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## URBAN DEVELOPMENT: SELECT ASSIGNMENTS

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TARU conceptualized & established a Short Message Service (SMS) enabled “**Urban Services Monitoring System**” – UrSMS for the Surat Municipal Corporation (SMC) under the Asian Cities Climate Change Resilience Network initiative. The main objective of the UrSMS is to elevate the existing complaint & monitoring system to a much advanced as well as involving people participation. The main feature of the system is designed: to enable SMC officials to view the map, data and relevant statistics on near real time basis; to enable decision makers to evaluate the performance and bottlenecks at various levels to take timely action. UrSMS has two components - Services Monitoring System and Complaint System. The system is designed on an efficient platform. System components include: Water supply complaint system; Solid waste complaints; Door to Door – Solid waste collection, Dead animal carcass, Waste Container Lifting, Drainage & Sewerage complaints; Health Department reporting system: Hospital/ Health centre to SMC. This intervention and system development for the urban local body aims towards improving the monitoring and grievance redressal system of Municipal services. This can also be used as an emergency two way monitoring system during flood emergencies like floods.

TARU undertook the **End-term Impact of the DFID-supported Kolkata Urban Services for the Poor (KUSP) Programme**, a high profile DFID-supported Programme launched in 2004 aimed at improved and sustainable well-being of the 2.4 million poor in 40 Urban Local Bodies (ULBs) in the Kolkata Metropolitan Area (KMA) through a process of municipal and Urban Sector Reform, including reform initiatives at the State-level, draws on extensive secondary research and engagements at the community, ULB and State-level with a range of stakeholders. The tasks included assessing the outcomes against the Programme log-frame and identify direct and indirect impacts on ground and within ULBs and other Urban Sector institutions and also to engage with sustainability issues and identify clear lessons and recommendations for the future.

TARU conducted a **Study on Para-Transit system in Indore city**. The work was awarded by EMBARQ (The WRI Centre for Sustainable Transport). Para-transit system (PTS) has now become an indispensable transport mode in medium sized cities of India. This study looked into the classification of Para-transit types and determination of universe estimates, determine physical characteristics of PTS, detail the PTS operational framework, access related analysis - assess the transport service coverage gap and levels of access; understand the current and the growth pattern of PTS; identify problems and issues of PTS. The study also came up with a set of recommendations relating to improvements of operational performance, coordination mechanism of PTS and future model of management for PTS.

CARE-India’s **Strategy for Urban Poverty Reduction in India** examined the various dimensions of urban poverty in India and identified select towns from the neglected secondary centers that presented an opportunity for intervention. Later, we assisted CARE with the **Urban Poverty Reduction Strategy for Andhra Pradesh (AP)**. This involved an

analysis of urbanization processes and poverty in the State, a review of ongoing poverty alleviation efforts and identification of niche opportunities and partners in Visakhapatnam.

Our appraisal of the **Urban Sector Policies and Priorities in Orissa** involved an examination of the relevant policy and legislative framework, institutional arrangements and the state of environmental services and the poor in urban Orissa. It further drew upon a **Fundamental Review of the Cuttack Urban Services Improvement Project (CUSIP)** to assess the potential for future DFID India- Government of Orissa (GoO) partnership.

TARU served as the **India Secretariat of the 'Bridging to the Future' (BttF) Project** that brought together four urban regions- Greater Panjim, Groningen, Greater Vancouver and Shanghai- in a path-breaking international initiative to develop fundable 30-year plans to enable viable sustainability transitions. This was a follow-on to the **Sustainable Urban Systems Design Project** that produced the Goa 2100 proposal for the long-term RUrban sustainability transition of Greater Panjim, the capital of **Goa**. The process was shared with the international energy, human settlements and finance communities at major global conferences in 2006. Partners in this international public-private-community partnership include the International Gas Union (IGU) and the Goa Institute of Management (GIM).

TARU participated in the scenario development and design of the **Goa 2100 Model for Sustainable Cities** for an international Urban Design Competition at the World Gas Conference in Tokyo. The project was one of the few attempts since the 1970s to develop an integrative theory of design that viewed cities as ecosystems that spanned from the city neighbourhood to the regional scale over a century-long time horizon with three goals of sufficiency and equity, efficiency and sustainability for well being of people, communities and eco-systems, using a minimal throughput of matter-energy-information with least impact on nature, society and future generations.

TARU led the **Community Development and Alternate Approaches of Services Delivery to the Urban Poor Component** of the **Bangalore Water Supply and Environmental Sanitation Master Plan Project** of the Bangalore Water Supply and Sewerage Board (BWSSB). These sought to incorporate poverty focus and gender sensitivity into the structure and operations of the BWSSB. A detailed assessment of extent and facets of poverty in the city, in terms of income, access to basic urban services and security of employment and tenure, was undertaken to develop options for the BWSSB to improve service delivery to the poor. Three pilot projects were then implemented to demonstrate alternative technologies and service delivery mechanisms for water and sanitation services to the vulnerable and poor households of Bangalore. The pilot projects were implemented in partnership with NGOs and slum communities in close collaboration with the BWSSB staff. In addition, we provided **Institutional Development, Human Resource Development and Economics Inputs** to the Project. Intended to build institutional capacities within the BWSSB, this included input to the strengthening of the planning function (including financial and economic, tariffs, etc.), skills training, development of future strategies for private sector participation in service provision for the city and introducing a gender and poverty focus in its operations.

Our work on the **New Institutional Arrangements for Water and Environmental Sanitation Services in Gangtok** involved secondary reviews, stakeholder consultations, organisation of National and international exposure visits- leading to agreement on the principles for new institutional arrangements. Options were developed and detailed based on these. TARU further assisted the Government of Sikkim (GoS) in implementing the initial

steps of the transition process, including the creation and capacity building of two Transition Cells and delineation of roles and responsibilities for transition at the GoS level.

TARU developed the **Programme for Delivery of Urban Environmental Services to the Urban Poor** in Lucknow as a part of the substantive revision of the DFID-assisted Draft Master Plan for Urban Environmental Services for the city. This was one of the first comprehensive attempts to link local infrastructure upgradation in poor neighbourhoods with citywide infrastructure development. Based on a phased area upgradation approach, linked to incremental standards, this demand-driven framework for participatory planning and monitoring, broke significant new ground.

TARU played a key role in developing, synthesizing and producing the **Urban Environmental Services Master Plan for Lucknow (1996-2021)**. The Master Plan focused on improvements to water supply, sewerage and sanitation, surface water drainage and solid waste services with a view to improving the living conditions in the city and emphasized the situation of the urban poor and other vulnerable groups. Institutional restructuring and strengthening were components of the Master Plan. Further, TARU undertook a series of studies that provided the basis or followed from the Urban Environmental Services Master Plan for Lucknow (1996-2021). These included:

- **Infrastructure and Service Deficiency Analysis for Urban Environmental Services in Lucknow.** This was undertaken on a drainage catchment basis to establish the current provision, service levels and possibilities for upgradation in water supply, sewage and sanitation, solid waste disposal and surface water drainage in various settlement types with special emphasis on poor settlements.
- **Study of Ability and Willingness to Pay for Environmental Services in Lucknow.** This used primary data, objective measures and coping strategies of households to establish ability and willingness to pay for environmental services in Lucknow. Identification of infrastructure bottleneck areas and studies on lower income settlements in the city completed the bases for prioritization of action plans for service improvements.
- **Study of Generation and Disposal of Solid Waste for Lucknow.** This covered households of different socio-economic categories, commercial establishments, dairies and industries in the city and was supplemented with a study of the **Solid Waste Recycling Chain in Lucknow**. Estimates of arising, composition, coverage of municipal collection and the significant share of the recycling chain were highlighted for planning.
- **Identification of Strategic Options for Water Supply and Distribution Management in Lucknow.** This was undertaken to address the inadequacies in the Draft Urban Environmental Services Master Plan for Lucknow and identified the key areas for immediate and long-term intervention. Based on these, indicative cost estimates and activity scheduling were undertaken for incorporation into the Revised Master Plan.
- **Development of Indicators for Urban Environmental Services in Select Settlement of Lucknow.** This was part of a London School of Hygiene & Tropical Medicine (LSHTM)/DFID-assisted research project undertaken in South Asia and Africa. It involved innovative participatory research to collect information on environmental indicators for water supply, sewerage and sanitation, surface water drainage and solid waste disposal from communities and planners and operations staff of service providing agencies. A negotiation process to arrive at a consensus on indicators, followed.

The **Pre-design Studies for the Gangtok Water Supply and Environmental Sanitation Project (2003-2011)** were undertaken for AusAID. These involved large sample baseline surveys to establish the status of urban environmental services and public health in Gangtok with special emphasis on the situation of the poor, advice on urban management including geographical and jurisdictional boundaries, and development of institutional scenarios and options for urban environmental service providers.

The **Water Resources Development Strategy for the Bangalore Water Supply and Environmental Sanitation Master Plan Project** had special emphasis on groundwater management and was one of the four components of the AusAID-assisted Bangalore Water Supply and Environmental Sanitation Master Plan Project implemented for the Bangalore Water Supply and Sewerage Board (BWSSB).

Our **Review of the USD 30 million World Bank-financed Slum Sanitation Project in Mumbai** suggested an appropriate demand-responsive participatory approach to scale-up sustainable environmental sanitation services in Mumbai. Based on this review, a proposed USD 100 million project will be structured to provide services to up to 1.5 million slum dwellers and enable improvement in their quality of life, recognising constraints of land availability, complex land ownership issues and existence of several supply-driven sanitation programs being implemented by various agencies in this mega-city.

The **Mid-term Impact Assessment of the DFID-supported Kolkata Urban Services for the Poor (KUSP) Programme**, a high profile DFID-supported Programme launched in 2004 aimed at improved and sustainable well-being of the 2.4 million poor in 40 Urban Local Bodies (ULBs) in the Kolkata Metropolitan Area (KMA) through a process of municipal and Urban Sector Reform, including reform initiatives at the State-level, drew on extensive secondary research and engagements at the community, ULB and State-level with a range of stakeholders. It not only assessed outcomes against the Programme log-frame and identified direct and indirect impacts on ground and within ULBs and other Urban Sector institutions but also engaged with sustainability issues to make recommendations for the future.

Our social development inputs to the **Strategic Mid-term Review (MTR) of the DFID-supported Andhra Pradesh Urban Services for the Poor (APUSP) Project** assessed the progress in delivering project outputs, purpose and goal. TARU specifically assessed the pro-poor orientation of policy and legislation; access to, and relevance of, interventions undertaken; level and quality of community engagement during planning, implementation and operations and maintenance (O&M); responsiveness of service delivery institutions and grievance redressal mechanisms; adequacy of capacity building efforts; and, current and potential role of civil society formations in furthering a pro-poor urban reform agenda. The task involved interactions with State-level and municipal agencies, civil society formations and slum communities in select locations around Hyderabad.

The **Participatory Poverty Assessment (PPA) for the DFID-supported KUSP Program** deployed a complex methodology to understand and capture the multi-dimensional aspects of poverty in Kolkata and attempted to use this as a basis for designing urban poverty reduction policies and interventions. As part of this, TARU initiated a social and political dialogue across a range of stakeholder groups to identify key concerns of the poor in nine broad settlements types of Kolkata and design future interventions to ensure access to quality urban services and promote pro-poor economic growth. A related assignment was that for the

**Revision of Slum Infrastructure Development Guidelines for the KUSP Program.** This seeks to capture perceptions on policy, planning and design processes, technology, implementation and post-construction management through a mix of structured household surveys and qualitative discussions with a range of stakeholders. The final output will be the revised Slum Infrastructure Development Guidelines that recognize the lessons learnt and detail the way forward with a view to ensure more robust and inclusive slum-level planning, implementation and infrastructure management processes.

TARU was engaged by DFID to undertake an **Evaluation and Validation of the Quick Slum Surveys (QSSs) undertaken for the KUSP Programme.** Intended to assess the quality of data and the process by which it was collected from over 3,500 slums and 440,000 households and make recommendations for improvements therein, this involved primary studies in 170 slums across 40 urban local bodies (ULBs), besides engagement at the ULB and State-level.

The **Options for Inclusion of Civil Society Initiatives for a Urban Poverty Reduction and Municipal Reform Project in Northern Kolkata** generated for DFID India were based on a social, economic and political analysis of the project area and delineation of formations and groupings, especially outside the government and NGO sectors that could form potential stakeholders. This included an assessment of capacities available within these formations and identified the key focus areas for future capacity building and institutional development.

TARU is the **India Partner to the Asian Cities Climate Change Resilience Network (ACCCRN).** The Rockefeller Foundation has recently embarked on this major climate change initiative that concentrates on building resilience to a changing, challenging natural environment. It focuses on developing new tools, techniques and strategies to address climate risk, poverty and precipitous urbanization with the objective to develop a network of cities in Asia that will have robust plans to prepare, withstand and recover from the predicted impacts of climate change. (The Programme covers India, Indonesia, Thailand and Vietnam.) In India, six cities representing different climate risks were selected for initial analysis and engagement with public and private sector institutions, civil society and elected representatives. Detailed work to design and implement pro-poor climate risk adaptation processes is being taken forward in two of these- Indore and Surat.

IIED and the Earth Institute, Columbia University commissioned TARU to prepare the India background paper for the Global Urban Summit on **Climate Change Risk and an Adaptation and Mitigation Agenda for Indian Cities**. The Paper reviewed all major climate change risks to Indian cities, identified populations and elements at risk and attempted to define a climate change adaptation and mitigation framework for Indian cities.