasized the critical role of soft skills in enhancing municipal officials' service delivery. He introduced modern skill sets such as digital literacy and AI applications to improve efficiency in governance. A key highlight was the importance of emotional intelligence, which helps officials understand, manage, and respond to emotions in professional interactions. He discussed verbal and non-verbal communication, including active listening, clear articulation, and body language awareness, to foster better relationships with citizens. He also stressed interpersonal communication, highlighting the need for empathy, kindness, and professionalism in municipal service.

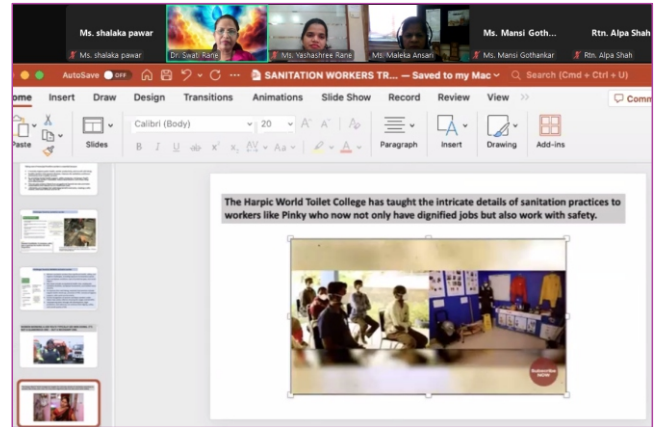
Furthermore, Dr. Khan elaborated on time management techniques, prioritization, and task management strategies to enhance productivity. He provided real-life examples, such as a Safai Karmchari struggling with unclear instructions, to showcase communication and conflict resolution skills in action.

Additionally, he addressed the importance of teamwork and leadership, where understanding roles, fostering collaboration, and motivating others can significantly impact service delivery. His session encouraged municipal officials to embrace adaptability and resilience, ensuring that they can respond effectively to policy changes and challenges in their work environment.



Dr. Liyakat Khan, Senior Professor, Civics & Politics Department, Mumbai University addressing the participants.

The session on 'Promoting Hygiene, Well-being, and Health: Essential Skills for Municipal Front Line Workers', was delivered by Dr. Swati Rane, Founder, Seva Shakti, and Public Health Expert, Mumbai. Dr. Swati Rane's session focused on occupational health, hygiene, and safety measures essential for municipal workers. She highlighted how maintaining hygiene prevents diseases, improves well-being, and enhances workplace productivity. She introduced basic sanitation practices, including hand hygiene, proper disposal of waste, and the use of protective gear like gloves and masks, particularly for Safai Karmcharis handling hazardous waste.



Dr. Swati Rane, Founder, Seva Shakti & Public Health Expert, Mumbai addressing the participants.

One of the key takeaways was the psychological impact of workplace hygiene, where Dr. Rane emphasized that a clean and safe environment not only prevents infections but also boosts morale and job satisfaction. She discussed ergonomic techniques to prevent injuries caused by long working hours and improper postures. Another critical aspect covered was mental health awareness, encouraging frontline workers to adopt stress management techniques such as meditation, exercise, and seeking professional help when needed. Additionally, she stressed that municipalities must take proactive steps in conducting regular health check-ups, ensuring vaccinations, and educating employees on First Aid measures. Through real-world examples, such as a sanitation worker struggling with illness due to poor protective measures, she demonstrated how proper health and safety protocols lead to improved efficiency and reduced absenteeism.

The last session on 'Building Financial Literacy – Strategic Financial Planning for Municipal Officials and Workers' was

delivered by Rtn. Alpa Shah, President, Rotary Club, Mumbai. She led an insightful session on, stressing the importance of early investment and disciplined saving habits. She explained how municipal employees, regardless of their income level, can plan for financial security through structured investments. She highlighted various Government of India postal schemes such as the Public Provident Fund (PPF), National Savings Certificate (NSC), and Sukanya Samriddhi Yojana as effective savings tools.

provided practical insights on budgeting, debt management, and avoiding financial pitfalls, ensuring that officials can make informed financial decisions. She encouraged them to adopt financial discipline, track expenses, and explore multiple investment avenues to secure their future. The session concluded with actionable steps on how to start investing, where to seek professional guidance, and how to achieve financial independence.

SUMMING UP

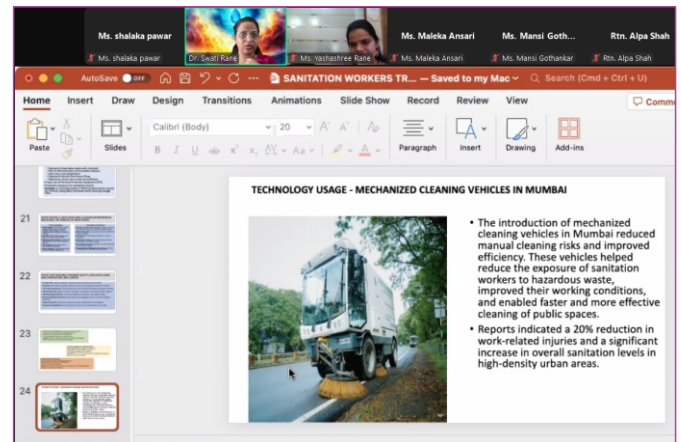
These training programs successfully enhanced municipal officials' and frontline workers' competency in soft skills, hygiene, and financial literacy. Led by distinguished faculty and experts, the sessions provided practical insights for effective service delivery. Both the training programs concluded with a Vote of Thanks, expressing gratitude to all faculty members, dignitaries and participants for their contributions and enthusiasm.



Rtn. Alpa Shah, President, Rotary Club, Mumbai addressing the participants.

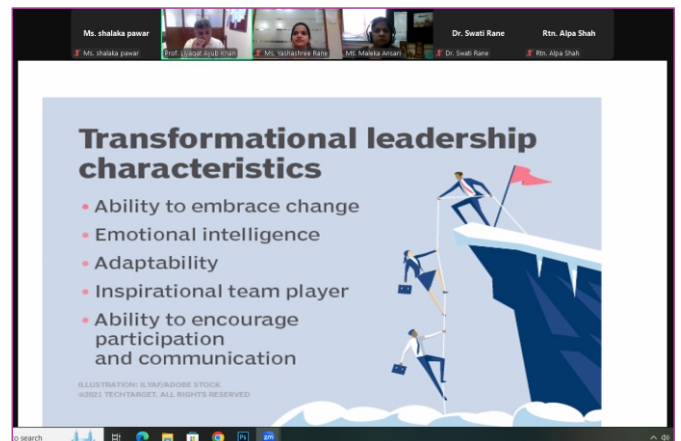
She also emphasized the role of mutual funds and systematic investment plans (SIPs) in building long-term wealth. Through real-life case studies, she demonstrated how small, regular investments in equity-linked savings schemes (ELSS) can yield significant returns over time. The discussion also covered emergency funds, retirement planning, and tax-saving strategies, ensuring that municipal officials understand the impact of structured financial planning. Moreover, Rtn. Shah

GLIMPSES OF THE SPECIALIZED WEB-BASED TRAINING PROGRAMS



अपने निवेश को अपने लक्ष्य से जोड़ें

| उद्देश्य | अवधि | मानकृतित उपकरण | संभव लक्ष्य |
|-----------------|------------|--|--|
| Very Short Term | <1 Year | Liquid Mutual Funds | Contingency Funding, Park Your Bonuses & Windfalls |
| Short Term | 1-3 Years | Debt Mutual Funds | Vacations, Car Purchase, Park Retirement Corpus for Fixed Income |
| Medium Term | 3-6 years | Hybrid Mutual Funds | House Purchase, Car Purchase, Start Up Funding |
| Long Term | 6-10 Years | Diversified Equity Mutual Funds | Children's Education, Children's Marriage, Dream House |
| Very Long Term | 10 + Years | Diversified, MidCap, SmallCap & Sectoral MFs | Retirement, Children's Future, Wealth Creation for Next Generation |





Regional Specialized Web-Based Training Programs on Sustainable Urban Governance

21st February 2025

25th February 2025

27th February 2025

Key Highlights

These training programs focused on inclusive policies, smart city innovations, and resilient urban planning, emphasizing green infrastructure, efficient transport, and resource optimization. It tackled urbanization, infrastructure growth, and sustainability, fostering multi-stakeholder collaboration, expert-led sessions equipped the participants with practical tools and insights for technology-driven, future-ready governance.

BACKGROUND

Sustainable urban governance is a cornerstone for balanced urban growth, seamlessly integrating economic development, environmental conservation, and social equity. It adopts a holistic and participatory approach, emphasizing inclusive decision-making, robust policy frameworks, and coordinated urban planning to address the challenges of rapid urbanization, resource management, and infrastructure development.

A sustainable governance model prioritizes green infrastructure, enhanced public transportation, and smart city innovations, fostering resilient, livable, and adaptable urban spaces. Achieving this requires multi-stakeholder

collaboration, uniting government agencies, private sector partners, and civil society to ensure inclusive, forward-thinking policies. By leveraging innovation and cooperative strategies, cities can navigate 21st century urban challenges, enhance the quality of life, and reduce environmental impact while promoting equitable growth.

In alignment with this vision, the Regional Centre for Urban & Environmental Studies (RCUES) of All India Institute of Local Self Government (AIILSG), Mumbai, organized three Regional Specialized Web-Based Training Programs on 'Sustainable Urban Governance' on 21st, 25th and 27th February 2025. This

initiative was supported by the Ministry of Housing & Urban Affairs (MoHUA), Government of India (GoI), and it aimed to equip urban stakeholders with the knowledge and tools needed to drive effective and future-ready urban governance.

KEY OBJECTIVE

The key objective was to equip participants with the knowledge and skills needed to navigate the complexities of urban governance and build sustainable cities for the future.

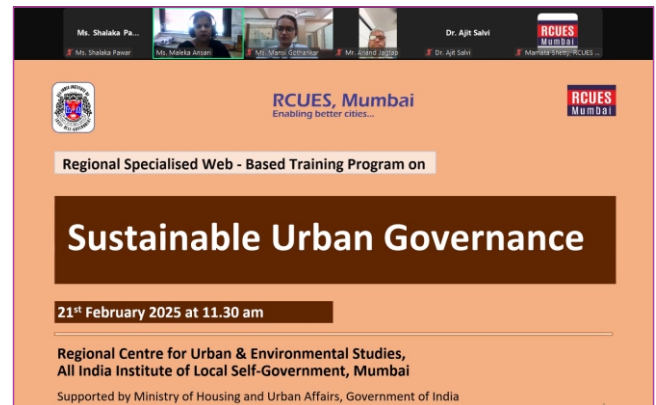
PARTICIPATION

A diverse group of participants from Maharashtra, Gujarat, Rajasthan, Goa, Assam, Tripura, and the Union Territories of Diu, Daman, and Silvassa attended these training programs. The attendees were from a wide range of fields, including Municipal Presidents, Elected Representatives, Chief Executive Officers, Engineers, Medical Officers, SBM City Coordinators, City Mission Managers, City Project Officers, Community Organizers, Sanitary Inspectors, and Public Health Managers. The participation details are as follows:

| Sr. No. | Date of the Web-Based Training Program | No. of Participants |
|---------|--|---------------------|
| 1 | 21 st February 2025 | 24 |
| 2 | 25 th February 2025 | 16 |
| 3 | 27 th February 2025 | 11 |
| | Total | 51 |

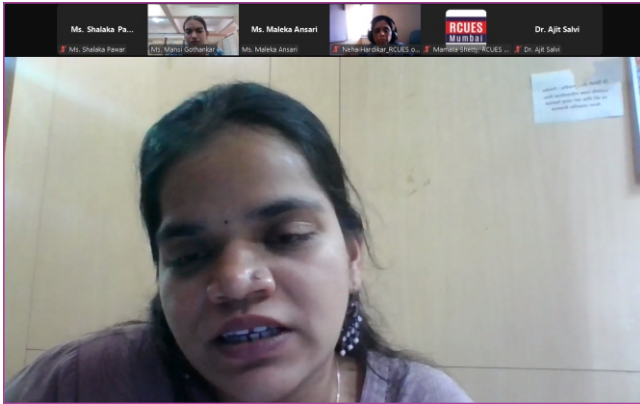
INTRODUCTION

The training program commenced on 21st February 2025 with an insightful introduction by Ms. Maleka Ansari, Sr. Research Officer, RCUES of AIIILSG, Mumbai, who warmly welcomed the dignitaries and the participants. She mentioned the well-structured nature of training initiatives of RCUES, Mumbai and their transformative role in strengthening Urban Local Bodies (ULBs) across their jurisdiction in India, while outlining the program's objectives and scope.



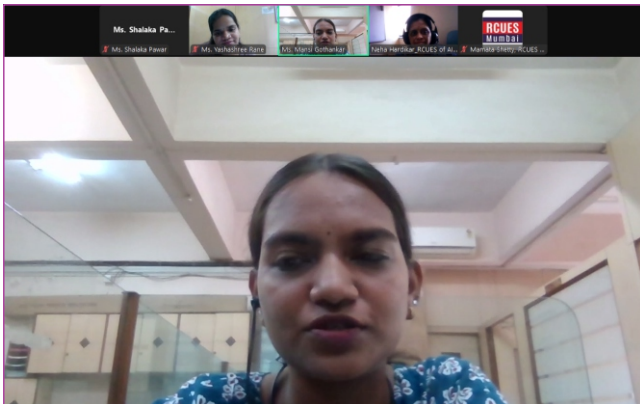
Ms. Maleka Ansari, Sr. Research Officer, RCUES of AIIILSG, Mumbai addressing the participants.

On 25th February 2025, Ms. Yashashree Rane, Jr. Research Officer, RCUES of AIIILSG, Mumbai provided valuable insights into the program's role in enhancing urban governance and fostering capacity-building among ULB functionaries.



Ms. Yashashree Rane, Jr. Research Officer, RCUES of AILSG, Mumbai addressing the participants.

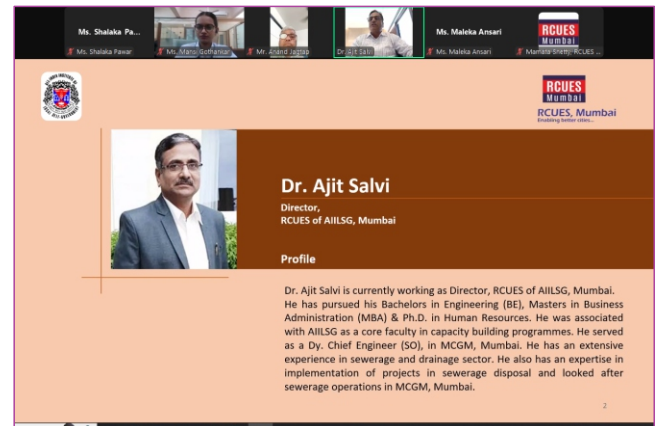
Subsequently, on 27th February 2025, Ms. Mansi Gothankar, Research Associate, RCUES of AILSG, Mumbai led the program introduction, extending a warm welcome to the participants and resource persons while delivering a comprehensive overview of the program's strategic objectives and its broader impact on urban development.



Ms. Mansi Gothankar, Research Associate, RCUES of AILSG, Mumbai addressing the participants.

INAUGURATION

Dr. Ajit Salvi, Director, RCUES of AILSG, Mumbai, inaugurated all three Web-Based Training (WBT) programs. In his opening remarks, Dr. Salvi highlighted the critical need for innovative, inclusive, and sustainable strategies to address the challenges of rapid urbanization. He emphasized that the program aims to empower participants with the skills and knowledge required to navigate urban complexities, enhance community resilience, and drive meaningful transformation. Concluding his address, Dr. Salvi encouraged the participants to adopt forward-looking approaches to shape cities of the future, ensuring sustainability, equity, and livability for generations ahead.



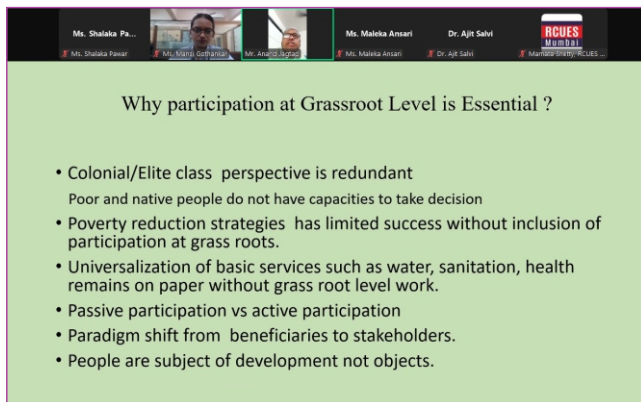
Dr. Ajit Salvi, Director, RCUES of AILSG, Mumbai addressing the participants.

TECHNICAL SESSIONS

These training programs provided an intellectually enriching series of sessions focused on sustainable urban governance.

These discussions explored critical themes such as participatory decision-making, community engagement, and adaptability, offering participants valuable insights into inclusive governance models, citizen-centric policymaking, and innovative strategies for addressing the challenges of urban development.

A key highlight of these programs was an insightful session by Mr. Anand Jagtap, former Officer on Special Duty (OSD) at Brihanmumbai Municipal Corporation (BMC), Mumbai, on the topic of 'Participatory Decision-Making, Community Engagement, & Adaptability'. Drawing on his extensive experience in urban administration, Mr. Jagtap provided a thorough analysis of participatory governance, emphasizing its critical role in fostering resilient and responsive urban ecosystems. Through engaging case studies and practical examples, he illustrated the transformative impact of stakeholder collaboration, grassroots initiatives, and adaptive policymaking. His session sparked meaningful discussions, motivating participants to adopt contemporary governance models that prioritize sustainability, inclusivity, and long-term urban resilience.



Why participation at Grassroot Level is Essential ?

- Colonial/Elite class perspective is redundant
Poor and native people do not have capacities to take decision
- Poverty reduction strategies has limited success without inclusion of participation at grass roots.
- Universalization of basic services such as water, sanitation, health remains on paper without grass root level work.
- Passive participation vs active participation
- Paradigm shift from beneficiaries to stakeholders.
- People are subject of development not objects.

Mr. Anand Jagtap, former OSD at BMC, Mumbai addressing the participants.

On 21st and 25th February 2025, Ms. Seema Redkar, former Officer on Special Duty (OSD) at Brihanmumbai Municipal Corporation (BMC) and Consultant in Solid Waste Management (SWM), Mumbai, conducted an engaging and dynamic session on 'Policy Development and Implementation'.

Leveraging her profound expertise in urban governance and policy implementation, Ms. Redkar delivered an in-depth analysis of the policymaking process, spanning its journey from conceptual design to practical execution. She highlighted the critical role of evidence-based decision-making, stakeholder collaboration, and regulatory frameworks in shaping effective urban policies. Her session also explored the challenges of implementing policies, highlighting the need for flexibility, teamwork between departments, and community involvement for successful execution.



Ms. Seema Redkar, former OSD at BMC and Consultant in SWM, Mumbai addressing the participants.

Through real-world examples and case studies, Ms. Redkar illustrated the best practices in policy formulation, particularly in the domain of waste management and sustainable urban

planning. She engaged the participants in interactive discussions, encouraging them to analyze policy gaps, propose strategic solutions, and explore innovative approaches to address pressing urban challenges. The session provided invaluable insights for urban practitioners, equipping them with the knowledge and tools to drive impactful policy reforms and foster resilient, well-governed cities.

On 27th February 2025, Dr. Mrudul Nile, Professor, Department of Civics and Politics, University of Mumbai and Advisor to the State Election Commission, Government of Maharashtra, Mumbai, delivered the session on the same topic.



Dr. Mrudul Nile, Professor, Department of Civics and Politics, University of Mumbai and Advisor to the State Election Commission, Government of Maharashtra, Mumbai addressing the participants.

Dr. Nile provided a profound analysis of the policy-making process, emphasizing its multifaceted nature and the intricate balance required between governance, public interest, and administrative feasibility. He explored the foundational principles of policy formulation, underscoring the significance of data-driven decision-making, legal frameworks, and institutional mechanisms in shaping effective public policies.

A key focus of his session was the role of governance institutions, electoral processes, and democratic accountability in policy implementation. He highlighted how well-crafted policies not only address immediate urban challenges but also lay the groundwork for sustainable development and long-term societal impact. Additionally, Dr. Nile shed light on the interplay between policy design and execution, stressing the importance of adaptive strategies, interdepartmental coordination, and public engagement in ensuring successful implementation.

Using case studies and real-life examples, he showed how policy frameworks work in urban governance, electoral reforms, and civic administration. His session encouraged the participants to analyze current policies, find gaps, and create innovative solutions to improve governance. By connecting theory with practical insights, Dr. Nile equipped urban practitioners with the knowledge and tools needed to bring meaningful policy changes.

On 21st February 2025, Dr. Ketna Matkar, Founder and Managing Director, Cipher Environmental Solutions LLP, Thane, led the final session on 'Leveraging Digitalization and Technology for Sustainable Urban Development'. She explored the transformative role of emerging technologies in addressing urban challenges and fostering sustainable development. She emphasized the integration of smart technologies, data analytics, and digital infrastructure in urban planning, governance, and service delivery. Highlighting global best practices, she showcased how digital solutions, such as Geographic Information Systems (GIS), Internet of Things (IoT)-based monitoring, artificial intelligence (AI), and automation can enhance efficiency in waste management, water conservation, energy optimization, and disaster resilience.



Dr. Ketna Matkar, Founder and Managing Director, Cipher Environmental Solutions LLP, Thane addressing the participants.

She also discussed the critical role of e-governance in streamlining administrative processes, improving transparency, and facilitating citizen participation in decision-making. Through case studies, Dr. Matkar demonstrated how cities worldwide have successfully leveraged digital tools to drive sustainability, reduce carbon footprints, and enhance urban resilience. Her session encouraged the participants to embrace technology-driven urban management solutions, fostering smarter and more livable cities.

On 25th and 27th February 2025, Mr. Anil Kumar Jain, former Executive Engineer of Public Health Engineering, Government of Rajasthan, led session on the same theme, emphasizing the crucial role of digital transformation in advancing sustainable urban governance. With his deep experience in public health engineering and urban infrastructure, Mr. Jain shared practical insights into using digital solutions in municipal operations. He explained how technology can improve water management, sanitation, and public health services, making them more efficient, eco-friendly, and effective.

Mr. Jain's session focused on real-world applications of smart water grids, automated waste collection systems, digital mapping for infrastructure planning, and AI-powered predictive analytics for urban services. He emphasized the importance of capacity-building among urban functionaries to harness the full potential of digitalization for long-term sustainability.



Mr. Anil Kumar Jain, former Executive Engineer of Public Health Engineering, Government of Rajasthan addressing the participants.

By combining theoretical insights with field-based experiences, Dr. Matkar and Mr. Jain provided a comprehensive understanding of how cities can leverage digitalization to enhance urban governance, improve resource management, and foster resilient and future-ready urban ecosystems. Their sessions empowered the participants to explore innovative, technology-driven strategies for shaping more sustainable and efficient cities.

SUMMING UP

These training programs concluded with the participants' feedback and Q&A session, followed by a Vote of Thanks, expressing gratitude to all faculty members and participants.

GLIMPSES OF THE SPECIALIZED WEB-BASED TRAINING PROGRAMS

Ms. Shalika Pa... Ms. Mansi Goth... Ms. Yashashree... Ms. Maleka Ansari

Ms. Shalika Panar Mr. Anil Kumar Jain Mr. Yashashree Rane Mr. Mansi Gokhankar Ms. Maleka Ansari Seema Reddy

Introduction

- It is projected that more than 50% of the country's population will be urban by 2050 (WUP, 2018).
- Urban challenges: rapid population growth, resource scarcity, climate change.

01 Lack of Citizen-centric process & Technical Competence

- ULBs lack skills to frame requirements
- Lack of citizen-focused processes
- Agility & responsiveness is missing
- ULBs are underfunded and underutilized

02 Local, Non-Scalable and Lack of Inclusive Solutions

- Point solutions, Vendor lock-ins
- Lack of bottom-up innovation / co-creation
- Low scalability
- Lack of multi-channel accessibility
- Keeping citizen convenience in mind

03 Long Delivery Time

- Time and cost escalations are common
- Products are often obsolete on arrival
- Recreation of software elements in multiple projects, Lack of useful duplication

04 Cost-Heavy Models

- Use of expensive hardware products
- Significant hardware costs

The Virtuous Cycle

Inherent problems in current approach

Ms. Shalika Pa... Ms. Mansi Goth... Ms. Yashashree... Ms. Maleka Ansari

Ms. Shalika Panar Mr. Anil Kumar Jain Mr. Yashashree Rane Mr. Mansi Gokhankar Ms. Maleka Ansari Seema Reddy

Policy Development Process

Ms. Shalika Pa... Ms. Mansi Goth... Ms. Yashashree... Ms. Maleka Ansari

Ms. Shalika Panar Mr. Anil Kumar Jain Mr. Yashashree Rane Mr. Mansi Gokhankar Ms. Maleka Ansari Mr. Mrudul Nile

Our ancient waste management philosophy

हमारा प्राचीन अपशिष्ट प्रबंधन दर्शन

सादा जीवन उच्च विचार. माटी का तन है, माटी में ही मिल जाना है। अपरिग्रह

हर कोई जीवन में स्थायित्व की तलाश में है।

Journey of Organic to Inorganic and back. **जैविक से अकार्बनिक और वापसी की यात्रा।**

Ms. Shalika Pa... Ms. Mansi Goth... Ms. Yashashree... Ms. Maleka Ansari

Ms. Shalika Panar Mr. Anil Kumar Jain Mr. Yashashree Rane Mr. Mansi Gokhankar Ms. Maleka Ansari Mr. Mrudul Nile

Impact of developing human life on natural food/waste cycle

प्राकृतिक भोजन/अपशिष्ट चक्र पर विकासशील मानव जीवन का प्रभाव

- Excessive use of natural resources/space
- Increasing population, disproportionate consumption
- New/non-biodegradable/toxic nature of waste/material
- Severe interference into natural food and other cycles

Results :

- Open defecation
- Animals on streets
- Litter/garbage
- Vegetables
- Building waste/debris
- Plastic bottles/packaging
- Toxic/hazardous waste
- Poor drainage
- Surface/ground water pollution
- Smell/disease/dirt/bad image
- Accidents/floods
- Many more problems...



Regional Specialized Training Program on

Role of Elected Representatives & Mission Functionaries in Implementing National Missions

28th February 2025

Agartala, Tripura.

Key Highlights

The training program provided an immersive learning experience, integrating expert insights from SBM and PMAY with hands-on applications. Participants gained practical strategies to tackle urban development challenges effectively through interactive sessions, group exercises, and digital tools.

BACKGROUND

The Ministry of Housing and Urban Affairs (MoHUA), Government of India (GoI) is dedicated to strengthening urban infrastructure and improving living standards by implementing various missions and programs. While substantial progress has been made, some challenges in execution persist. The Ministry envisions the development of sustainable and intelligent urban ecosystems that enhance citizens' quality of life. Achieving this ambitious goal requires seamless collaboration between elected representatives and mission functionaries. The role of the elected representatives is crucial in advancing local mission initiatives by ensuring alignment with the community needs, providing oversight, advocating for local interests, and fostering citizen engagement. Their involvement not only helps address

unique urban challenges but also cultivates trust and a sense of ownership within the community, driving more effective and inclusive urban development.

On the other hand, the mission functionaries specialize in transforming policies into practical, on-ground projects. Their expertise in project management, resource allocation, and operational delivery ensures the effective and timely execution of urban development programs. Collaboration between these two entities reinforces principles of accountability, transparency, and active citizen participation, leading to more impactful outcomes.

To strengthen this vital partnership, the Regional Centre for Urban and Environmental Studies (RCUES) of All India Institute

of Local Self Government (AIILSG), Mumbai, organized a Regional Specialized Training Program on 'Role of Elected Representatives and Mission Functionaries in Implementing National Missions' on 28th February 2025 at Agartala, Tripura. This training program was supported by the MoHUA, GoI.

KEY OBJECTIVE

The key objective of this training program was to explore the vital collaboration between the elected representatives and Urban Local Bodies (ULBs) in implementing national missions, focusing on how this partnership can improve urban governance and promote sustainable city development.

PARTICIPATION

The training program was attended by 82 participants, including 32 distinguished elected representatives from 20 ULBs in Tripura and 50 key municipal officers. The attendees comprised SBM (Urban) Project Incharges, Engineers of SWM Engineers & Sewerage, Sanitary Inspectors, and PMAY (Urban) professionals, including City Level Technical Cell (CLTC) and Management Information System (MIS) Engineers, and Specialists.

INTRODUCTION

Ms. Maleka Ansari, Sr. Research Officer (SRO), RCUES of AIILSG, Mumbai, warmly welcomed the dignitaries, subject

experts, and participants. She highlighted the impactful training programs conducted by the RCUES of AIILSG, Mumbai, which have significantly contributed to strengthening ULBs across western and northeastern India. Moreover, she provided an insightful overview of the program, emphasizing its key objectives and expected outcomes.



Ms. Maleka Ansari, Sr. Research Officer, RCUES of AIILSG, Mumbai addressing the participants.

INAUGURATION

Dr. Ajit Salvi, Director, RCUES of AIILSG, Mumbai, inaugurated the training program by lighting the traditional lamp of knowledge in the presence of Dr. Shubha Raul, former Mayor of Brihanmumbai Municipal Corporation (BMC), Dr. Ketna Matkar, Ms. Maleka Ansari, and a distinguished gathering of the elected representatives and officials from the ULBs of the Tripura state.



Dr. Ajit Salvi, Director, RCUES of AILSG, Mumbai inaugurated the training program by lighting the lamp.

In the inaugural address, Dr. Salvi appreciated the initiative, underscoring the pivotal role of elected representatives and mission functionaries in advancing national missions. He emphasized the power of collaboration in achieving effective implementation and fostering sustainable urban development. Acknowledging the training program's significance, he urged the participants to apply their insights to strengthen governance, optimize service delivery, and enhance community engagement. He concluded by reaffirming the government's unwavering commitment to urban transformation through strategic capacity-building initiatives.

TECHNICAL SESSIONS

Ms. Maleka Ansari, SRO, RCUES of AILSG, Mumbai delivered an insightful session on the 'Overview of National Missions and Their Significance', emphasizing the necessity of such

initiatives in driving urban development. She highlighted the transformative programs such as the Swachh Bharat Mission (SBM), Pradhan Mantri Awas Yojana (PMAY), Deendayal Antyodaya Yojana – National Urban Livelihoods Mission (DAY-NULM), and the National Health Mission (NHM), illustrating their impact on urban governance. Her discussion delved into how these flagship missions have addressed critical urban challenges, including sanitation, waste management, affordable housing, poverty alleviation, livelihood enhancement, and healthcare accessibility. She further underscored their pivotal role in fostering sustainable and inclusive city development. Concluding the session, Ms. Ansari provided an analytical perspective on the achievements of Indian cities in implementing these national missions, offering insights into their progress and transformative outcomes.



Dr. Ajit Salvi, Director, RCUES of AILSG, Mumbai addressing the participants.

Dr. Ajit Salvi, Director, RCUES of AILSG, Mumbai delivered a compelling Special Address on the 'Need for Convergence in Planning and Implementation of Missions and Programs

sponsored by the Government'. He emphasized the need for a holistic, integrated approach to maximize the impact of various national initiatives, ensuring efficient resource utilization and synergy between different sectors. Highlighting key challenges in policy execution, Dr. Salvi stressed the significance of interdepartmental coordination, stakeholder collaboration, and data-driven decision-making to enhance the effectiveness of urban and rural development schemes. His address underscored the critical role of convergence in achieving sustainable growth, equitable service delivery, and inclusive development.



Dr. Ketna Matkar, Founder and Managing Director, Cipher Environmental Solutions LLP, Thane addressing the participants.

Dr. Ketna Matkar, Founder and Managing Director, Cipher Environmental Solutions LLP, Thane, Maharashtra delivered an insightful session on 'Leveraging Technology in SBM-U 2.0,' emphasizing the transformative potential of digital innovation in urban sanitation. She explored innovative technological

advancements, including AI-driven waste management solutions, IoT-enabled monitoring systems, and data analytics for optimizing sanitation services. Highlighting the role of digital platforms in streamlining operations, enhancing transparency, and fostering community engagement, she presented compelling case studies highlighting successful technology-driven interventions. Her session underscored how smart solutions redefine waste management, drive operational efficiency, and accelerate progress toward sustainable urban cleanliness.

Dr. Shubha Raul, former Mayor of Brihanmumbai Municipal Corporation (BMC), Mumbai delivered a thought-provoking session on 'Strategies for Enhancing Collaboration between Elected Representatives and Mission Functionaries', highlighting the critical role of synergy in effective governance. She explored key issues and challenges in implementing the national missions, such as policy misalignment, bureaucratic hurdles, and gaps in communication between stakeholders.



Dr. Shubha Raul, former Mayor of Brihanmumbai Municipal Corporation (BMC), Mumbai addressing the participants.

Emphasizing the need for coordinated efforts, she discussed the best practices for fostering collaboration, ensuring accountability, and enhancing decision-making processes. Her session underscored the importance of mutual trust, capacity-building, and inclusive dialogue in driving the successful execution of government initiatives.

Ms. Nabanita Guha, State Mission Manager, State Level Technical Cell (SLTC), PMAY-Urban, Government of Tripura delivered a comprehensive session on 'Key Provisions of Pradhan Mantri Awas Yojana (PMAY)-Urban', focusing on the mission's status, challenges in managing the MIS portal, fund allocation strategies, and the role of elected representatives in ensuring effective implementation.



Ms. Nabanita Guha, State Mission Manager, State Level Technical Cell (SLTC), PMAY-Urban, Government of Tripura addressing the participants.

She provided a detailed analysis of operational bottlenecks, data management complexities, and policy execution challenges,

emphasizing the need for balancing housing demand and supply through streamlined fund disbursement. Highlighting the best practices and strategic solutions to enhance efficiency and transparency, she also engaged in an interactive discussion, offering well-informed responses to queries from PMAY functionaries. Her insights helped to address key implementation challenges, providing practical solutions for improving mission execution.

GROUP EXERCISE



Participants engaged in group exercise.

The final session featured a group exercise on 'Designing a Holistic Urban Development Strategy: Elected Representatives as Leaders in Mission Convergence,' aimed at fostering collaborative problem-solving. The participants were divided into four groups, each tasked with developing actionable plans on key themes:

- Leveraging technology for effective SBM implementation.
- Enhancing outcomes of the PMAY.
- Innovative approaches for IEC/BCC implementation under SBM.
- Strengthening the role of elected representatives in ensuring the success implementation of all national missions.



Presentation of group exercise by participants.

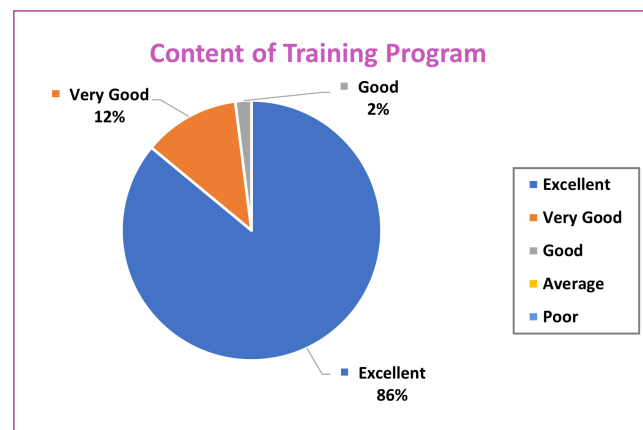
Through in-depth discussions, each group examined challenges, proposed strategic solutions, and presented its insights, highlighting innovative and practical approaches. The exercise promoted critical thinking, teamwork, and a deeper understanding of mission convergence, reinforcing the collective role of stakeholders in sustainable urban development.

After the session, training completion certificates were presented to the participants by Dr. Salvi and Dr. Raul.

SUMMING UP

At the end of the training program, the participant's feedback was collected. Ms. Ansari concluded the session by expressing sincere gratitude and offering a heartfelt Vote of Thanks to the resource persons, trainers, and participants, acknowledging their valuable contributions to making the program a success.

TRAINING EVALUATION



The feedback analysis of the training program revealed an overwhelmingly positive response, with 86% of contents rated as excellent, 12% as very good, and 2% as good. The participants highly appreciated the expertise of the speakers, the relevance of the content, and the interactive elements incorporated throughout the sessions. Dr. Shubha Raul's session on collaboration between deliberative and executive wings emerged as the top-rated

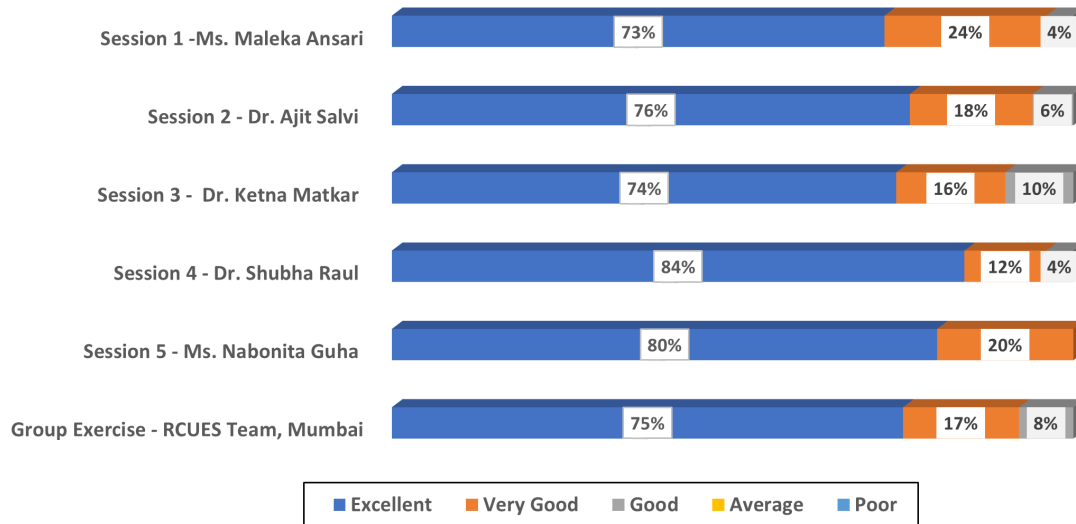
session, receiving an impressive (84%) super excellent rating. Other well-received sessions included Ms. Nabanita Guha's discussion on PMAY (80%), Dr. Ajit Salvi's address on mission convergence (76%), and the group exercise on urban development strategy (75%), all of which provided valuable insights into governance, policy execution, and urban planning. Additionally, Dr. Ketana Matkar's session on leveraging technology and Ms. Maleka Ansari's session on overview of National Missions were recognized for their informative, insightful, and content-rich discussions, further enhancing the overall learning experience.

The participants particularly appreciated sessions that included case studies, interactive discussions, and real-world

applications, while some suggested incorporating more practical demonstrations and field insights into future programs. The high satisfaction levels indicate the program's success in delivering actionable knowledge, fostering collaboration, and addressing key urban governance challenges. Moving forward, enhancing technology-driven insights, expanding interactive exercises, and increasing exposure to real-world best practices could further elevate the impact of future training initiatives.

The overwhelmingly positive feedback confirms that the training program was highly successful in achieving its objectives. The exceptional ratings for most sessions indicate that the participants found the content valuable, insightful, and applicable.

Session & Faculty wise Feedback Ratings



GLIMPSES OF THE SPECIALIZED TRAINING PROGRAM





RCUES, Mumbai's Participation in the 8th Annual HSE Strategy India Summit & Awards 2025

27th February 2025
Mumbai, Maharashtra.

The Regional Centre for Urban and Environmental Studies (RCUES) of All India Institute of Local Self Government (AIILSG), Mumbai, played an active role in the 8th Annual HSE Strategy India Summit & Awards 2025 held on 27th February 2025 in Mumbai. The event brought together industry experts, government representatives, and professionals from various sectors to discuss advancements in environmental health and safety (EHS), workplace hazard mitigation, and sustainability strategies.

Dr. Ajit Salvi, Director, RCUES of AIILSG, Mumbai, delivered the keynote address, emphasizing the crucial role of leadership in driving safety while addressing challenges such as resistance to change, budget constraints, and workforce diversity in implementing occupational safety and health (OSH) policies. He highlighted key concerns, including inadequate training, lack of awareness, weak enforcement, and the necessity of stringent penalties in occupational safety. Drawing from real-world examples, Dr. Salvi showcased how industry leaders such as the Tata

Group and Delhi Metro successfully embedded safety as a core value by investing in robust systems and empowering employees. These initiatives have led to significant reductions in workplace incidents, setting global benchmarks for safety standards. He further emphasized that safety is a fundamental management function, advocating for a proactive approach to fostering safe, healthy, and efficient working environments.

Through this participation, RCUES of AIILSG, Mumbai, contributed valuable insights on urban safety, environmental sustainability, and policy implementation. The institution reaffirmed its commitment to promoting sustainable urban development and enhancing safety standards across industries, furthering its mission to create safer and more resilient workplace.

GLIMPSES OF THE SUMMIT



Advisory Committee, RCUES of AILSG, Mumbai

Dr. K. H. Govinda Raj, IAS **Ex-Officio Chairperson**

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