



# *Project*

Volume 1, Issue 1  
Quarterly

January 2018

# UPDATE

SMART CITIES MISSION

## Embedding Smartness in Cities



EQUI-CITY PROJECT

AIILSG, EU partner to make  
Nagpur equitable

ENERGY CONSERVATION BUILDING CODE (ECBC)

Driving energy efficiency agenda in  
12 States, five UTs

# KNOWLEDGE LAB FOR LOCAL GOVERNANCE



**ALL INDIA INSTITUTE OF LOCAL SELF-GOVERNMENT**

No. 6, F-Block, Bandra Kurla Complex, TPS Road-12, Bandra-East, Mumbai-400051, Maharashtra  
Tel.No.: +91-22-26571713, 26571714, 61805600, Fax: +91-22-26572115, Email: [contact@aiilsg.org](mailto:contact@aiilsg.org)



## Foreword

**Ranjit S Chavan**  
President

**R**

apid and relentless urbanization is a central theme of development today across the globe. In India too, the trend is clearly visible and is gathering pace. From a mere 17 percent in 1961, the country's urban population reached almost 32 percent in 2011. The figure is expected to double to nearly 60 percent by 2050. Efficient, compact structures and high productivity along with concentrated economic activity provide enhanced livelihood options resulting in the rapid migration of population from rural areas to urban centres. Along with these opportunities come significant challenges, those related to urban infrastructure and efficient delivery of basic services. These result in great pressure on our urban local bodies (ULBs) while attempting to meet the aspirations of the growing numbers of city dwellers.

All India Institute of Local Self-Government (AIIILSG) has been working for over nine decades now in supporting our ULBs and handholding them in their quest for making our cities more efficient and livable. In recent years, AIIILSG has been working to assist ULBs in implementing many of the urban transformation initiatives unleashed by the Government of India. AMRUT, Smart Cities Mission, Swachh Bharat Mission, Housing for All, Skill India- are all programmes where AIIILSG is working with ULBs. Fully harnessing the potential and effective implementation of these interventions will, we believe, go towards transforming the urban landscape and improving livability of our cities.

Through this first issue of Projects Update, we have attempted to provide information on our activities with respect to many of the above and other programmes. This information could possibly result in new ideas for new projects and more activities which could go towards building a bright future for our country and its citizens.

**With best wishes**

## Message from the Director General

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

Director General



Cities are the Centre Court of action; in India and everywhere else. Urban practitioners, city managers and indeed our urban local bodies (ULBs) are the key players on this Centre Court. Rapid migration of population from rural to urban centres in search of livelihoods is putting strain on our cities and stretching their resources while trying to meet the needs of this deluge. Urban local bodies often constrained by modest in-house capabilities and limited financial means are unable to keep up with the demands of our cities. Basic services relating to public health, sanitation, water supply, public transport, etc. are not able to reach very large sections of the population, especially in our metros.

All India Institute of Local Self-Government (AIIILSG) has been working to address the needs of our ULBs in terms of capabilities to respond to the challenges of urbanization. The Institute has emerged as a steadfast friend, philosopher and guide to ULBs across the country. Since its establishment in 1926, AIIILSG has grown into a national organization with presence across the country through its 30 regional centres. In addition there are 8 affiliated centres. Capacity building is the core function of the Institute. Till date it has trained over 1.5 million stakeholders in diverse areas of urban governance and urban service delivery. Research, publications and advocacy are other pillars of its activity. In recent years, AIIILSG has expanded its activity beyond urban areas to the rural space and works to strengthen rural governance institutions too.

The Government of India has put in place several policy measures to address the challenges of urbanization and to equip the ULBs better. Schemes such as the Smart Cities Mission, Swachh Bharat and AMRUT aim to address specific deficits of our cities. AIIILSG is working to handhold ULBs in all these missions to enable them get benefit out of these schemes and implement them effectively.

With the intention of informing our well-wishers of our activities in these and other areas, we present this inaugural issue of Projects Update. It gives a glimpse of various projects, events and activities conducted by us in the recent past. We trust readers will find the information useful. We shall look forward to hearing from you.

**With best wishes**

## Editorial

**Ravi Ranjan Guru**

Senior Executive Director



Empower local bodies to deliver to each citizen his rights to health, education, safety, participation and development through excellent governance and service delivery” is the Vision Statement of All India Institute of Local Self-Government (AIILSG). With this inspiration AIILSG works towards creating vibrant, efficient, inclusive and sustainable cities. This it does by advancing the knowledge of the principles and practices of local governance among ULBs, their officials and elected representatives. Capacity building through training courses is the central approach towards this. Fostering debate at the national and international levels, research and policy advocacy, and knowledge management are other approaches.

All these aim to strengthen ULBs to respond to the formidable challenge of urbanization in the country. The urban deluge has often pushed the ULBs to the brink faced by the twin deficits of inadequate urban infrastructure and weak service delivery. So much so that the phenomenon of urbanization has often been viewed as an impending disaster to be confronted. However the Government of India has realized the need to support the trend and exploit its benefits including the benefit of providing livelihood options for large numbers of the population from rural centres where agriculture and related sectors offer diminishing options. Urban rejuvenation measures such as Smart Cities and AMRUT aim to empower ULBs to respond effectively to the challenges and create more livable cities. AIILSG has been empaneled by various ministries in the Government of India to act as a consultant to states and their local bodies for capacity building and implementation of these schemes.

AIILSG is working closely with a number of states, cities, their agencies and ULBs in these and other areas like the Skill India Mission.

This first issue of Projects Update contains some details of the activities conducted by us. We hope you will find it useful. We shall continue to bring you more such information in further editions of this publication.

**With best wishes**

# CONTENTS



## 22.

### Mayors Demand More Powers

Ranjit Chavan, President of AILSG, was unanimously elected as the Working President of the Maharashtra Mayors' Council.



## 14.

AILSG, EU partner to make Nagpur equitable



## 18.

AILSG, Varanasi Municipal Corporation organise Urban Dialogues in Varanasi

## 20.

Paving path for skilled, empowered India

## 29.

AILSG launches International Center for Differently-Abled



## 8.

AILSG: A Friend, Philosopher and Guide to ULBs since 1926

## 10.

Mor Raipur Smart Raipur

## 30.

AILSG to prepare GIS-based Master Plan for Arunachal

## 33.

IIM-Ahmedabad, AILSG organise training on corporate governance

## 11.

AILSG drives urban transformation in Bilaspur

## 12.

Korba: From industrial to sustainable environment city



Ranjit S Chavan  
President

Rajiv Agarwal, IAS (Retd.)  
Director General

Ravi Ranjan Guru  
Sr. Executive Director

Abhishek Pandey  
Editor

Kumar Dhananjay  
Consulting Editor

Akash Mandyal  
Editorial Researcher

Rajesh Singh  
Meenakshi Rajput  
Graphic Designer

Volume I - Issue I

Published by the All India Institute of Local Self-Government (AILSG)

M.N. Roy Human Development Campus Plot No.6, F-Block, Bandra Kurla Complex, T.P.S. Road No. 12, Behind Government Teachers Colony Bandra (East), Mumbai - 400 051, Maharashtra (Head Office)

Sardar Patel Bhavan, 22-23, Institutional Area, D Block Pankha Road Janakpuri, Delhi-110058 (Regional Office)

Printed at Artz & Printz, 208, DSIDC Shed, Okhla Industrial Area Phase-I, New Delhi-110020

Despite careful selection of sources, no responsibility can be taken for accuracy of the contents. The newsletter assumes no liability or responsibility of any kind in connection with the information thereof. All rights reserved. Reproduction in whole or in part is strictly prohibited without written permission from the publisher.



Smart City

# Rethink cities with AILSG



As the old adage goes, Rome wasn't built in a day. Neither any other city. And, of course not alone. AILSG provides expertise to urban local bodies and state governments for building cities from the scratch or retrofitting existing ones with technology enabled interventions. AILSG team has developed city development plans of many cities including that of Mumbai. The institute has also prepared smart city plans for Raipur, Bilaspur, Faridabad, Karnal and also of state funded smart cities of Chhattisgarh—Rajnandgaon, Korba.

**AILSG is also advising a Swedish consortium for Smart City investment and implementation.**





# A Friend, Philosopher and Guide to ULBs since 1926



All India Institute of Local Self-Government has been the steadfast friend, philosopher and guide to Urban Local Bodies (ULB's). For over nine decades, it has contributed to the principles and practice of urban governance, education, research and capacity building. It has designed and developed a vast array of training literature and courses and trained over 1.5 million stakeholders in diverse area of urban governance and services delivery. AII LSG has ventured into rural and tribal capacity building and handholding of rural institutions of self-governance. AII LSG also organises seminars and conferences in India and other countries to enhance the understanding of municipal officials on emerging urban challenges.

AII LSG has representations in national and international bodies of repute. Mr Ranjit Chavan, President, AII LSG is Executive Member of CITYNET, Japan. He is also Co-President UCLG-ASPAC, Indonesia and Vice President, Indian Institute of Public Health Engineers (India).

## Vision

Empower local bodies to deliver to each citizen his rights to health, education, safety, participation and development through excellent governance and service delivery.

## Mission

Promote AII LSG as a premier Institute which excels in supporting and enhancing local governance by handholding local bodies in achieving excellence in local service delivery. Undertake quality research and projects for the organizations and concerned stakeholders and arrange seminars and conferences to enable this.

## Our Objectives

Among the prominent objectives of the Institute is to advance the knowledge of the principles and practices of local governance among urban local bodies, their officials and elected members. Our mandate is to strengthen and improve local government institutions through capacity building by organising training courses and programmes.

## Areas of Operations

### Capacity Building

AII LSG has been training municipal officials and elected representatives at various levels. AII LSG is also empanelled with Ministry of Housing and Urban Affairs for imparting training to municipal officials under Atal Mission for Rejuvenation and Urban Transformation (AMRUT). The institute also runs separate training and capacity building programs as per the requirement of urban local bodies. The institute is also running many regular courses through its 40+ centres and affiliated centres in India to build an efficient workforce for municipal bodies. AII LSG is also running skill development programmes in Gujarat, Rajasthan and Jharkhand to contribute to Skill India Mission.

### Our mandate includes

- Training of local body officials to enhance abilities for efficient delivery of civic services;
- Skill development programmes in partnership with government departments/agencies and the corporate sector;
- E-governance inputs to local bodies to improve their effectiveness;
- Capacity-building of ULBs for implementing national schemes like AMRUT, PMAY, Smart Cities Mission and Swachh Bharat Mission.



AII LSG  
Head Office  
Mumbai



## Courses

**Regular Courses** cover the following areas: Public Health, Hospital Administration, Computer Application, Medical Laboratory Technology, Food Safety and Hygiene, Financial Management in Local Government, Fire & Safety, Nursing, Environment, Disaster Management and Management Courses (AICTE approved).

**Diploma courses** includes Sanitary inspector's Diploma Course (SI), Diploma in Local Government Service (LSG)- Regular and Distance learning, Local Self Government Diploma (LSGD)-Regular and Distance Learning, Fireman and Fire Sub-Officers Training Course, Advance Diploma in Medical Laboratory Technology (ADMLT) and Diploma in Local Government Financial Management (PGDHHM).

**Post Graduate Diploma Courses** includes PG Diploma in Food Science Technology (PGDFST) and PG Diploma in Hospital and Healthcare Management (PGDHHM).

**Specialised Courses for Municipal Officials:** The institute conducts specialised training courses for senior and middle level municipal officials. These promote effective municipal management and good urban governance. Some examples are Municipal Finance & Resource Mobilization, Solid Waste Management, Hospital Waste Management, Water Supply Systems Management, Poverty Alleviation & Community Management, and Urban Health & Sanitation, Urban Conservation & Heritage and Municipal Acts & their implementation and many more.

## Seminars and Policy Advocacy

Over the years, AII LSG has organised local, national and international seminars and conferences with a view to foster debate on issues of relevance, disseminate ideas and to enable better understanding and policy advocacy. Apart from AII LSG events, the institute has assisted national and international organisations in organising their programs successfully.

### Some of the major recent events organised by us are:

- Urban Dialogues-Better Banaras on August 31, 2017 in Varanasi
- South Asian Cities (SAC) Summit on 'Smart Cities- Aspirations Challenges' on May 6-7, 2016 in New Delhi
- South Asian Cities Summit on 'Connecting Cities, Building Knowledge' on May 22-23, 2015 in New Delhi
- South Asian Cities (SAC) Summit on April 17-18, 2013 in New Delhi

**Research Studies:** The institute regularly undertakes research studies through its specialised institutions, on subjects of relevance to urban local bodies. Some recent examples of the work done by the Regional Centre for Urban & Environmental Studies (RCUES) and other institutions of AII LSG are: Framework for Developing smart cities and IT Applications, Waste Water Management & Good Practices at City Level, Climate Change Impacts & Adaptation in Urban Environments,

## Projects

The institute regularly undertakes projects to assist states and organisations in the delivery of specific outputs that they desire. Some examples are:

- Equi-City Project of European Union for ensuring delivery of equitable municipal services and bring diversity municipal workforce in Nagpur
- Assistance to four cities in preparing their Smart City Proposals to participate in the Smart Cities Challenge
- Special training programme on 'Gender Budgeting and Mainstreaming' for Solapur Municipal Corporation and Pune Municipal Corporation in Maharashtra

## Publications

The institute publishes a number of periodicals: Local Government Quarterly, Urban Update (English Monthly Magazine), Urban Environ Vision, The Urban World and Sthanik Swarajya (Gujarati).

## Institutions under AII LSG

- Regional Centre for Urban & Environmental Studies, Mumbai (RCUES)
- International Academy of Urban Dynamics (IAUD)
- National Fire Academy
- Nrupur Institute of Nursing Science & Research (NINSR)
- National Resource Centre on Urban Poverty (NRCUP)
- International Centre of Equity and Inclusion for Transformation (EQUI-T)
- Mega Skill Centre, Madhupur, Jharkhand
- Planning and Resources on Urban Development Affairs (PRUDA)

## Our Linkages and Affiliations

- The United Nations
- CITYNET
- UCLG-ASPAC
- KLA FIR
- LACDE
- CLAIR
- Institutions of Fire Engineers (India)
- All India Council of Mayors
- Metro Forum (India)

# Embedding smartne



## Mor Raipur Smart Raipur

**R**aipur is the capital of Chhattisgarh state and the largest urban center of the region. It is one of the oldest districts with significant historical and archaeological points of interest in and around. Traditionally, Raipur's economy has been based on agricultural-processing and saw-mills. In 2003, 26 villages were brought under the ambit of Raipur Municipal Corporation increasing the area under the body from 55 square kilometres to 142.21. These villages had a population of 88,139 as per the 2001 census and were added as 16 wards under RMC. The population also witnessed a substantial decadal growth of 50.8% by 2011 (5.08% growth per annum). According to census 2011 total population of Raipur is 10,27,264.

So what are the strengths of the city?

Raipur has been the State hub of administration by virtue of being the Capital. The State is ranked among the top three states of the nation in terms of production of various kinds of minerals. Raipur district is rich in lime stone reserves. Dharsiwa, Tilda, Bhatapara and Baloda Bazar are few areas where the limestone deposits are in abundance. Raipur is a hub of trade & commerce. The industries within and around the city include Steel factories, Rolling mills, Rice Mills and Ferro Alloys based Industry.

The city with such a strength was chosen for it to become a smart city. The government of Chhattisgarh brought in All India Institute of Local Self-Government to help it in the task of bringing ideas and put logistical support and ideate. A task that AILSG team has done successfully. Anuj Shrivastava who was supervising the project says "it was the main responsibility of AILSG

because they were entrusted with the task of making the entire project. Entire project was prepared by the AILSG and very good results came out. They did a wonderful team work". AILSG in association with city administration organized many programs focusing on involving the citizens. It also helped in planning to transform the city. Its parks, fountains, pathways and working women hostel among others. Presence of large open spaces, lakes and ponds have the potential to enhance city livability. Lakes have been transformed and a large number of people are now spending their time on recreational activities.

AILSG conducted massive contact program with all stakeholders. It conducted painting competition in schools to even involve the kids in order to raise awareness among them. Also to educate them about smart city project. Mayor of Raipur Pramod Dubey says "International standard libraries, open gym and wifi zoned areas are some future plans. E-libraries and rooftop gardens is our priority. We are working to make our city more advanced on the smart city scale". Every Sunday now the city organises a get together naming 'Matargashti', which is a family get together for promoting health, sports, culture and history. Its always a challenge to develop an old city than the planned one but that is what AILSG helped in. But the fruits are showing. In order to better connect between local body and citizens, many steps have been taken like step by step basic procedure to provide citizen services are now available on the Raipur Municipal Corporation portal and also the contact information of all functionaries have been put out so that they can be reached anytime. ✦

# Success in cities

## AILSG drives urban transformation in Bilaspur



Rayachoti (Judicial Capital) Bilaspur the second largest city of Chhattisgarh state is located on the Northern edge of central plains of Chhattisgarh on the banks of river Arpa. The city is bisected by the Arpa River which flows from North- West to South East direction. Chhattisgarh plains are known as "Rice Bowl" and Bilaspur district is known as "Mango District" of state. Bilaspur serves as a regional hub for Industry, trade and commerce with strong umbilical connections to the Northern parts of the state.

Total Area of Bilaspur Municipal Corporation is 28.2 Sq. Km. with total population of 3,31,030 (Census 2011) which is divided into 66 wards. It is State Hub of Judiciary because of presence of High Court. Bilaspur is a Dolomite rich region along with forest resources in North and Coal fields in Hasdeo valley in East. Bilaspur is also Headquarters of South Eastern Coalfields Limited. It is also strategically located and is well connected by



AILSG team, stakeholders during the brainstorming session for smart city planning at Bilaspur

“ We have been associated with AILSG now for almost a year and half. Every aspect of urban development, urban panorama and the expertise that they bring to the city has helped us a lot not just in the preparation of smart city proposal but even in the municipal administration

*Saumil Ranjan Chaubey  
Municipal Commissioner  
Bilaspur*

road and railways. AILSG has been associated with smart city project now for almost a year and a half. It has given a direction to a new way of thinking. Saumil Ranjan Chaubey, Municipal Commissioner of Bilaspur, says "We have been associated with AILSG now for almost a year and half. Every aspect of urban development, urban panorama and the expertise that they bring to the city has helped us a lot not just in the preparation of smart city proposal but even in the municipal administration. Infact the political representatives are saying earlier when they used to get elected there was no one to reorient them but now that AILSG is involved with us we have also trained our elected representatives. The institute has given a new dimension to us and we are very happy to be associated with them".

Now the city is being seen at in a different way from earlier. Earlier the role of municipal corporation was just making roads, drains and ensuring that everybody gets water and the street lights are functioning. But with the smart city proposal the recipe is being turned into a wholistic way so that every sector of the society gets benefitted. SPV has already been formed and it's functioning. Some projects have already been tendered out. The city is already moving in the right direction.

Pankaj Panchayati, Chief Executive Engineer at BMC says "the project that we have prepared has looked at very minutely on integrating the services. Like uninterrupted power and water supply. We have prepared a ducting system so that cabling is done underground. So that there are no cables hanging around the poles. Roads will be widened. There will be separate cycle track. Citizens are being contacted and their opinion are being sought on what kind of upgradation they want in their area".

AILSG has been actively involved in the process and has conducted surveys, held stakeholders meet to seek their opinion and the citizens at large. Pankaj lauds the role of the institute and says "what all they want to be included in the proposal and our consultant AILSG is providing us the input. They have experts from different fields. And they are regularly involved with it. We have to generate solar power energy and they have the expertise on that and they are designing it. Roads are being broadened and encroachment has been removed. Those who have been evicted are being rehabilitated under the housing for all. Those holding the below poverty card line are being given the housing. ✨



## Korba From industrial to sustainable environment city

**T**he city is strategically focusing on four key points. They include building industry friendly area, sustainable development, liveable city with proper management & good economic growth.

Korba aims to work towards providing proper sewerage network throughout the city, to collect and treat the waste water before discharging. This treated wastewater can be utilized for non-potable water uses like in the industries, in landscaping, water body recharge.

A proper SWM strategy with 100% door to door collection, 100% segregation, 100% transportation and proper scientific disposal with scope for developing by-products from waste to provide clean and healthy environment.

The 100 percent coverage of storm water drainage network with provisions for storm water reuse and promoting rainwater harvesting is proposed.

Korba will promote Non-Motorized Transport (NMT) with dedicated pedestrianized corridors and enhanced walkability options.

The nodal officer of the smart city project R K Maheshwari says "Smart city project requires that citizens get integrated services, be it roads, drains, gardens or recreational activities. Korba is an industrial area and better health facilities and educational institution are required.". Korba requires development and smart city project is meant for that. Extensive surveys have been done for smart city projects to find out what the stakeholders want. He further adds "AIIISG has provided the backup to make Korba a smart city. For any project a consultant is required. For

a local body it is not possible to perform all the roles as work load is heavy. All India Institute of Local Self-Government is performing a great work".

Korba Municipal Corporation will be strengthening its physical infrastructure with advanced technologies and ICT integration, strive for an open data network for all its services to provide equal opportunity and easy access to every citizen, leading to transparency and accountability, Provide and integrate technology platforms for Total City Management through online and mobile based applications which shall be accessible to all.

**AIIISG proposes to turn the industrial city into an efficient city that can provide services and equal opportunity access to every citizen by integrating technology platform for total city management**

AIIISG has suggested that "the city should focus towards Implementation of an ICT-supported traffic management system, removal of encroachments, identifying designated parking places, improving traffic management through designated stands for autos/rickshaws, road and junction geometry readjustment in major chowks, construction of a bypass for state highway, developing ring road and development of footpaths to all the major streets. Additionally, smart bus stops with interactive maps and information system,

ATV machines and barrier-free features will increase the accessibility of the service".

Rakesh Masih, assistant engineer with KMC says "we have just begun the work including where our city stands today and where do we want to go. AIIISG is making the proposal and once it is ready we will call all stake holders including district administration, PSUs and others that this is the blue print and we need to move in that direction. We will involve everybody and coordinate with them." +



# Rejuvenating Rajnandgaon

**R**ajnandgaon is a relatively small city with a population of less than two lakhs. Through Smart City project this city is working to provide core infrastructure and give a decent quality of life to its citizens, a clean and sustainable environment and application of 'Smart' solutions. The city that is the constituency of CM Raman Singh is in the smart cities list of the state government.

The main focus is on sustainable and inclusive development and the idea is to look at compact areas, create a replicable model which will act like a light house to other aspiring cities. There is a need for sustainable development with good connectivity, efficient smart technologies for economic prosperity & social well-being. Population growth in the next 30 years will create huge strain on basic services; hence there is need for its standardization.

Municipal Commissioner of Rajnandgaon, Ashwani Dewangan says "if I speak about something new in Rajnandgaon, if we talk about roads, drainage and other things these will be implemented everywhere. We have bus stands and railways both; but since the railway is not under

**The city is focusing on improving water supply, traffic management and other basic services. Local leaders and municipal officials have asked AILSG to build a city plan that addresses the present issues and lays a road map for a futuristic city**

the corporation, we are trying to make public transport high tech. it is being included as an important element in the smart city project".

Rajnandgaon has about hundred acres of sites which provide excellent views of its lakes. These sites are being developed. The municipality has no dearth of funds. A long term view is being taken focusing on the projected population of the city in 2050. The plan is underway to deliver water 24x7 to this growing population focusing on 2050. He adds "Solid waste management is a big issue at Rajnandgaon. There is a company here which is working on a no-profit, no-loss basis. We just need to deliver our waste to this company and it will extract benefit out of it. And whatever infrastructure it will develop will be left to us".

This agreement is for ten years. If the company would like to continue it can do so otherwise the municipal corporation will take over the infrastructure and continue in association with some other company.

Septage management is key for smaller cities; therefore the corporation has already started planning for sewage disposal to the last point. Energy audit is a big thing. Street lights are being converted into LEDs.

Implementation is being done in association with All India Institute of Local Self-Government (AILSG). It is actively involved in the

proposal formulation and the municipal corporation will implement it. The municipal commissioner says "AILSG is performing a formidable role. We are the implementing agency but AILSG is advising us. We asked them for a plan for a marketing zone and an amusement park which they are including in the proposal. We have even asked them for a plan to make the name of Rajnandgaon synonymous with a futuristic city. It is being prepared by them".

So far as water supply is concerned pumping is biggest concern. The biggest energy loss happens in the pumping operation because maintenance is not proper. An audit is being conducted and once the results are available it will be known how much work needs to be done in this area. The city is planning for completely automated water system and semi-automatic street lighting system. Things like property tax and other services are proposed through e-governance. The State Government has decided to implement smart city project in Rajnandgaon which is a good initiative because there are no proposals to develop small cities as smart city. State government is supporting the city and municipal corporation hopes there will be good results. ✦



# AIILSG, EU partner to make Nagpur equitable

All India Institute of Local Self-Government is implementing Equi-City project in Nagpur to establish consistent channels of participatory municipal governance to facilitate equal access of municipal services to citizens across different strata, especially urban poor and marginalised groups. This project is one of the most influential projects in India today having its focus on equal delivery of municipal services in a city. The four-year long project is funded by the European Union



Equi-City Cell based in Nagpur Municipal Corporation (NMC) has intensified a range of ground activities to underpin concepts of equality framework for practitioners besides citizens.

The project stretches beyond the conventional delivery of municipal services and community participation. Through linking resources and developing respective capacities of local communities and municipal officials, Equi-City programme envisages doing away with the systemic barriers.

Project activities on ground are planned in a fashion to keep citizens well informed about the initiative alongside building mutual trust and collaborative environment through the interventions. This framework, furthermore, provides NMC officials the tools, and supports to identify and address issues besides building a diverse and inclusive workforce broadly representative

of the citizens and communities they serve.

Moreover, Equi-City strives to enable the local body to progress towards equitable city and support its competitive edge by way of measuring efficacy time to time, department wise as well as collectively. The team has organised many sensitizing events throughout the year to scale up the aim of providing equitable municipal services to urban poor.

## Promoting Diversity

The project aspires to promote diversity in local authorities by enabling participation by different communities or groups in the formation of social and economic policies in local governance systems.

Under the project, a Diversity & Equality Framework will be created to enable Nagpur Corporation to assess their human resources structure from an equality and



diversity perspective. It will be an internal assessment tool to ensure diversity within the municipal corporation. The survey for preparing the framework has already been carried out.

The survey has focused on aspects of cultural, gender, caste, religion, economic status diversity within the local body. The questions were asked in a manner so as to establish a link with the desired level of equality within the corporation for their employees working across different hierarchical positions.

The framework will also recognize the needs, values and contribution that employees from diverse backgrounds can make to local government and thereby encourage their participation at all levels. It will seek to promote diversity in leadership and decision-making roles, including elected representatives and senior staff.

The framework is expected to be non-discriminatory in nature providing equitable opportunities to each employee for merit based promotion, irrespective of community affiliations, and promote a community oriented approach.

It will also address equality concerns on job segregation and that of equal pay. Yearly organizational performance assessment of employees is expected to be based on the framework which will use the findings as a reference point for course correction. Based on the assessment, Diversity Committee will recommend remedial measures to strengthen diversity and equality in the NMC.

### City Development Forum

Equi-City cell along with Nagpur Municipal Corporation (NMC) constituted City Development Forum to improve dialogue between the citizens of Nagpur and city government, and enhance the quality and outreach of the municipal services rendered. Renowned environmentalist Girish Gandhi was appointed as the convener. The core group of CDF has representation from different sectors concerning urban management. The members include Dr Girish Gandhi, Rajiv Thorat, Prof Neelima Deshmukh, Dr P Sivasawaroop, Sandeep Shirkhedkar, Aprup A Adwadkar, Kaustav Chatterjee, Leena Buddhe, Sudhir Fulzele, GS Saini, Sunil Sahastrabuddhe and Atul Zoting. A dedicated team from Nagpur Municipal Corporation has also been selected to regularly interact with the CDF for implementing groups' suggestions for the benefit of locals.

The launch event was inaugurated by newly elected Mayor of Nagpur Nanda Jichkar. The mayor called for the involvement of youngsters in making the city beautiful. Nitin Gadkari, Union Minister of Road Transport, Highways and Shipping and Member of Parliament from Nagpur, addressed the valedictory session and appreciated the concept of participatory governance model taken up by NMC under Equi-City project. Gadkari said, "Citizens' feedback is very important to ensure that the future development roadmap of the Orange city matched the aspirations and needs of the populace."

Gadkari asked officials in Municipal Corporation of Nagpur to involve locals as much as possible in the planning and implementation process of city development schemes. He suggested setting up a 'think tank' at NMC so that for next ten years roadmap can be brought-up and implemented accordingly.

Girish Gandhi, the convener of the forum, proposed that the CDF must select a particular area of the city for implementing their ideas or solutions. This will work as a pilot project and help us in convincing people that the groups like CDF can deliver fruitful results by collaborating with local governments. It will also help us in scaling up the project easily in other areas. He stressed on preparing communication materials in local language for building better rapport and connection with people.

Deepraj Pardikar, Deputy Mayor, Shravan Hardikar, Municipal Commissioner, and, Sandeep Jadhav, Chairman of Standing Committee, were also present at the event. Guru underlined that citizens must take the lead and drive the change needed to ensure equitable distribution of services. He added that European Union had chosen Nagpur for rolling out programs of citizen's initiative and based on feedback and success; it will be implemented across the country. ✦

## HIGHLIGHTS

- » Formation of participatory forums, where stakeholders and local authorities can engage in collaborative solutions and coordinated action for equitable delivery of municipal services
- » Building technical capacity of officials in local authorities to equip them to be leaders and be responsive to urgent priorities
- » Sensitizing local authority officials towards implementation of diversity and equality frameworks in organization managed by local authorities
- » Development of tools which could help monitor and evaluate municipal service delivery
- » Heightening awareness of officials, citizens and poor urban dwellers on various initiatives and issues to promote accountability and transparency in operations while providing incentives for action
- » Formation of participatory forums



# Glimpses



1.



2.



3.

1. Mr. Prakash Javadekar, Union Minister of Environment and Forest (then), inaugurating South Asian Cities Summit-2015 at India Habitat Centre, New Delhi

2. Delegates registering for SAC Summit-2015

3. From (L to R) Mr. Roger Savage, Director, Atkins, Mr. Raj Liberhan, Former Director, India Habitat Centre; Dr. M Ramachandran, Former UD Secretary, Government of India, Ms. Elizabeth Gogoi, Oxford Policy Management; Mr. Palash Srivastava, Director, PPPI & Programmes, IDFC; Mr. V Suresh, Advisor, Good Governance, India Foundation; Mr. Sanjay Chauhan, Mayor, Shimla during the technical session on Financial Viability of Smart Cities

4. Delegates posing for a group photograph after signing Delhi Declaration-2015 during the SAC Summit-2015.

5. Audience were all ears to the discussion and pro-actively participated in the interactive sessions to put forward their suggestions and ideas



4.



5.



**South Asian Cities Summit-2016**  
Smart Cities - Aspirations and Challenges



1. Ms. Sumitra Mahajan, Hon. Lok Sabha Speaker, inaugurating 3rd SAC Summit at Hotel Ashoka, New Delhi

2. Mr. Suresh Prabhu, Union Minister of Railways, speaking at the 3rd SAC Summit, New Delhi.

3. From (L to R) Mr. Arunava Dasgupta, Head, Department of Urban Design, School of Planning and Architecture; Sunil Dubey, Regional Director, Metropolis; Dr. Ajay Suri, Regional Adviser - Asia, Cities Alliance; Prof. Chetan Vaidya, Director, School of Planning and Architecture, Mr. K. T. Ravindran, Dean Emeritus, RICS School of Built Environment during the session on 'Accelerating the Pace of Urban Rejuvenation - Through Efficient Urban Planning and Infrastructure'



3. UCLG-ASPAC held its Ex-Bu meeting alongside the SAC Summit in New Delhi. Many national and international delegates from Asia Pacific and beyond attended.

5. Team AIILSG at SAC Summit-2016





# AIILSG, Varanasi Municipal Corporation

## URBAN DIALOGUES-BETTER BANARAS

Union Minister of Housing and Urban Affairs Narendra Singh Tomar was the Chief Guest at the event. Apart from many Members of Legislative Assembly (MLAs) and State Ministers, BHU Vice Chancellor, Divisional Commissioner and representatives of civil society organisations pro-actively participated in the event



Union Minister of Urban Housing Affairs Narendra Singh Tomar delivering the keynote address during Urban Dialogues-Better Banaras

# A

II India Institute of Local Self-Government, in partnership with Varanasi Municipal Corporation and Urban Update magazine, convened the round-table conference Urban Dialogues-Better Banaras on August 31, 2017. The objective was to promote, review and deliberate on the implementation agenda of infrastructure development projects, Swachh Bharat Mission and Namami Gange programs among policymakers, municipal officials, academicians, elected representatives, the private sector, and other key stakeholders from within and outside Varanasi. Union Minister of Housing and Urban Affairs Narendra Singh Tomar was the Chief Guest at the event

### Inaugural Session

Varanasi Mayor Ram Gopal Mohley, in his welcome address, said: "When I was elected as the Mayor of Varanasi in 2012, Narendra Modi, then Gujarat CM, called several mayors and chairmen of Municipal Councils to Gandhinagar to take a pledge for making our cities clean and realise the dream of Mahatma Gandhi. Our Prime Minister has a vision of making India clean before the 150th Birth Anniversary of Mahatma Gandhi. All of

us have to work together to make this a reality."

Mohley said that AIILSG has been working in all parts of the country to empower urban local bodies and it was necessary for all elected representatives in ULBs to work for the people and ensure they get better and efficient services. Urban Dialogues for Better Banaras would lay a concrete roadmap for building a better future for our city.

Neel Kanth Tiwari, Minister of State, Law and Justice, Information, Sports and Youth Welfare, Government of Uttar Pradesh, was the Guest of Honour at the event. In his speech, he said it was necessary to put the culture and heritage of the city at the centre while making any plan for Varanasi. Tiwari said the State Government is planning Paawan Path scheme in sync with HRIDAY scheme of Government of India. All these streets and even water bodies in old Varanasi have their own historical and religious significance. All the roads leading to religious places will be repaired, and adequate mobility will be ensured.

Dr M Ramchandran, former UD Secretary, Government of India, said the resources are not a constraint for Varanasi. We need to utilize this opportunity to speed-

# oration organise

# VARAS

up implementation of various schemes and programs initiated by Government of India. Ramchandran said that citizen participation in planning was essential in smart city development to understand the ground level requirements of people. He said that Urban Dialogues series was trying to bring all cities together through which cities can learn from each other.

Girish Chandra Tripathi, Vice-Chancellor of Banaras Hindu University, was the Special Guest. He said that Varanasi has always been a smart city. It has adjusted itself to changing times while keeping its traditions and value system intact.

### Urban Infrastructure Development in Varanasi

Dr M Ramchandran chaired the first technical session 'Urban Infrastructure Development in Varanasi'. The key points of the discussion during the session were: smart city development and requirements of Varanasi, integration of heritage and culture in planning, basic service delivery and service level benchmarking, and urban mobility. Addressing the audience, Nitin Gokarn, Divisional Commissioner of Varanasi, provided the details of ongoing projects and planned works for improving city services and infrastructure.

Tikender Singh Panwar, former deputy mayor of Shimla, said that planners and policymakers must take into account the lifeline of cities. In the case of Varanasi, it is the River Ganga. Panwar gave the example of Leipzig city of Germany where the expensive Porsche cars are manufactured. He added that the German city has turned its 8-lane highway into six-lane and reserved two lanes for non-motorized transport. He said that we need to set our priorities right for achieving right kind of development for the city.

Pashim Tiwari, Technical Director of AILSG, pointed out the learnings from JnNURM projects and stressed on making operation and maintenance of the projects integral part of any government project. He said that cities must learn from each other. Like, Ambikapur is a

model city to learn solid waste management.

### Swachh Bharat Mission

Ashok Chaudhary, General Manager of Ankur Scientific, speaking about municipal solid waste management, said, "Almost 95 per cent of waste generated goes to landfill unprocessed. Per capita waste generation in India is 400 grams but in future it will reach up to 2.5 kg. We are generating electricity out of biomass and agricultural waste. Our organization has set up more than 1000 units in over 45 countries which is completely a sustainable solution".

While sharing information about sanitation and cleanliness drive, Ravi Ranjan Guru, Sr Executive Director of AILSG, talked about innovative solutions being implemented in other cities. Emphasising on E-toilets, he said, "When we go to NDMC area and cantonment area in Delhi, you can see these e-toilets. The best thing about e-toilets is water is continuously recycled and there is onsite solid waste compost."

### Namami Gange

Namami Gange session of Urban Dialogues had representation from academic, religious, civil society and technical domains to underline the requirements for cleaning Ganga River within the stipulated time.

Prof (Retd) UK Chaudhary of IIT-BHU, shed light on the technical aspects of cleaning River Ganga. "The main problem in keeping Ganga clean is the run-off of millions of tonnes of municipal sewage from cities, towns and villages into the river. There is a network of 475

kilometers sewage drainage lines in Varanasi, two thirds of which is choked," he said.

Vishambhar Nath Mishra, Mahant, Sankat Mochan Foundation and Professor at BHU, said that Ganga travels for 2550 km and Banaras belt is one of the most important because it has a connection with Lord Shiva. When the Ganga Action Plan was launched in Banaras in 1986, the total sewage disposal was approximately 50 MLD. Ganga Action Plan was divided into phases, this was almost an experiment and it was pre-decided that if it is successful for Ganga then it will be implemented for the other rivers as well but the results were not amazing. The first phase development generated infrastructure for 102 MLD. The objective of the Plan was to create infrastructure to dispose 150 MLD sewage back then; today the requirement is for 350 MLD disposal, but the available infrastructure is for 150 MLD. ✦

“ I congratulate AILSG and all participants for holding this important event. This country is taking a new shape...If the country has to be changed we will need to take tough decisions. I take pride in saying that because of our Prime Minister's efforts cleanliness has become a movement in the country and we need to give further impetus to it.

*Shri Narendra Singh Tomar  
(on Aug 31, 2017)  
Honorable Union Minister of  
Housing and Urban Affairs*

# PAVING PATH FOR SKILLED EMPOWERED INDIA

AIILSG to provide employment linked skills training courses in Ranchi, Deoghar, Jaipur, Kota and in the cities of Gujarat to enable youngsters to enter into competitive industrial, service and corporate arena



Chief Minister of Jharkhand Raghubar Das with Ravi Ranjan Guru, Sr. Executive Director (AIILSG) and Saikat Mukherjee, Project Head, Skill Development Cell of AIILSG after signing an MoU for skill development during Momentum Jharkhand in Ranchi

**W**orking towards its vision of enhancing the employability of youth through skill development, AIILSG was selected by Jharkhand Skill Development Mission to establish and operate Mega Skill Development Center in Jharkhand in PPP mode.

This project is aimed at increasing the employability of the youth and empowering them to take part in the economic growth of Jharkhand and India and thereby reduce unemployment and under-employment.

“The institute will focus on imparting skills by driving various full time and certificate skill enhancement courses in the healthcare sector. AIILSG is also working closely in other focused sectors to create a pool of skilled workforce, said Ravi Ranjan Guru, Senior Executive

Director AIILSG. He added that AIILSG believes that the key element for the successful implementation of the Mega Skill Centre in Jharkhand would be community participation and mobilisation.

The objective is to make participants from all sections of society a part of the Jharkhand’s skill development movement. Community participation would take the people a step beyond just utilisation of services and being passive users, to a level where they would want to be a part of the skill development for the future of their family and community. Likewise, community mobilisation would bring together and empower members of the community from various sectors to raise awareness about the skill development program.



*Mega-Skill  
Development  
Centre in  
Jharkhand*

## Affiliations

- Apparel Made ups & Home Furnishing Sector Skill Council (AMHSSC)
- Healthcare Sector Skill Council (HSSC)
- Green Jobs Sector Skill Council (GJSSC)
- Electronics Sector Skill Council (ESSCI)
- IT-ITES Sector Skill Council (Third Party Assessment) (NASSCOM)

Towards achieving this objective, a Concession Agreement, pursuant to a selection process was signed on March 28, 2017, between AILSG and Jharkhand Skill Development Mission.

The project will identify people from various sections of society and train them to provide employment in the healthcare sector. AILSG has established Mega skill development centre in Ranchi & Deoghar districts with a skill training capacity of 3,000 to 5,000 beneficiaries per year for both residential and non-residential training. AILSG is making all efforts to make sure participants from all sections of the society become a part of the JSDMS skill development movement.

### Employment linked skills training courses in Jaipur and Kota

AILSG has also signed an MoU with Rajasthan Skill & Livelihoods Development Corporation (RSLDC) for implementation and execution of its ambitious Employment Linked Skills Training Program (ELSTP) in Jaipur and Kota. The objective of the ambitious program is to train youth from the economically weaker sections of society and help them with exploring wage/self-employment opportunities within and outside the state. This program will uplift and employ over 900 beneficiaries over a period of three years.

AILSG believes that this project will boost employment

opportunities for school dropouts, 10th or 12th pass outs, and unemployed graduates. Implementation of ELSTP courses will create a catalytic impact on the growth of Rajasthan thereby reducing unemployment and underemployment.

Saikat Mukherjee, Project Head, Skill Development Cell, AILSG, said, "the courses are specifically designed by experts to nurture and uplift students' vocational skills, technical abilities, and soft skills". He added that the new skill development centres in Jaipur and Kota are being set up under PPP model which will deliver short-term programs across industry sectors including renewable energy, electronics, retail, etc. Many of these programs are linked with wage employment and self-employment to set up micro enterprises.

### Employment through skill training and placement program in Gujarat

Gujarat Urban Livelihood Mission (GULM) also selected AILSG to establish and operate Skill Development Centers in the state of Gujarat. The project is aimed to increase the income of urban poor through structured, market-oriented certified courses that can provide salaried employment and self-employment opportunities which will eventually lead to better living standards and alleviation of urban poverty on a sustainable basis.

The focus would be on training of the urban poor to enable them set up self-employment ventures and be fit for salaried jobs in the private sector. The EST&P Program intends to fill the gap between the demand and availability of local skills by providing skill training programs as required by the market. Towards achieving this objective, AILSG has established Multi Trade Skill Development Centre in Ahmedabad with a skill training capacity of 500 beneficiaries per year. AILSG will open similar skill development centres in seven municipal corporations in the state. ✦



# Mayors Demand More Powers

**Ranjit Chavan, President of AIIISG, was unanimously elected as the Working President of the Maharashtra Mayors' Council.**

**M**ayors from across the State participated in the Maharashtra Mayors' Council meeting held in Goa recently. The meeting was presided over by Vishwanath Mahadeshwar, Mayor, Brihanmumbai Municipal Corporation.

Mahadeshwar guided the participants and shared his experiences. He said that mayors should have the power to call meetings of chairpersons of various subject committees and heads of departments. They must have general powers of inspection and give directions to the commissioner regarding the implementation of any resolution of the corporation or any committee. He added that the mayor must have access to records of the corporation and obtain them from the commissioner. Regarding suspension or cancellation of resolutions passed by the corporation, he demanded that government may obtain an explanation from the corporation before taking such action.

Other mayors from the state shared his view and said that mayoral post has become a symbolic designation and demanded more administrative and financial powers for mayors for improving civic services in cities.

Ranjit Chavan, President of All India Institute of Local Self-Government and former Mayor of Vadodara Municipal Corporation was the Convener of the Maharashtra Mayor Council. In his introductory speech, he said, "a mayor represents millions of people. All these citizens have a lot of expectations about the facilities offered by the municipal corporations. If these expectations are not met, the mayor has to bear the brunt of the public. To meet these expectations of the common people, the administrative and financial powers are a necessity for the mayors."

Chavan informed that the Brihanmumbai Municipal Corporation and all other municipal corporations in Maharashtra have suggested amendments to be made to give more powers to the mayor. He shared information about the powers of the mayors of Uttar Pradesh, Karnataka, Kerala, Rajasthan and Odisha. All the mayors present at the council meeting unanimously supported the proposed amendments.

During this meeting, the primarily suggested amendments included: Mayors be given financial authority (up to a particular budget); they should be given some authority in the corporations'



*Vishwanath Mahadeshwar, Mayor of Brihanmumbai Municipal Corporation, and Ranjit Chavan, President of AIIISG along with mayors from the state during Maharashtra Mayors' Council meeting in Goa*

administration; they should be given the right to implement the resolutions passed by the General Assembly and the right to demand records of various municipal departments.

It was also suggested that the Mayor should be Chairman of the Tree Authority instead of the Municipal Commissioner and before suspending or cancellation any resolution passed during the General Body Meeting, the corporation should be consulted.

In the meeting, the discussion saw active participation from Rajendra Devalekar, Kalyan-Dombivli Municipal Corporation Mayor; JaywantSutar, Mayor of Navi Mumbai Municipal Corporation; Dimple Mehta of Mira-Bhayandar Municipal Corporation; Nanda Zichkar, Mayor of Nagpur Municipal Corporation; Kavita Chautala, Mayor of Panvel Municipal Corporation; Sanjay Narve, Mayor of Amravati Municipal Corporation; Meena Allahani, Mayor of Ulhasnagar Municipal Corporation; Nitin Kalge, Mayor of Pimpri - Chinchwad Municipal Corporation; Swati Yavaluje, Mayor of Kolhapur Municipal Corporation; Sheela Bhavare Mayor of Nanded-Waghala Municipal Corporation; and Rupesh Jadhav, Vasai-Virar Municipal Corporation's Mayor. A large number of officers of various municipal bodies also attended the Maharashtra Mayors' Council. ✦





## *Quality is just one of our strengths*

AIILSG has begun skill development programmes in Rajasthan and Jharkhand. The institute with its 90 years of experience in the field of capacity building would impart training to youth living in rural areas of these two states to make them employable in various emerging sectors-

Apparel, Beauty & Wellness, Electronics, Healthcare, IT-ITEs, and Renewable Energy.

As per Mou signed, AIILSG will train 16,000 youngsters.

**AIILSG IS COMMITTED TO BUILD EMPOWERED INDIA WITH SKILLED HUMAN WORKFORCE**

For Details, email at [delhi@aiilsg.org](mailto:delhi@aiilsg.org)

# Building efficient municipal workforce for modern cities

AIIILSG is training municipal officials and elected representatives in 13 states across India under AMRUT. The Institute has already trained 3357 municipal staff and elected representatives through 128 training programs and workshops



AIIILSG is at present working with eleven state governments across the country under Atal Mission for Rejuvenation and Urban Transformation (AMRUT).

This is a flagship program of the Government of India to transform the cities with the active involvement of urban local bodies. The Institute has been conducting training programs across these states to equip the officials, technical and civil both, to deal with the challenges that cities face today; be it transport, waste management, sanitation or water supply among others. In the last two years, AIIILSG has conducted about 128 such training programs.

The modules are prepared and designed keeping in mind the specific problem of the particular city or state where the training program is held. Under this training program not only urban local bodies officials are imparted training but elected representatives are also trained. The training sessions are conducted by various experts in their respective fields.

## AMRUT Training programs

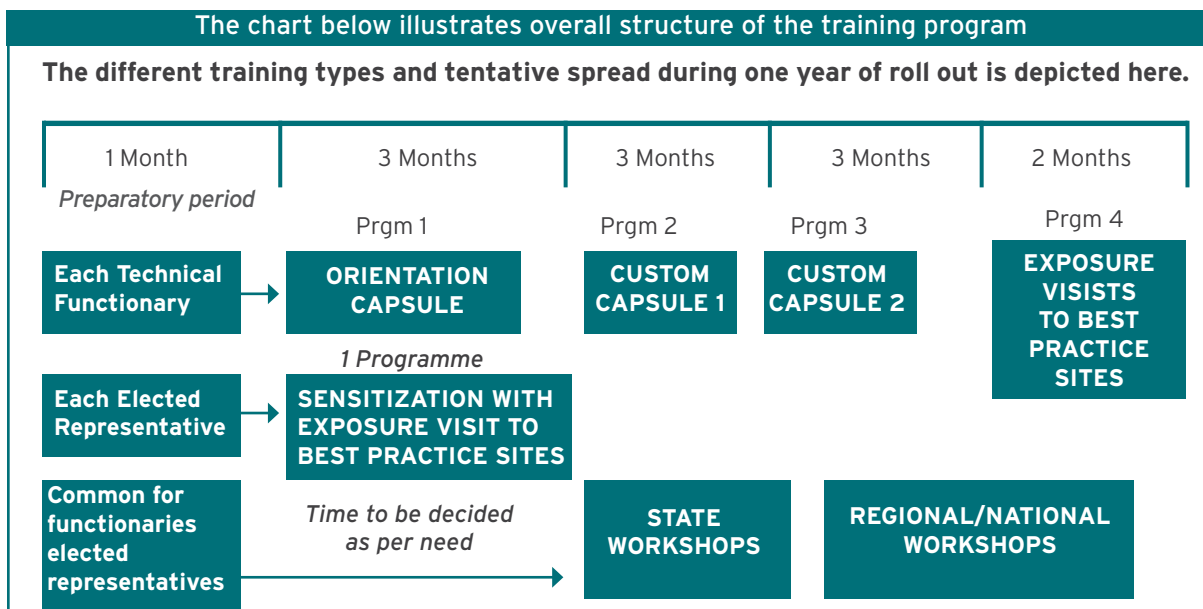
The Atal Mission for Rejuvenation and Urban Transformation (AMRUT) was launched by the Ministry of Urban Development in 2015 with the aim to improve

institutional outcomes (e.g. accountability and transparency, service delivery, citizen empowerment, resource mobilization). To support this mission, Ministry of Urban Development has empanelled various entities for conducting training in various states and All India Institute of Local Self-Government (AIIILSG) is one of the empanelled agencies in AMRUT for training.

The purpose of individual training is to enhance the functional knowledge, improve the job related skills and change the attitude of municipal functionaries. The focus of training will be on the four departments i.e. Finance & Revenue, Engineering and Public Health, Town Planning and Administration.

AIIILSG is working with Sikkim, West Bengal, Punjab, Chhattisgarh, Jharkhand, Tamil Nadu, Maharashtra, Odisha, Gujarat, Himachal Pradesh, Arunachal Pradesh, Mizoram, Andaman & Nicobar Islands.

The training has many interactive sessions like quizzes, discussion etc. and site visits to WTP, STP, Solid Waste Management, and e-governance. Custom Capsule 1 and Custom 2 are prepared on the basis of training needs assessment and feedback form filled by the participants in the orientation capsule.



### Chandigarh, Punjab

In Punjab, AILSG has conducted 14 training programs till now under AMRUT. Of these two were on administration, three on finance and revenue, and five on public health and engineering and the remaining were orientation programs. About 500 officials have been trained in these three areas. The main purpose of the training was to make participants understand the various schemes of the central government. How to implement those schemes and achieve the desired results was discussed.

Dr Sumit, Capacity Building Expert, Punjab

Municipal Infrastructure Development Company, said “capacity building is to enable an individual. So subject wise we invite people for these training programs. Like in this training program engineers have been invited so that they can understand where the focus is and what the solutions are”. He added “AILSG is giving its best and whenever we ask them to conduct training programs they always give their best. We are able to source experts from the Institute who can deliver sessions on their respective subjects. Experts of AILSG are of very good quality and sessions are quite elaborate.”

### National Level Workshop in Ranchi

A national-level workshop was organised at Ranchi, Jharkhand for municipal officials and staff of urban local bodies on sustainable urban transport. More than thirty municipal officials from different cities from across the state participated. The idea of the workshop was to create awareness of what sustainable transport system is and what are its different components. How a smart and efficient transport system can be put in place. The idea was to have a ‘hands on’ learning approach making extensive use of case studies linking different components of urban transport system. At the end of the program participants were satisfied and said that they are going back with fresh ideas and will try and implement them. Anand, one of the participants lauded the role of AILSG and said “the training session conducted by AILSG is extremely beneficial and it will help us contribute in making the cities better. We are being trained on how to keep the city clean and make it smart under the AMRUT program. What kind of problems we face and how to resolve them and plan better”. ✦

Sr No.	State	Participants trained
1	Andaman & Nicobar Islands	148
2	Punjab	501
3	Chhattisgarh	591
4	Gujarat	173
5	Himachal Pradesh	56
6	Jharkhand	411
7	Maharashtra	453
8	Mizoram	62
9	Odisha	170
10	Sikkim	16
11	Tamil Nadu	115
12	West Bengal	661
13	Arunachal Pradesh	---
<b>Total Participants Trained</b>		<b>3357</b>

# AILSG studies financial functioning of municipalities for DFC

The three studies included—Study 11: Analysis of the arrangements for revenue mobilization, tax and non-tax by municipalities with reference to optimum utilization from currently available sources, innovative sources and identifying the scope for maximizing the same; Study 12: Analysis of the Fiscal Transfers to Local Bodies in Delhi by the Central and State Governments, and Study 14: Analysis of the Expenditure of the Municipalities in Delhi, on Revenue and Capital Accounts with reference to the obligatory and discretionary functions and identifying the scope for achieving higher levels of economy and efficiency



The research team of AILSG prepared three study reports for the 5th Delhi Finance Commission. The study team followed a specific approach and methodology to accomplish the objectives and tasks set under the terms of reference of the 5<sup>th</sup> DFC. The specific approach included the discussions with the Chairman, Member Secretary, and other members of the DFC about the approach and methodology that the team would adopt, and meeting with officials of the five municipalities. The data relevant to the report were collected from earlier finance commission reports, legislations, economic survey reports, maps, budget, financial statements of local bodies, internal and external audit reports, etc.

## Study 11

Study 11 focused on roles and responsibilities of Urban Local Bodies to improve the financial position of municipalities. In preparation of the report, the receipts included Revenue Receipts, Capital Receipts, Loan, and other receipts as contributions from pensioners, subscription from the medical facility by employees, income from transfer of markets from L&DA, etc. In addition to these, tax revenue (includes taxes, duties, toll, fees & miscellaneous receipts), non-tax revenue, assigned revenue, and grants were also referred. Further, a projection was made between business as usual versus additional efforts and it was also compared to other large cities such as Bangalore, Chennai. The report suggested that there are various financing options available for LBs to augment their resources, with an emphasis on private sector participation.

## Study 12

The Study discusses the vertical imbalance in the assignment of revenues and expenditures between different levels of government. It looked at resource transfers from the Union Government to states and from states to local bodies. The study examined the different components of devolution namely, basic tax



*Dr Sudhir Krishna, Chairman, 5th Delhi Finance Commission, and members presented their report to Anil Bajjal, Lieutenant Governor of Delhi, in the presence of UD Minister of Delhi Satyendar Jain. A part of the study was completed by AILSG research team*

assignment, grants, and Municipal Reforms Fund. The study involves detailed analyses of revenues of each of the local governments in Delhi and their expenditures for the ten year period from 2006-07 to 2015-16.

The study identified the gap between own revenues of the municipal corporations and their expenditures represented as deficit at the existing standards of services delivered by the respective municipal corporations. The study used the data on revenues and expenditures of the individual local bodies in Delhi from 2005-06 to 2015-16 then project their revenues and expenditures from 2016-17 to 2020-21.

## Study 14

The Study bifurcated expenditure into revenue and capital items concerning the obligatory as well as discretionary functions, and identified the scope for compression of expenditure, to the extent possible so that higher levels of economy and efficiency may be achieved. The basic premise of this study is to assess the expenditures of the Corporations on the basis of quality of expenditure involving three aspects—adequacy of the spending (adequate provisions for providing public services), efficiency of expenditure use, and the effectiveness (assessment of outlay-outcome relationships for select services). ✦





AILSG has a footprint across the value chain in urban transformation.  
Our areas of functioning involve creating and appraising DPRs,  
monitoring & evaluation and capacity building under  
*Atal Mission for Rejuvenation and Urban Transformation (AMRUT)*

The institute is active in **200** cities of **13** states

**3357** Municipal officials/employees trained  
**130** training workshops



# AILSG empowers municipalities for building clean cities in India

AILSG is providing its technical expertise to municipalities in India to improve sanitation in cities. Our team of experts is conducting training programs on SBM for municipal staff and also preparing DPRs, and doing technical appraisal of the projects of solid waste management in various cities across India



The All India Institute of Local Self-Government (AILSG) has trained around 500 municipal staff and officials of Delhi government in the national capital alone.

A total of 12 Swachh Bharat Mission (SBM) training programs have been completed in Delhi; out of which eight were for Delhi Government officials and four training programs were for the officials of East Delhi Municipal Corporation.

The training program for the EDMC trained 187 officials and the programs for Government of Delhi trained over 300 officials. The SBM training program is a three-day event that has four sessions on each day making 12 sessions in total.

The various topics of the training programs were: Introduction to SBM(Urban): Objectives, Component, Target and Process; Understanding All Components, funding pattern & financial process of SBM(Urban); National Urban Sanitation Policy; Methodology for the preparation of State Sanitation Strategy Under SBM(Urban); Municipal Solid Waste- Rules & Regulations; Municipal Solid Waste Management of Delhi: key Issues & Challenges; Delhi state Sanitation Policy, Plan & strategy for the effective implementation of SBM(Urban); Roles & responsibilities of municipal officials in Solid Waste Management of Delhi.

The event had eminent speakers from the domain of solid waste management and sanitation. The list of speakers included Praveen Bharadwaj, Expert, MoUD; Dr Shyamala Mani, National Institute of Urban Affairs (NIUA); Ramesh Negi, IAS, Ex- Principal Secretary, Delhi; Surender Pal, Former Superintendent Engineer from Municipal Corporation, Delhi, Dr. P.P Singh, Faculty AILSG & Health Consultant; Sunil Kumar, Solid Waste Management (SWM) expert from AILSG, Dr RPS Yadav, Director Capacity Building & Training; and Rajeev Kumar, Expert from AILSG. They trained participants by sharing their experience and innovative practices in the field.

## DPR and Technical Appraisal of SWM Projects

AILSG has prepared Detailed Project Report of SWM for 28 cities in four states namely Jammu & Kashmir, Delhi, Uttar Pradesh and Assam. The scope of work was to understand the need to enhance the existing Municipal Solid Waste Management (MSWM) system for the ULBs and thus improve the health and living standards of its residents. The objective of the project is to introduce appropriate technologies for management of MSW so as to prevent the waste from causing pollution and health hazards. ✦

Sr No	State	Project – Detailed Project Report
1	Jammu & Kashmir	Doda, Bhaderwah, Kishtwar
2	Delhi – NCR Loni	Loni
3	Uttar Pradesh	Ghaziabad, Lucknow
4	Assam	28 cities—North Guwahati TC, Gauripur TC, Bilasipara TC, Goalpara MB, Lakhhipur TC, Lanka MBDoboka TC, Mariani TC, Majuli TC, Simaluguri TC, Sonari MB, Lala TC, Lakhipur MB, Karimganj MB, Badarpur TC, Gossaigaon TC, Basugaon TC, Bijni TC, Kajalgaon TC, Udalguri TC, Tangla TC, Diphu TC, Donkamokam TC, Hamren TC, Howraghat TC, Bokajan TC, BakaliaTC, Tezpur, Baithalangso, Jorhat
Sr No	State	Project – Technical Appraisal Report
1	Jammu & Kashmir	Kathua Cluster, Samba Cluster, Rajouri Cluster, Poonch Cluster, Kargil, Billawar Town

International Center of EQUI-T

# AILSG launches International Center for Differently-Abled



AILSG activities with the differently-abled populations are anchored at its International Center for Differently Abled ('IC- Differently') under the aegis of AILSG's International Center of EQUI-T (ICEQUI-T). The ICEQUI-T team has been undertaking humble efforts for more than four years to empower the differently-abled populations.

On International Day of Persons with Disabilities December 3, 2016, it crystallised its own efforts under this sub-institutional entity of 'IC-Differently'. The center was launched at the hands of Prof Elinor Brunnberg, Prof Emeritus, Malardalen University, Sweden & Director, Malardalen Research Center, Sweden; Atul Bivalkar, Managing Director, Eagle Burgmann India Private Ltd and Dr Mukesh Kanaskar, Deputy Director General, All India Institute of Local Self-Government (AILSG). The center is instituted with the vision of 'Enabling Appreciation & Inclusion of Diversity in Abilities' with a positive expression of the rainbow of abilities each human being possesses, irrespective of the kind of disability.

Kanaskar shared the genesis & vision of this center and the contours of concrete actions for future. A world renowned personality Prof Emeritus

Elinor Brunnberg working on the issues of differently-abled populations graced the occasion as Guest of Honour. She narrated her experience of working with differently-abled population especially from Eurochild initiatives and Children as Agents of Transformation (CATS). During her address, she appreciated this initiative and highlighted its importance in context of all developing countries.

The programme concluded with a musical performance by blind girls from 'Andha Mulinchi Shala', Kothurd, Pune.

Apart from crystallising its work in field directly for the empowerment of differently abled, an important task undertaken by 'IC- Differently' is addressing the

acute shortage of eye balls for the blind. Of the annual requirement of 1,50,000 per year in India, only 35,000 become available. Considering the plight of the blind populations perpetuated by the lack of awareness about eye donation in common populace, 'IC- Differently' in collaboration with an NGO- Drushti and Savitribai Phule University Pune, Bharati Vidyapeeth University, Shivaji University, Solapur University & National Service Scheme had started a mega eye donation pledge drive in November, 2016. Till February 28,

2017, 'IC- Differently' along with the collaborators has enabled more than 15,000 pledges for eye donation across Maharashtra and linked them with the nearby relevant medical facilities.

The young volunteers who participated in the Mega Eye Donation Pledge Drive were felicitated on 26th January 2017 by Prof Marianne Velandia from Malardalen University, Sweden who was a Guest of Honour. Velandia shared her experience and learnings from the Swedish context. Gajendra Dixit, Manager, National Stock Exchange Corporate Social Responsibility, Sagar Dhumal, President of Drushti, & representatives of the collaborating universities participated in the program. The occasion also celebrated inspiring stories of achievement of those who overcame the challenges (their disability) through sheer determination and perseverance. ✦

**The International Center for Differently (IC-Differently) under the aegis of AILSG's International Center of EQUI-T (ICEQUI-T) is making efforts to empower the differently-abled population in the country by organising workshops and spreading awareness among all stakeholders**



The dignitaries who participated on this launch were (Right to Left): Shweta Gupta, Executive Director, International Center of EQUI-T of AILSG; V Vijaykumar, Senior Advisor, AILSG; Shrinivas Indapurkar, Programme Director, AILSG; Jeevan Chavan, IDBI; Prof Emeritus Elinor Brunnberg, Director, Malardalen Research Center Sweden; Atul Bivalkar, Managing Director, Eagle Burgmann India Limited and Dr Mukesh Kanaskar, Deputy Director General, All India Institute of Local Self-Government (AILSG); Dr Vijay Kulkarni, Bharati Vidyapeeth Deemed University and Dr Usha Varghese, Bharati Vidyapeeth Deemed University



# AILSG to prepare GIS-based Master Plan for five towns of Arunachal



Department of Town Planning and Urban Local Bodies of Arunachal Pradesh recently awarded AILSG the consultancy for preparation of GIS-based Master Plan of five towns—Aalo, Daporijo, Namsai, Pasighat and Ziro

## A

runachal, the land of rising sun, is a sprawling mountainous territory, a land of mighty rocks and luxuriant forests. In the times when all the states are making their cities and towns efficient, smart, the State government is also gearing up for improving its urban management system with multiple strategic interventions.

Urban areas in Arunachal Pradesh have not received much attention concerning their planning, development and management despite the fact that cities and economic growth are inextricably linked.

As on 2017, there are a total of 32 notified towns and one census town. According to census 2011, the urban growth rate of Arunachal is 37.55%. It is expected that the ratio of state's population living in urban areas would increase to nearly 40% by 2026 and cross 50% by 2051. The number of urban settlements is growing relatively at a rapid rate. It means that a large number of settlements for a significant percentage of the population have to be planned urgently to ensure economic growth of the state and well-being of the people.

To address this requirement, the Government of Arunachal Pradesh under Department of Town Planning and Urban Local Bodies has awarded AILSG the consultancy for preparation of GIS-based Master Plan of five towns namely Aalo, Daporijo, Namsai, Pasighat and Ziro. Ever since the formation of the state, this is

a very first initiative by Arunachal Government in the field of town planning. It is an excellent opportunity for AILSG to contribute its expertise in the area of urban development and help the State government in the planning of its urban centres.

The Master Plan is a policy framework for decisions that affect the physical, social and economic environment of the Town. It represents goals and strategies to guide the Town over the next ten years especially in hilly areas. The Plan provides vision, direction and a defined achievable future for the Town by establishing specific goals and strategies for land use; community appearance and design; housing and neighbourhoods; jobs and economic vitality; transportation; public services and facilities; natural resource protection; open space and recreation; history, arts and culture; and regional coordination. It is also the basis for making day-to-day decisions on land use conversion that follow an optimistic and long-term vision.

AILSG has already studied physiography, regional importance, settlement pattern, economic development and ecology of each town and based on that a broad level development issues are identified. Further, AILSG is in the process of developing planning area maps, technical & operational approach to the project and adaptable methodology to complete this project within a given timeframe. ✦

# Join The DEBATE

TAKE THE DIALOGUES ON CITIES & SUSTAINABILITY FORWARD

Urban  
DIALOGUES



AIILSG organises Urban Dialogues and annual South Asian Cities Summit to stir the debate on relevant urban issues and bring forward the workable solutions for urban local bodies. These events provide a platform to experts, city leaders, municipal officials and citizens to converse and exchange ideas.

## Partnered In



## Energy Conservation Building Code (ECBC)

# Driving energy efficiency agenda in 12 states, five UTs



The Energy Conservation Building Code (ECBC) was launched by Ministry of Power, Government of India in May 2007, as a first step towards promoting energy efficiency in the building sector. ECBC is applicable for commercial buildings (public buildings) or building complexes that have a connected load of 100 kW or greater or a contract demand of 120 KVA and greater to ensure that overall energy consumption will be minimised without compromising on comforts.

AIIISG has set up ECBC cells in 12 states namely Karnataka, Kerala, Chhattisgarh, Goa, Arunachal Pradesh, Assam, Sikkim, Meghalaya, Manipur, Mizoram, Nagaland and Tripura, and five Union Territories—Andaman & Nicobar Islands, Dadra & Nagar Haveli, Daman & Diu, Lakshadweep and Puducherry.

### ECBC Cell in Chhattisgarh

The first ECBC Cell by AIIISG was established in Chhattisgarh by a MoU between Bureau of Energy Efficiency (BEE), CREDA (Chhattisgarh State Renewable Energy Development Agency, a State Designated Agency and AIIISG. The cell ensured the co-ordination among all relevant state departments (SDA, UDD & PWD) for the integration of ECBC provisions within the building regulations including the compliance mechanism. The cell undertook capacity building of ULBs and other government agencies to enable them to implement the Code. Some activities included:

- » ECBC Cell works with CREDA for its implementation by giving technical and logistical support
- » Developing strategy to notify ECBC in the State Gazette in consultation with CREDA
- » Review of the Chhattisgarh state ECBC document, review of ECBC Rules with respect to implementation in Chhattisgarh
- » Presentation to stakeholders to explain the Chhattisgarh ECBC
- » Coordination with all the relevant state departments (SDA, UDD and PWD) for integration of ECBC provisions within the building regulations including compliance mechanisms.
- » Attending all coordination meetings as desired by the relevant departments and providing its feedback to SDA/BEE/UNDP-GEF-BEE PMU
- » Assistance in the integration of ECBC within local



building regulations in the state

- » Support project preparation and implementation for demonstration projects, state specific roadmap, reporting database structure for ECBC compliant and energy performance of government buildings
- » Support training and capacity building of ECBC professionals in State including identification of training resources
- » Documentation of BEE star rated/Green rating buildings and geo-spatial mapping of Chhattisgarh state climatic zones, districts and divisions
- » Supported CREDA, in architectural designing for their project, on ECBC compliance net zero building design.
- » Technical support to upcoming government public buildings to make them ECBC compliance.

Energy efficiency is concerned with the improvement of energy security and efficient environmental management. One of the best ways to be energy efficient is being aware of how energy is used. As a consequence, making conscious decisions, energy efficiency will come through energy conservation. Energy efficiency can save money, can reduce energy use and can help the environment by changing our way of thinking and a few of our habits.

Therefore, awareness raising and motivation are the key parameters for energy efficiency rather than the formal written initiatives. Our main aim is to create awareness and build capacity amongst the people of the state to join hands for making an energy efficient Chhattisgarh. ✦

# IIM-Ahmedabad, AILSG organise training on corporate governance

**I**ndian Institute of Management Ahmedabad and All India Institute of Local Self-Government (AILSG) jointly organised a three-day residential training program on Corporate Governance to train Municipal Commissioners, Deputy Commissioners, Chief Executive Officers (CEOs) and Managing Directors from many cities selected under Smart Cities Mission. A total of 35 city representatives attended the training held between July 4-6, 2017.

The training program had nine interactive sessions where eminent urban planning and development experts from around the country gave lectures on smart city concept and requisite efforts for effective implementation. The program offered an excellent insight into the ideas and processes that can transform an SPV of a Smart City, a corporate body, into a highly effective organization to meet all challenges.

The panel of speakers comprised professors from IIM Ahmedabad and domain experts— Ajay Pandey, Bimal Patel, Pashim Tiwari and Sebastian Morris. The key managerial officers of Special Purpose Vehicles (SPVs) had lively discussion with the panel of experts.

On the first day of the event, Ravi Ranjan Guru, Sr Executive Director, AILSG, interacted with the panelists and the participants. He said that AILSG has been working in the domain of local governance since 1926 and it was a moment of pride that the institute is playing a pro-active role in urban transformation by engaging in various missions of Government of India. He said that the efforts would bear good results and the urban scene would change soon.

“The vision behind the programme lies in helping the Ministry of Housing and Urban Affairs in increasing the capacity of CEOs of smart cities in delivering urban renewal of cities through integrated development whilst utilizing a combination of grants and innovations which would be a paradigm shift from the existing sectoral implementation and grant based financing framework”, said Pashim Tiwari, Technical Director, AILSG.

Addressing the participants during the training, Tiwari further said, “‘Smart cities’ is a relatively new concept. There is no universally accepted definition of a smart city on which the whole idea can function. Smart cities are planned and executed by Special Purpose Vehicles, also known as, SPVs. The traditional way of operations of a municipal corporation is entirely different from how a Special Purpose Vehicle functions. This serves



## THE TRAINING BROADLY COVERED THE FOLLOWING ASPECTS:

- » Corporate Law that includes corporate separateness, corporate purpose, corporate finance and limited liability, rethinking of corporate boards, fiduciary duties etc.
- » Company Structure that includes Power of Directors, how to exercise independent judgment, how to exercise reasonable care, skill & diligence, how to avoid conflicts in the company etc.
- » Roles and responsibilities of Directors including duties, ways to exercise duties, ways to avoid conflicts, how to build capacities of entire workforce, how to keep high ethical standards etc.

as the reason why there is an immense need to train the existing managerial personnel of the SPVs of smart cities in India.”

The second day of the programme witnessed sessions by Prof Ajay Pandey on creation of a smart city and the participation of the private sector in building and maintaining smart cities which was followed by Prof Morris elaborating on PPP's and their treatment of sewage and water.

Dr Bimal Patel, Chairman of the Board of Governors of the School of Planning and Architecture, Bhopal, leader of HCP Design Planning and Management Pvt. Ltd., a leading architecture, planning and project management firm, was the guest speaker for the third day of the event. The final day of the event concluded with Dr. Patel sharing meaningful insights about the perspective behind a smart city. ✦



# AILSG to strengthen nursing workforce in Gujarat

To create a skilled workforce in health sector, AILSG proposes to enlarge its outreach by opening up nursing colleges in various states. The recent addition was a new nursing college in Ahmedabad



Health is one of the primary duties of the State along with education, in a welfare state like India. For the business sector also, healthy workers mean more productivity. State provides health facilities, mostly at very low cost to the populace. However, to augment the facilities provided by the Government, private sector is also contributing in a big way to provide healthcare at reasonable cost.

Apart from trained medical personnel, there is tremendous demand for support staff in this field. In view of this demand and shortage of trained nurses all over the country and abroad, and considering its employment potential, the Health Department of Government of Gujarat had requested AILSG to start suitable Nursing Courses. AILSG started the first batch of the Diploma course in General Nursing & Midwifery Course in September 2004 at its Nursing Academy with the recognition of Gujarat Nursing Council and Indian Nursing Council.

Recently, Rajiv Agarwal, IAS (Retd.), Director General of AILSG, inaugurated the Nursing College in Ahmedabad. In his inaugural speech, he spoke about the importance of nursing schools in the growing scenario of Healthcare. He added that AILSG proposed to open a nursing college in each state of the country. AILSG is also planning to set up a National Mission to benefit the students in its various centres who aspire to join the healthcare and sanitation sector.



Director General, Rajiv Agarwal IAS (Retd.) inaugurated the Nursing College in Ahmedabad. Hansa Patel, Executive Adviser, AILSG was also present.

Hansa Patel, Executive Adviser, AILSG, also addressed the audience and underlined the significance of nursing colleges to bridge the gap between the requirements and present availability of skilled nursing staff.

## Health insurance and India

With rising medical cost, there is need for a wider penetration of health insurance. In a country with a population of 1.25 billion people, private health insurance penetration is still only approximately 5 per cent. Moreover, in India the share of out-of-pocket expenditure in overall healthcare expenditure is significantly higher than in comparison to developing countries as well as the developed countries.

Healthcare spending in India is focused on low income and Below Poverty Line (BPL) segments. The primary objective of the government is to make health services universal and accessible to all. However, this cannot be done without

involvement of private sector. For the people who are risk averse, it is important to incentivize them by offering some value to them like free health check-ups or discounts, which will help in realizing the goal to make health insurance universal. To make healthcare available to all sections of the society, health insurance plays an important role. Healthcare has been one of the fastest growing segments within the insurance industry.

## Skilled healthcare workforce

There is demand for trained nurses, both in government and private sector. These days, nurses, who can educate or manage other nurses, are in high demand. These career-oriented positions typically pay better, sometimes even into six figures, but do require additional education. Management, education, and advocacy are three essential roles in recruiting more high quality professional nurses to the field who can adopt new technologies. ✦



Urban Update magazine, published by All India Institute of Local Self-Government (AIIILSG), is for a global community of urban thinkers committed to improving livability in cities. Each issue explores a specific theme– ranging from smart city to inclusivity to urban mobility– through in-depth features, articles from prominent experts in the domain, thought-provoking info-graphics, profiles and interviews of inspiring change makers, event coverage and news relating to urban development and sustainability.

## To know all about cities

# READ URBAN UPDATE





www.aiilsg.org



## All India Institute of Local Self-Government

AIILSG is a premier institute working towards strengthening and reinforcing Urban Local Governance. For nearly nine decades it has contributed to the principles and practice of urban governance, education, research and capacity building. In all that AIILSG has done, it has taken care to work with a full range of stakeholders – grassroots organizations, NGOs, ULBs, state and national governments, international organizations, organizations of the UN, research organizations and universities. Among international agencies, it has been working closely with World Bank, UNICEF, UNDP, UN-HABITAT, USAID, UNESCO, DFID, GIZ, CITYNET and others in carrying out various training and developmental programmes for enhanced urban development and management.

Ranjit S Chavan  
President

Rajiv Agarwal, IAS (Retd.)  
Director General

Ravi Ranjan Guru  
Sr. Executive Director

### Head Office

No. 6, F-Block, Bandra Kurla Complex  
TPS Road-12, Bandra-East  
Mumbai-400051, Maharashtra  
Ph No.: +91-22-26571713, 26571714, 26571715  
Fax: +91-22-2657 2286  
Email : contact@aiilsg.org

### Delhi Regional Office

Program Manager, South & South West Asia, UCLG ASPAC  
Sardar Patel Bhavan, 22-23, Institutional Area,  
D Block, Pankha Road, Janakpuri, Delhi-110058  
Ph No: + 91 11 2852 1783 / 5465  
Fax: + 91 11 28522117  
Email: delhi@aiilsg.org