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Regional Centre for Urban & Environmental Studies (RCUES) Lucknow is one of the four centers in the country established by the Ministry of Housing and Urban Affairs, Government of India at Lucknow in the year 1968. The Regional Centre provides expertise, advisory services & consultancy services to urban local bodies and Parastatals. The Centre has completed its 50 glorious years and continues to perform its activity as Centre of Excellence.

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ORIENTATION TRAINING PROGRAMME FOR ELECTED REPRESENTATIVES OF ULBS OF UTTAR PRADESH UNDER AMRUT

BACKGROUND:

The capacity of nations to pursue their economic and social goals depends on their ability to govern their cities. In order to strengthen capacities of Elected Representatives the integrated capacity building programme covers all Missions viz. Atal Mission for Rejuvenation and Urban Transformation (AMRUT), Swachh Bharat Mission (SBM), National Urban Livelihood Mission (NULM), Housing for All (HFA), Pradhan Mantri Awas Yojana (PMAY), & HRIDAY. To enhance the functional knowledge, improve the skills and change the attitude of elected representatives. eight two days Orientation Training Programmes for Elected Representatives of ULBs of Uttar Pradesh was organized by RCUES, Lucknow in this quarter.

KEY OBJECTIVES:

The main objectives of the programme were:
To discuss AMRUT reforms for improving the institutional outcomes with focus on accountability, transparency, efficient service delivery, citizen empowerment and resource mobilization.

To orient the elected representatives with objectives, components and expected outcomes of the various flagship schemes viz. AMRUT Mission, Swachh Bharat Mission, National Urban Livelihood Mission and Housing for All.



Training session in progress

To share good practices for enhancing the knowledge and replication of good models.

PARTICIPATION:

62 Elected Representatives including Chairman and Ward Members of ULBs of Uttar Pradesh were trained in 8 training programmes conducted during this quarter (05-06, 08-09, 15-16, 23-24, 26-27, 29-30) October, 2018 and (02-03, 29-30) November, 2018.

ABOUT THE SESSIONS:

Elected representatives were imparted orientation training in which each training Programmes were of two days duration the pedagogy adopted for elected representatives was innovative and interactive which included class room sessions, site-visits and discussions with practitioners and experts to share and learn from good practices for enhancing the knowledge and replication of good models.

During the Orientation Training Programmes the elected representatives were made aware of decentralized governance system, emerging problems and challenges in urban governance due to rapid urbanization and functioning of urban governments. The session covered needs of basic urban infrastructure creation that has a direct link to provision of better services to people like water supply, sewerage, drainage, urban transport and green spaces/parks with specific focus on the Atal Mission for Rejuvenation and Urban Transformation (AMRUT) emphasis on mission coverage, components, programme management structure, fund allocation, execution, appraisal, implementation, monitoring process and reforms under AMRUT.

Convergence of different mission at the ULB level is essential and the elected representatives play very important role in the convergence. This training familiarize the participants with the concept, approaches, rational of convergence, steps, stages, task, activities and opportunities for achieving convergence with the central and state government schemes.

Sanitation agenda has been at the forefront of development in India. Swachh Bharat Mission was discussed during the training programme

with emphasis on access to safe and sustainable sanitation for all, Elimination of open defecation, Eradication of Manual Scavenging, Modern and Scientific Municipal Solid Waste Management. Behavioral change regarding healthy sanitation practices and awareness about sanitation and its linkage with public health was also discussed. The Elected representatives were able to understand the need to create an enabling environment for private sector and community participation for achieving the Swachh Bharat Mission goals.

The Housing for All Mission for urban areas was also discussed. The training focused on identification of actual beneficiaries for providing houses to all eligible families under the Mission. During the session the elected representatives were very curious to know the Eligibility criteria, components and other implementation related details of the scheme, which were discussed in details.

Reforms in urban sector are an important aspect which was discussed during the training. Rationale, importance and need of urban reforms were discussed. The process and status of urban reforms implementation through board and role of elected representatives was discussed. Skill up-gradation for better livelihoods opportunities in urban areas is essential for overall sustainable development in cities. The urban poor in general lacks the required skills for harnessing the income generating opportunities available locally. In view of this the orientation training programme also focused on the National Urban Livelihoods Mission which is committed to providing livelihoods to the urban poor through a combination of skill enhancement, self-employment, social security and institutional development. The discussions which the elected representatives focused on providing livelihoods to the urban poor, shelter and basic facilities for the homeless, designated street vending zones and vendor's markets, credit facilities and social security convergence for street vendors and urban poor. The mission coverage, components, sub components programme management structure, fund allocation, Implementation Strategy, execution and monitoring process under DAY-NULM were discussed.

EXPOSURE VISITS:



Participants during the exposure visit to Model Park in Lucknow

Exposure visits to best practices is an integral part of the orientation training programmes for elected representatives. With the objective of sharing and learning from good practices for enhancing the knowledge and replication of good models the elected representatives were taken for exposure visits to decentralized solid and liquid waste treatment models. The elected representatives had elaborate discussion with the practitioner. The Model House Park project of Lucknow was initiated by active participation of the citizens and ward member. This visit was a peer learning among the elected representatives which was very fruitful. The participants were also taken to a Bio Gas Digester Plant which is an innovative model of the state government for generating gas through treatment of animal shelter waste along with liquid waste at Kanha Upvan, Lucknow.

COORDINATION:

The training programmes were jointly coordinated by Dr. Anjali Mishra, Joint Director and Dr. Nasruddin, Assistant Director, RCUES, Lucknow.

INTEGRATED ORIENTATION TRAINING PROGRAMME (CAPSULE-I) UNDER SWACHH BHARAT MISSION (SBM)

BACKGROUND:

Inadequate sanitation has a great environmental economic and health impacts in India. In order to minimize these impacts, Government of India has under taken several measures including increased investment in sanitation, policy initiatives, regulations, and public campaigns to improve sanitary conditions in the country. This has resulted in raising the sanitation status during the last two decades but a marked improvement is yet to be achieved. With the objective of enhancing the knowledge and awareness of municipal functionaries for improving sanitation situation in cities, 9 orientation training programmes were organized by RCUES Lucknow under Swachh Bharat Mission on (10-12, 25-27) October 2018, 30 October-01 November 2018, (15-17, 26-28) November 2018, 29 November-01 December, 2018, (03-05, 10-12, 13-15) December, 2018

KEY OBJECTIVES:

The key objectives of the programme were:

Enhancing the knowledge and awareness of municipal functionaries for improving sanitation situation in cities

Strategies for elimination of open defecation, Manual Scavenging and ways of achieving ODF status

Scientific Municipal Solid Waste Management practices and options for decentralized waste management.

Best practices sharing for enhancing the

knowledge and replication of good models in urban sanitation and waste disposal.

To acquaint the participants about the various flagship schemes viz. AMRUT Mission, Swachh Bharat Mission, National Urban Livelihood Mission and Housing for All its objectives, components and expected outcomes.

Strategies and preparedness for Swachh Survekshan-2019 to improve ranking and urban sanitation of the cities.

PARTICIPATION:

162 Municipal functionaries Executive officers, Nodal Officers and other sanitation staff engaged in implementation of SBM at ULB level were trained in 9 training programmes organized by the Centre during October to December 2018.

SESSIONS:

The training programmes were designed to give basic knowledge of various programmes/ missions of Govt. of India to the participants, with focus on Swachh Bharat Mission. Detailed presentations were made by the internal and external faculty and enough time was devoted for discussions and problem solving. The topics covered during the programme included: Key Issues and Challenges related to SBM. Participants were introduced to the objectives, guidelines and processes of SBM. Need, Importance and Way Forward in the sphere of Solid Waste Management was discussed along with the learnings from the De-Centralized Waste Management Model of Ambikapur. Emphasis on



Training session in progress

the Role of IEC under SBM was also part of the sessions. Participants were given an overview of the various Missions like AMRUT, Prime Minister Housing for All and DAY-NULM. Strategy of Swachh Survekshan 2019 was also discussed in detail. Opportunities For Convergence With

Other Missions And Schemes, Smart Solutions for Urban Planning, Heritage and Area Based Development and Good Practices related to Solid Waste Management were other topics taken up during the training.

BACKGROUND

ONE DAY DIVISIONAL LEVEL WORKSHOPS UNDER SWACHH BHARAT MISSION- SWACHH SURVEKSHAN 2019

The focus of Swachh Survekshan 2019 to be conducted across all cities and towns across the country between 4th – 31st January 2019. The distinctive features of the survey are geared towards encouraging large scale citizen participation, ensuring sustainability of initiatives taken towards garbage free and open defecation free cities, providing credible outcomes which would be validated by third party certification, institutionalizing existing systems through online processes and creating awareness amongst all sections of society about the importance of working together towards making towns and cities a better place to live in.

The rankings of the cities of Uttar Pradesh in Swachh Survekshan 2018 were indicative that a lot was required in terms of Capacity building and awareness exercises among the ULBs. With a focus on sanitation and garbage-free certifications by independent third party and citizens' engagement in the Mission 23 one day divisional level workshops were organised by RCUES Lucknow in collaboration with Indian Development Centre, Lucknow with the support of Department of Urban Development, Govt. of Uttar Pradesh.

KEY OBJECTIVES:

To acquaint the participants with the need and importance of Swachh Survekshan 2019.

To familiarize ULBs with survey methodology, survey process and indicators, and also clarify the expectations of the Survekshan 2019 from the survey.

To suggest way forward to the ULBs for achieving good ranking in Swachh

Survekshan 2019.

To aware the participants with need and importance of Swachh ward committees.

PARTICIPANTS:

1713 participants attended the workshop in which minimum five officials from Nagar Nigams, three from Nagar Palika Parishads and two from Nagar Panchayats of Uttar Pradesh were invited.

FACULTY:

For each workshop faculty support was

LIST OF ONE DAY DIVISIONAL LEVEL WORKSHOPS UNDER SBM- SWACHH SURVEKSHAN 2019

Date	Division	No. of Participants
30-10-2018	Meerut	88
31-10-2018	Aligarh	64
31-10-2018	Aligarh	49
01-11-2018	Agra	106
01-11-2018	Agra	58
04-11-2018	Bareilly	96
14-11-2018	Kanpur	64
14-11-2018	Devipatan	46
15-11-2018	Kanpur	46
15-11-2018	Basti	48
16-11-2018	Prayagraj	85
16-11-2018	Azamgarh	75
17-11-2018	Lucknow	72
17-11-2018	Faizabad	75
23-11-2018	Gorakhpur	78
26-11-2018	Bareilly	112
27-11-2018	Moradabad	72
27-11-2018	Chitrakoot	54
28-11-2018	Moradabad	89
29-11-2018	Saharanpur	107
29-11-2018	Jhansi	96
04-12-2018	Lucknow	42
07-12-2018	Meerut	91

provided by Indian Development Centre, Lucknow which mainly consisted of experts Sri Akhilesh Gautam, Director, IDC, Lucknow, Sri Vikas Rastogi, IDC, Lucknow and Mr. Sreenivas, IDC, Lucknow

CONCLUSION:

The workshops enhanced the preparedness of ULBs and the participants regarding Swachh

Survekshan 2019. The participants felt more informed on the subject which would help them in performing better in Swachh Sarvekshan 2019.

COORDINATION:

Dr Rajeev Narayan, Deputy Director RCUES Lucknow Coordinated the workshops.

BACKGROUND:

WORKSHOP ON PREPARATION OF DPRS FOR COLLECTION AND TRANSPORTATION OF SOLID WASTE IN ULBs

Solid waste management is one of the most essential services for maintaining the quality of life of the people in the urban areas and for ensuring better standards of health, sanitation and environment. In India, this service falls short of the desired level, as the systems adopted are out dated and inefficient. Institutional weakness, shortage of human and financial resources, improper choice of technology, inadequate coverage and lack of short and long term planning are responsible for the inadequacy of services.

For maximizing efficiency and effectiveness of the solid waste management service, it is necessary to tackle this problem systematically all aspects of “Solid waste management” (SWM) and to devise a cost effective system which may ensure adequate level of SWM services to all sections of the society, and efficient collection, transportation and disposal of waste in an environmentally acceptable manner in the lines of Solid waste management Rules 2016 and to achieve the objective of totally sanitized city by Oct 2019.

In a first of its kind initiative the State of Uttar Pradesh has engaged 100 interns from various Engineering colleges across the state of Uttar Pradesh for preparation of DPRs for collection and transportation of Municipal Solid Waste in ULBs of UP. The initiative is in tandem with the AMRUT Reforms for providing technical support to ULBs. In this regard, two Workshop on Preparation of DPRs for Collection and Transportation of Solid Waste in ULBs under Swachh Bharat Mission were organized by RCUES Lucknow on 24 and 25

October 2018.

KEY OBJECTIVES:

- To give an overview about Swachh Bharat Mission and Solid Waste Management,
- To orient the interns about the format for the preparation of Detailed Project Report (DPR) for the collection and transportation of Solid Waste Management for UP towns,
- To discuss the expected outcomes from the DPR.

FOCUS AREA:

- Introduction to Swachh Bharat Mission and Overview of Solid Waste Management, Municipal Solid Waste Management Rules 2016 and its compliances,
- Technical Aspects of Collection and Transportation for Solid Waste Management, Steps for preparing DPR for the collection and transportation of Solid Waste.
- Calculation of per capita waste generation and total cost of the DPR appropriately.

CONCLUSION:

Workshop provided a platform to discuss about any technical problems faced during the preparation of DPRs by interns or by CMMUs.

COORDINATION:

The workshops were coordinated by Dr Rajeev Narayan, Deputy Director and Ar Priyanka Kumar, Urban Planner, RCUES Lucknow.

TRAINING PROGRAMME ON ADMINISTRATIVE EFFICIENCY, FINANCIAL PLANNING & MANAGEMENT UNDER AMRUT CAPSULE III

BACKGROUND:

Effective municipal government and administration as preconditions for efficient service delivery. With rapid urbanisation and the pressure on urban areas for service delivery, the role of urban local governments is undoubtedly becoming important and, here, their financial capacity can hold the key. In municipalities there is a drive towards automating department level operations. While creating e-governance systems certain improvements and efficiencies, the true need is to take an integrated approach. These systems need to be integrated to each other and work as a cluster of interdependent modules. Municipal e-Governance esp. takes more than the adoption of new technology such as computers and mobile devices. While these new technology tools provide significant improvements in record keeping, searching, generating bills/receipts, storing large number of records and processing large number tasks etc. There are several institutional changes that are required to make e-Governance successful.

Training of end-users on the software and where relevant, new principles e.g. double entry accounting and processes like bottom-up budgeting. Training focusing on providing technical both software and processes as well as organizational support e.g. data entry. In many cases, there is a need to augment capacity to ensure better implementation. The reasons are primarily that of inefficient manpower and a skillset mismatch

Unfortunately, it is true and it has been well documented and widely accepted that capacity constraints pose the single biggest threat to the successful implementation of e-governance systems.

The robustness of urban local bodies would be reflected in the state of their finances and in their capacity to look after their own needs. The basic requirement of financial sustainability must be intertwined with the need for financial powers.

Functional clarity and strengthening of local government finance and management should

occupy centre-stage of the follow-up action on conformity legislations. Most municipal authorities today suffer from a wide gap between their perceived needs for services and the financial resources provided to them. Financial management has to do with efficient use of funds. It is a method of showing and ascertaining the financial position of government or business from time to time. The aim of this cycle of activities is to ensure that resources are allocated and monitored in such a way that they have the greatest beneficial impact on over all service objective.

Against this backdrop, Regional Centre for Urban and Environmental Studies, Lucknow organised 5, three days on Training Programme on Administrative Efficiency, Financial Planning and Management Cap. III under AMRUT at RCUES Lucknow on (22-24, 25-27) October, 2018; 01-03 November, 2018; 29 November- 01 December, 2018; 20-22 December, 2018.

KEY OBJECTIVES:

- The training aimed at providing a broader, more holistic perspective on the range of issues confronting Indian cities and to explore new approaches to address them;
- To promote an active exchange of experiences and enhance awareness of national and international good practices for improving the accountability and creditworthiness of urban



Participants during the training sessions



Participants during the training sessions



Participants during the training sessions

local governments and ensuring effective delivery of services, particularly to the urban poor;

- To assist city managers and senior staff of urban local governments in developing appropriate management, governance, leadership and organizational tools and strategies to enable them to discharge their duties more effectively; and
- To enhance the skills of urban sector professionals and enable them to formulate action plans to meet strategic goals of their institutions.

ABOUT THE SESSIONS:

The course contents included Enhancing Administrative Efficiency in ULBs ; Strategy and Action Plan for Implementation of Reforms; Modern Office Management; Database management system, MS Suite and IT Applications; Improving Municipal Services Delivery through Smart Applications; E-Tendering & its Procedures; Application of IT for Enhancing Service Delivery in ULBs; Project Management System under AMRUT: Hands on Training of online Data Updation on E-nagarsewa, m-AMRUT App. & Online AMRUT Portal; E-governance and its Application in ULBs.; Budgeting principles and practices in ULBs; Asset/liability Management in Urban Local Bodies; Tax compliance and filling of Returns; RTI and its Legal Compliances; Code of Conduct & Disciplinary Rules; Record Keeping & Management; Store procurements; Travelling Allowance Rules and

Leave Rules.

PARTICIPATION:

75 municipal staff including clerks Computer Operators and Office Assistants of ULBs of Uttar Pradesh were trained in five training programmes conducted on the subject during this quarter.

COORDINATION:

The programme was coordinated by Dr. Alka Singh, Deputy Director, A. K. Singh, Assistant Director and Mr. Ajit Kumar Mishra, Assistant Director, RCUES, Lucknow

TRAINING PROGRAMME ON MANAGEMENT OF SOLID WASTE, SEWERAGE, SEPTAGE & DRAINAGE IN ULBS UNDER AMRUT CAPSULE II

BACKGROUND:

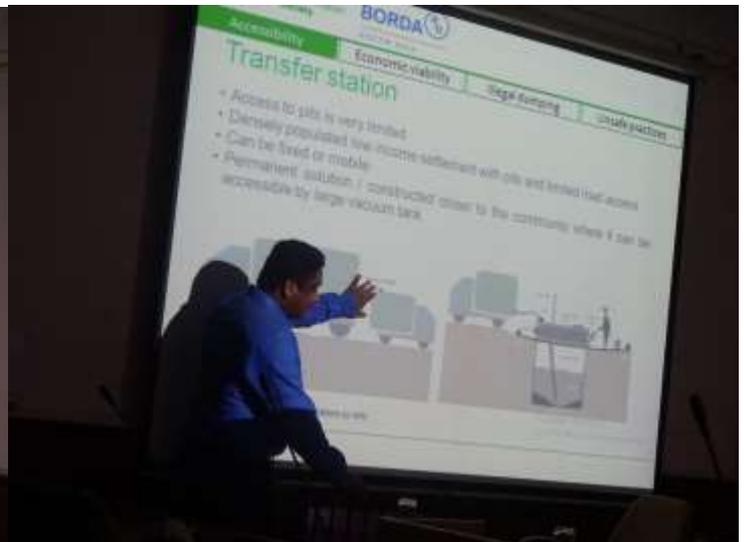
India is urbanizing and urban population will reach 600 million by 2031. This is not simply a shift of demographics, it requires places cities and towns to play critical role in the structural transformation and insuring high quality public services in all towns for economic sustainability. City will have to become the engine of national development. Challenges of managing urbanization will have to be addressed through a combination of increased investment, strengthening the framework for governance and financing. MoHUA recognizes that the end objectives and corresponding benefits of SBM cannot be achieved without proper management of faecal sludge and septage across the sanitation service chain. Further, it is well understood that sewerage coverage will not meet the complete sanitation needs in all areas, and a strategy which is a combination of OSS and off-site (decentralized and centralised) must co-exist in all cities and must be given equal attention. Comprehensive capacity building programme at all levels of government is required .

Sanitation in India is a state subject. Urban Local Bodies are responsible for sanitation at the local level. ULBs are mandated to undertake planning, design, implementation, operation and maintenance of water supply and sanitation services in cities and towns. Due to low level of

sanitary coverage and high dependency on conventional septic tanks, the sanitary workers are found engaged in cleaning and scavenging of toilets. Moreover, sanitary workers do not get adequate instruments, equipment's and materials for cleaning of community toilets and regular sweeping of roads and streets. Even, sanitary workers are not well aware about the Municipal Solid Waste Management Rules. Against this backdrop, Regional Centre for Urban and Environmental Studies, Lucknow organized four three days on Training Programme on Management of Solid Waste, Sewerage, Septage and Drainage in ULBs Capsule II under AMRUT at RCUES, Lucknow on (12-14, 15-17, 26-28) November, 2018 and 03-05 December, 2018

KEY OBJECTIVES:

- To orient the municipal sanitary staff, municipal wastes management, hazardous wastes, technological innovations in wastes management and Solid Waste Management Rules;
- To focus on Water management and status of sewage generation and treatment in India, Fundamentals of wastewater treatment,
- To strengthen the capacities of municipal functionaries on effective septage management to mainstream it in citywide sanitation.
- To orient the municipal sanitary staff on



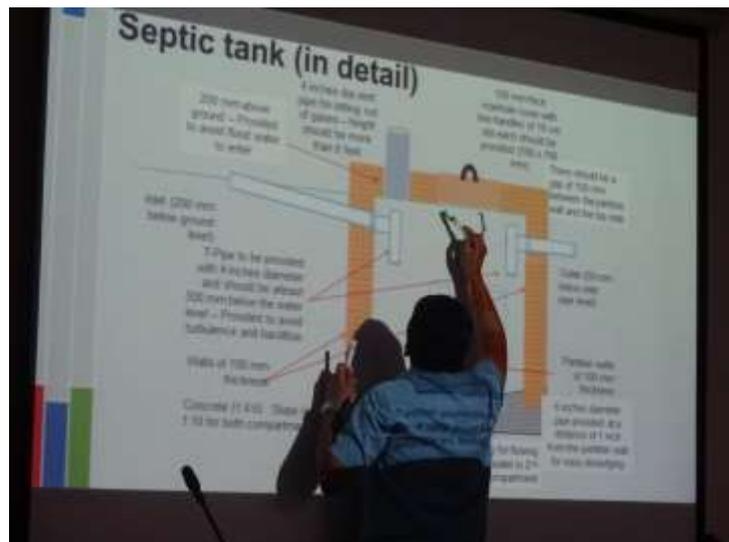
Session in Progress

issues and dimensions of sewerage , drainage and waste water recycling and re-use;

- To orient the municipal sanitary staff on planning , issues and aspects of septage and faecal sludge management;
- To review of the existing treatment practices, Decentralized approaches in treating sewage, New and emerging on site technologies in domestic wastewater treatment, Water efficient sanitation practices, Economics of decentralized wastewater treatment systems, Planning, designing, implementation and monitoring of localized treatment systems.

ABOUT THE SESSIONS:

The course contents included Technological Innovations in Sustainable Waste Management; Management of Hazardous Waste : Issues and Challenges; Approaches and Strategies for Plastic Waste Management; Swachh Survekshan 2019- Strategies; Regional Solid Waste Management; Solid Waste Management: State Policy and Rules,2016; Guidelines for Septage Management: State Perspective; Decentralized Waste Management : Ambikapur Model; Swachh Bharat Mission and Strategies for ODF+ and ODF++; Planning for Sewerage Projects; Planning for Storm Water Drainage Projects; Recycling and Reuse of Waste Water; Overview of Sanitation, Wastewater Treatment & Faecal Sludge Management; Technology Options for Faecal Sludge Management; Case



Session in progress

Study of Devanahalli and Leh ; Planning for Faecal Sludge Management; Financing Options and Operation and Maintenance of FSTP .

PARTICIPATION:

62 participants comprising of Sanitary and Food Inspectors and Sanitary Supervisors from ULBs of Uttar Pradesh were trained in four training programmes conducted on this subject during the quarter.

COORDINATION:

The programme was coordinated by Dr. Alka Singh, Deputy Director, A. K. Singh, Assistant Director and Mr. Ajit Kumar Mishra , Assistant Director, RCUES, Lucknow.

TRAINING PROGRAMME ON MUNICIPAL RESOURCE MOBILIZATION, FINANCIAL PLANNING & MANAGEMENT UNDER AMRUT CAPSULE II

BACKGROUND:

Urban local governments are entrusted with a set of responsibilities of providing basic urban amenities and services to the people. They are dependent on states and centre for grant in aid and loans as their own resources are inadequate. There is a mismatch between functions and municipal resources. The efforts for additional resource mobilization to fulfil the commitments by the ULBs are not adequate due to various factors. The ULBs are becoming dependent on transfers and fiscal devolution from central and state governments to meet out their financial

requirements. Central Government has launched Missions and schemes for infrastructure development in selected cities and towns with massive financial investment. These schemes envisage strengthening of urban local bodies through introducing reforms and stepping up concrete efforts for additional resource mobilization. Thus, it is necessary to reduce dependence of local bodies on government support. They should effectively exploit the revenue potential through rationalization of assessment norms, simplification of procedures; rebate on timely payment, revision of old levies and taxes etc. Municipal governments may be



Certificate distribution ceremony

allowed to enjoy fiscal autonomy with freedom of choice in regard to imposing new taxes and revising tax rates. It is argued that municipal bodies are not financially strong enough to tap capital market for undertaking infrastructure works which involve huge capital investment, long gestation period. But the provision of marketing borrowing will certainly motivate the municipal bodies to revamp their financial strength to mobilize resources from market. There is also need to encourage private sector involvement in the development, strengthening and creator of urban infrastructure. Regional Centre for Urban and Environmental Studies, Lucknow organised a three days Training Programme on Training Programme on Resource Mobilisation, Financial Planning and Management under Capsule II under AMRUT, on 27-29 December, 2018 at RCUES, Lucknow.

KEY OBJECTIVES :

- To orient the participants on municipal resource mobilization, financial planning and management .
- To orient the participants on project management, applications of I.T for enhancing delivery of services & revenue collection.
- To orient the participants on principles of Budgeting expenditure and asset management.

ABOUT THE SESSIONS:

The course contents included Financial Options and Planning for Urban Development; Municipal Budgeting; Expenditure

Management; Assets and Liability Management in Urban Local Bodies; Assessing Capital Markets for Mobilizing Resources; Credit Rating and Municipal Bonds; Municipal Finances and Need for Resource Mobilization ; Role and Recommendations of CFC and SFC; Municipal Resource Mobilization Through Tax and Non Tax Revenue ; Municipal Resource Mobilization Through Land Monetization ;Financial Convergence of Urban Development Schemes for Optimal Resources; Property Tax Assessment; Role of GIS in Property Tax Administration; GeM and E –Tendering; Preparation of MIS and IT Enabled Applications in ULBs; Public Private Partnership for Strengthening Municipal Resources; PPP Models and Cases for Urban Infrastructure Development and Services; Legal Compliances in Urban Local Bodies In the programme

PARTICIPATION:

21 participants mainly Tax Collectors\ from ULBs of Uttar Pradesh were trained.

COORDINATION:

The programme was coordinated by Dr. Alka Singh, Deputy Director, Dr. A. K. Singh, Assistant Director, and Mr. Ajit Kumar Mishra, Assistant Director, RCUES, Lucknow.

TRAINING PROGRAMME ON OFFICE MANAGEMENT, COMPUTER SKILLS AND ACCOUNTING UNDER AMRUT CAPSULE II

BACKGROUND:

Office Management is an essential feature to any department irrespective of its size & nature as well as area of operation. The success of an organisation depends upon the efficiency of its office. The volume of paper work in ULBs has increased manifold. Efficiency and effectiveness which are key words in management are achieved only through proper planning and control of activities, reduction of office costs and coordination of all activities of the local body.

Similarly, computerization in ULBs is sine qua non for promoting e-Governance and improving service delivery. Although, computerization is not an 'end' in itself but it is a 'tool' to attain the goal of improved service delivery in public domain. The use of computers and Information and Communication Technology (ICT) tools must be structured with an objective of making government services accessible to the common man by ensuring efficiency, transparency and reliability of such services. IT infrastructure and back-end computerization not only helps in automation but also leads to creation of efficient information systems. It facilitates faster electronic communications and processing, thereby reducing the paper work and transaction delays. Front-end computerization provides an ICT platform for government to citizen (G2C) service delivery. Therefore, capacity building of ULB staff is critical for providing an enabling IT environment to attain the objective of efficient public service delivery. As computer technology has advanced, the range of associated ICT vulnerabilities and threats have emerged as imminent challenge. Capacity building in Government organizations, in areas of ICT vulnerabilities, is necessary to meet the emerging challenges of the modern times. Training helps in capacity and skill building of human resources and enables employees to achieve the organizational goals. The competence, skills and attitude of the Government employees have a great bearing on the quality of their output. Increased knowledge and skill set makes employees more productive in their workplace and thus enhance value in the

organization in terms of efficiency.

Local bodies play an important part in enabling infrastructure availability to the citizens. While the physical planning and development measures will address the issue of spending the funds available judiciously, an appropriate accounting system for recording the transactions, including the establishment of a proper system for asset and liabilities accounting and revenue recognition are necessary. Accounting reforms and change to an accrual accounting system is a vital ingredient in this process. The accounting reform is intended to provide financial information to various users such as, citizens, elected representatives, administrators, investors, creditors, executives, legislatures, State Audit Departments, and State Urban Development in a timely and organised manner. Regional Centre for Urban and Environmental Studies, Lucknow organised 4, three days Training Programme on Office Management, Computer Skills and Accounting Capsule II under AMRUT at RCUES, Lucknow on (04-06, 08-10, 29-31) October, 2018 and 27-29 December, 2018.

KEY OBJECTIVES:

- To orient the municipal staff on the modern office management, office procedures, record keeping, code of conduct and disciplinary actions;
- To orient the municipal staff on preparation of



Computer Training session in progress

MIS, e-nagarsewa, application of IT for enhancing service delivery, G-eM and e-tendering ;

- To orient the municipal staff on basics of municipal accounting, preparation of trial balance, vouchers and application theory.

ABOUT THE SESSIONS:

The course contents included Office Procedures and Administration; Preparation and Maintenance of Service; Records Keeping and Management; Management of Service Matters and Disciplinary Procedures; Legal Compliance and RTI; Database Management System (DBMS), M. S. Suite and Multimedia ; e-Nagarsewa; Government e Marketplace (GeM) & e-Tendering Procedure ; Role of IT and MIS in Urban Local Governments ; Use of Excel and Hands on Training ; MS Word- Fundamentals and Hands on Training ; Preparation of Trial

Balance and Financial Statements ; Basics of Municipal Accounting; Accounting Good Practices, Procedures and Standards; Application Theory: Preparation of Vouchers and Postings in Books; Double Entry Accounting ; Training on DEAS and Exposure to Accounting Software etc.

PARTICIPATION:

60 participants consisting of clerks, computer operators and office assistants of ULBs of Uttar Pradesh were trained in four programmes conducted on the above subject.

COORDINATION:

The programme was coordinated by Dr Anjuli, Joint Director; Dr. A. K. Singh, Assistant Director and Mr. Himanshu Chandra , Assistant Director, RCUES, Lucknow

TRAINING PROGRAMME ON OFFICE MANAGEMENT, ADMINISTRATIVE EFFICIENCY AND E- GOVERNANCE CAPSULE III

BACKGROUND:

The ultimate objective of all Government machinery is to meet the citizens' needs and to further their development and welfare, without undue delay. At the same time, those who are accountable for fair conduct of duties and responsibilities should ensure that public offices are managed with utmost care and prudence. Information and communication technology brought in a big revolution in the speed and the ease with which communications can be made. Legislations like RTI Act have brought in new and additional responsibilities. Departmental activities have expanded in size and scope. Ensuring efficient, responsive, accountable and transparent governance improves service delivery. This requires the effective implementation of policies, laws and programmes. Strong monitoring mechanisms, active citizen participation, convergence of Government institutions and programmes and capacity building of service delivery personnel can help the delivery of services. Administrative Efficiency is the extent to which institutions demonstrate the use of best management practices. The management practices included

should serve as a guide to ULBs in assessing their management strategies that are employed to ensure that they are operating efficiently and effectively. Computerization and introduction of ICT in Governance is important to maintain administrative efficiency. E-Governance is in essence, the application of Information and Communications Technology to government functioning in order to create 'Simple, Moral,



Training session in progress

Accountable, Responsive and Transparent' (SMART) governance.

Regional Centre for Urban and Environmental Studies, Lucknow organised 2, three days Training Programme on Office Management Administrative Efficiency and E- Governance Cap. III under AMRUT at RCUES Lucknow on (10-12, 13-15) December 2019.

KEY OBJECTIVES:

- To orient the municipal staff on the modern office management, office procedures, record keeping, code of conduct and disciplinary actions;
- To orient the municipal staff on preparation of MIS, e-nagarsewa, application of IT for enhancing service delivery, G-eM and e-tendering and e-governance;
- To orient the municipal staff on basic s of municipal accounting, preparation of trial balance, vouchers and application theory.

ABOUT THE SESSIONS:

The course contents included Enhancing Administrative Efficiency in ULBs; Strategy and Action Plan for Implementation of Reforms; Modern Office Management; Modern Office Management ; Preparation of MIS for Effective Monitoring of Projects ; Use of Software and Computer Applications for Enhancing Administrative Efficiency in ULBs ; Sources of Revenue in ULBs and Strategies for Revenue Enhancement ; Improving Municipal Services Delivery through e- governance ; Application of IT for Enhancing Service Delivery in ULBs;



Training session in progress

Project Management System under AMRUT: E-nagarsewa, & Online updation of data ; Office Procedures ; Code of Conduct & Disciplinary Rules; Record Keeping & Management.

PARTICIPATION:

The participants of the training programme included clerks, Computer Operators and Office Assistants of ULBs from AMRUT cities of Uttar Pradesh.

COORDINATION:

The programme was coordinated by Dr. Alka Singh, Deputy Director, A. K. Singh, Assistant Director and Mr. Ajit Kumar Mishra , Assistant Director, RCUES, Lucknow.

TRAINING CUM EXPOSURE VISIT ON FAECAL SLUDGE AND SEPTAGE MANAGEMENT (FSSM) TECHNOLOGY AND FINANCING OPTIONS WAI, MAHARASHTRA

BACKGROUND:

In recent months, Sanitation agenda has been at the forefront of development agenda in India. The Government of India has launched Swachh Bharat Mission and AMRUT where the emphasis is on access to safe and sustainable sanitation for all. With the rapid rate of construction of individual toilets with increased use of onsite disposal system, the need to formalize and strategically implement the faecal sludge and septage management (FSSM) system has been established.

Given this, Government of Maharashtra aims to move towards improved sanitation by encouraging access to own toilets with safe management of faecal waste. Maharashtra is the pioneer state to develop protocols of ODF, ODF+ and ODF++ for safe collection, conveyance and treatment/disposal of faecal matter. The city of Wai, situated at the foothills of Panchgani in Maharashtra is a pilgrim town with a population of 36,025 as per Census 2011. In alignment with the State's Swachh Maharashtra Mission with CEPT University and



Participants during exposure visit to Wai City FSTP

AIILSG Mumbai, Wai had strategically planned and implemented FSSM by undertaking scheduled desludging for households and setting up an FSTP in the city. To ensure proper functioning of this system, the city government has planned to engage private sector to build and operate this facility. For this, they have introduced a sanitation tax to make sure that adequate funds will be available for operation and maintenance of this FSSM services. A 3-day training on FSSM and exposure visit to Wai, Maharashtra was organized under Sanitation Capacity Building Program (SCBP) by National Institute of Urban Affairs (NIUA) with All India Institute of Local Self Government (AIILSG) Mumbai to showcase the efforts undertaken by this city as a case-study to the participants.

OBJECTIVE:

Given the fact that FSSM is different not just in terms of treatment of faecal sludge but integrating the stakeholders and addressing the entire sanitation service chain, it is necessary to strengthen the existing knowledge base and capacity for its planning and implementation. The objective of this training is to develop a comprehensive understanding of the various components of FSSM to implement effective and sustainable sanitation solutions in cities through hands-on experience of witnessing a case study.

AIM OF THE WORKSHOP:

The training programme will be integrated with the ongoing Capacity Building activities planned under SBM/AMRUT at the state level. By the end of the workshop through experience sharing participants are expected to achieve:
Understanding the sanitation value chain

with challenges and need for addressing septage management solutions for their cities. Understanding of regulatory frame work, planning and financial options for Faecal Sludge Management initiatives in their cities and towns.

Understanding technology options for treatment of septage through site visit and interaction with engineers and city officials.

Understanding the importance of implementing small incremental Faecal Sludge and waste water Treatment measures in their cities and towns.

PARTICIPANTS:

The training was organised for State Urban Development Officials, SBM/ AMRUT Mission Directorate, AMRUT cities-Commissioners, Executive Engineers.

ABOUT THE SESSIONS:

The training provided a classroom and field work component over 3 days training, to Government officials and professionals to get a hands-on experience of assessment and design considerations for planning and implementation of FSSM.

The training was conducted in a participatory mode. Sessions ensured active engagement of participants; in articulating the challenges for implementation of FSSM in their cities. It encouraged peer learning and knowledge sharing within the participants.

VENUE:

Hotel Ramee Grand, Shivajinagar, Pune.

COORDINATION:

The programme was coordinated by Mr Mohit Kapoor, Programme Officer NIUA and Mr Ajit Kumar Mishra, Assistant Director, RCUES Lucknow.

ACTIVITIES UNDER PDMC

The AMRUT Mission (Atal Mission for Rejuvenation and Urban Transformation) focuses on the Enhancing amenity value of cities by creating and upgrading green spaces, parks and recreation centres, especially for children, and elderly open spaces are being developed by ULBs.

PARKS UNDER AMRUT

For development of Parks & open spaces under the AMRUT mission, RCUES Lucknow has been assigned the task of PDMC. As Project Development Management Consultants, conducted field visits & visited sites for Identification of open spaces for developing parks in AMRUT cities with Participatory Planning approach. Total of 87 park projects costing Rs 78.58 Cr has been prepared with the support of RCUES Lucknow. In which 73 park projects worth Rs 64.64 Cr have been approved by State Level Technical Committee meetings in Nov –Dec 2018. 57 park project tenders have



RCUES Team while visiting the parks and open spaces in Mirzapur

been approved, costing Rs 31.34 Cr.

STAFF NEWS

- Er A K Gupta, Additional Director, RCUES Lucknow attended Workshop on Capacity Building for Digital Strategies and Smart Solutions for Smart Cities in India organized by All India Institute of Local Self-Government (AIILSG) in partnership with the World Bank on November 30, 2018, at the World Bank – New Delhi office.
- Er A K Gupta, Additional Director, RCUES Lucknow attended the Second Phase of Urban

Management Programme on Water Recycling and Reuse organized by NITI Ayog in collaboration with the Singapore Cooperation Enterprise & TF International at New Delhi from 26-28 November 2018.

- Er A K Gupta, Additional Director, RCUES Lucknow attended National Conference on sustainable infrastructures potable water and waste water on 15 December 2018 at New Delhi.
- Er A K Gupta, Additional Director, RCUES



Er. A.K.Gupta, Additional Director and Dr Alka Singh, Deputy Director, RCUES, Lucknow participated as Key Speakers during the Workshop.

Lucknow attended a presentation on Real Time monitoring of government schemes from funds allocation to Utilization certificate using MIS, GEO Tagging and GIS including direct beneficiary transfer at Arunanchal Pradesh on 16-18 December 2018.

- Technical Workshop on Decentralized Sanitation Solutions: Forging a collaborative agenda for Capacity Building Research was organized by National Institute of Urban Affairs (NIUA), New Delhi, together with Ecosan Services Foundation (ESF) at Mumbai on 18th November, 2018. The workshop focused on identifying priorities for collaboration for capacity building and research. The workshop had some Asian country speakers and researchers who shared experiences of decentralized sanitation in other countries. The RCUES, Lucknow as Nodal national training institute has been providing training and capacity building and technical support to ULBs and state government as resource centre under different flagship Missions of Government of India. RCUES Lucknow was invited to share its experiences of conducting capacity building programmes under different missions. The workshop was organized to share learning experiences, preparing training modules, learning material and other capacity building activities by Nodal training institutes to learn from each other and to suggest a way forward for training institutes, NIUA and ESF in the capacity building in the field of Sewerage and Septage Management. Er. A.K.Gupta, Additional Director and Dr Alka Singh, Deputy Director, RCUES, Lucknow participated as Key Speakers during the Workshop.
- Dr. Rajeev Narayan, Deputy Director, RCUES, Lucknow attended the three day Workshop on Recycled and Reuse Water for Drinking and Non-Drinking Purposes, organised by Niti Aayog, Govt. of India, from 27th-28th November, 2018 at India Habitat Centre, New Delhi.
- Multi-Country Twinning Program- FSM Knowledge Exchange Programme under the Sanitation Capacity Building Platform of NIUA was organized in Malaysia from 26-30, November 2018. This training programme cum exposure visit at Malaysia was organized for staff of training institutes and State Officials across India working on FSM Projects to

encourage knowledge sharing within and among countries. The program aimed to advance the knowledge and expertise of FSM professionals and their organizations through exposure visits to successful FSM programs and lessons learned in other countries. Develop a platform and initiate actions to encourage knowledge-sharing within and among countries. Create opportunities for FSM professionals to network and foster development of long-term twinning relationships between organizations and utilities. The programme focused on: Exposure to FSM best practices, including regulatory and management aspects; Learning from experience of others; Support your development and implementation of FSM solutions; Network with other FSM professionals; Opportunity for long-term collaborative partnerships; Be an ambassador for FSM knowledge sharing; 20 participants from India, Nepal and Bangladesh participated in the above programme. The training cum exposure visit included class room and field visit over four days. The program focused on Regulatory and Institutional approaches, Comparison of different business models, Other learnings on approaches, success factors and pitfalls to avoid, A variety of treatment options: mechanical system, non-mechanical system, co-treatment with sewage, Promotion and awareness programs and strategies, Desludging practices. The programme was organised at Indah Water Training Centre,



Dr Alka Singh, Deputy Director, RCUES, Lucknow participated in the above programme.



Kuala Lumpur and National Water Services Commission (SPAN), Kuala Lumpur Malaysia. Dr Alka Singh, Deputy Director, RCUES, Lucknow participated in the above programme.



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